



Head of Business Improvement

36.25 hours per week

Permanent Contract

Recruitment Pack

March 2020

Contents

Letter from the Executive Leadership Team	2
Business Improvement Team Structure	3
Role Profile	4
Terms and Conditions	9
Application Process & Timetable	10



Letter from the Executive Leadership Team

Thank you for your interest in the Head of Business Improvement (**HBI**) position with Castles & Coasts Housing Association (**CCHA**).

We are looking for someone to head up a brand-new team within the Association, leading on business improvement and innovation, with a focus on service improvement for customers. Within this team will sit professionals responsible for project management, procurement, business intelligence and IT services.

We want an advocate for change, a natural networker with a curiosity about the whole organisation, able to develop strong situational awareness of the key themes within the business. You will need to show well-developed leadership skills and be able to inspire and motivate others towards change.

First rate communication skills are a prerequisite, at ease with your audience whether it be customers, board members or external contacts. As HBI you will play a major role in advising both the Executive Leadership Team and Board as to how their strategic vision and aspirations can be effectively and efficiently realised. You will be a confident, independent and effective decision maker, with a positive, dynamic approach. You will have experience of looking beyond your own role and specialisms, to identify ways to contribute to the wider strategic direction of the Association and a proven track record of change which delivers substantial efficiencies, both financially and for our customers.

You will join our Senior Leadership Team and will act as a role model for our values. The role will work across CCHA's area of operations and can utilise a main work base in Newcastle, Carlisle or Workington.

As well as providing an excellent career opportunity, this role gives you the chance to live in one of the most beautiful parts of the UK; with three National Parks, the Scottish Borders and the glorious North West and North East coasts on our doorstep. Our area provides access to first class theatre, music and sporting venues along with a world class food offering. If you don't already live here, just imagine the fantastic quality of life that this area offers!

CCHA was formed in 2017, following the merger of two housing associations based across the North of England. Both were well established, thriving businesses and CCHA is continuing to build on a legacy of providing quality services and a people focused culture.

If you like what you read, and you would like the opportunity to join the CCHA team, please complete our application process, telling us how you feel you can add value and dynamism to our team. If you choose to apply and are successful, you will be rewarded on all levels - a great place to work, a great place to live and a great team of people to work with.

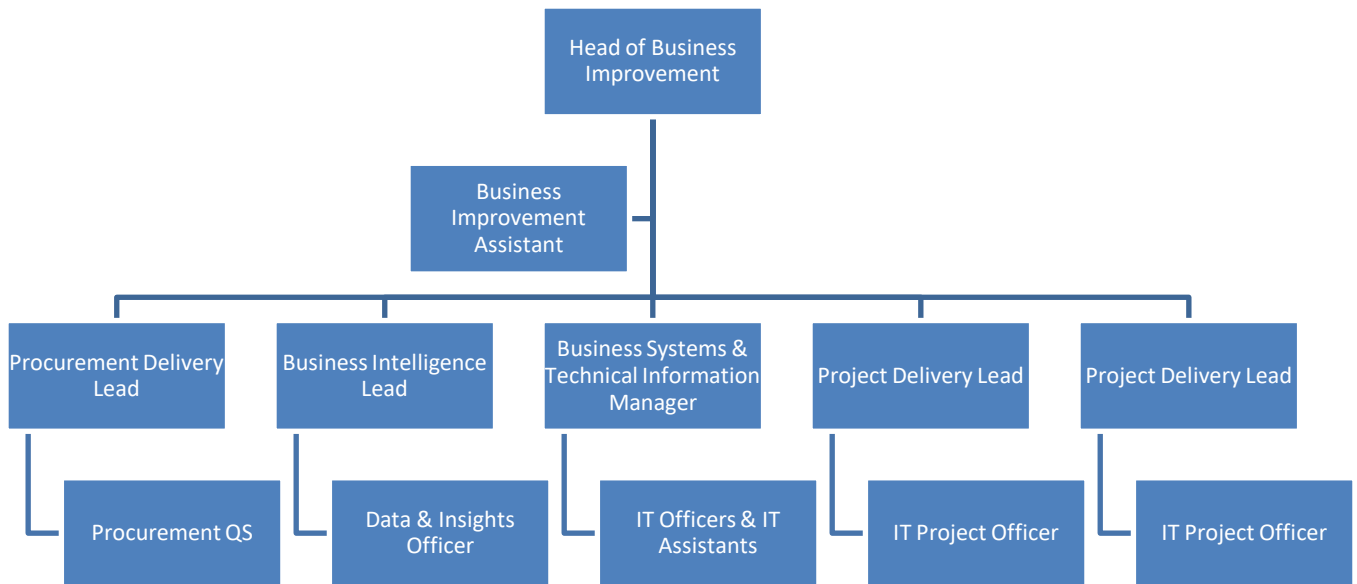
If you have any questions about the role please do not hesitate to contact for an informal conversation, Jim Allcroft on 07388642631.

We look forward to receiving your application.

Yours sincerely

Executive Leadership Team

Business Improvement Team Structure



Role Profile: Head of Business Improvement

Job Description

Reporting to: Executive Leadership Team. (Line managed by the Finance Director).

Responsible for: The Business Improvement and IT Teams; comprising procurement, project delivery, business intelligence and IT.

Role Purpose

- Provide strategic leadership to the Business Improvement Team.
- Support the Executive Leadership Team (**ELT**) in identifying and prioritising key business improvement projects, linked to strategic objectives and operational requirements.
- Lead the delivery of an agreed programme of business improvement projects to timescale and budget.
- Lead the effective delivery of the Association's procurement and contract management function.
- Develop business intelligence processes to facilitate analysis of performance data to inform decision making and support robust governance.
- Ensure the Association's IT/digital infrastructure and service effectively supports the needs of the business.
- Embed a strong value for money (**VFM**) culture.

Key Responsibilities

Project Delivery

- Work with the ELT to agree a programme of business improvement projects that support the achievement of the Association's strategic objectives and operational priorities.
- Ensure projects are clearly defined, with critical activities identified and adequately resourced, costed, planned and evaluated.
- Develop, implement and maintain an effective approach to reviewing business process efficiency across the Association to ensure processes are lean, efficient and supporting operational priorities.
- Work with relevant service leads to ensure process improvements are delivered.
- Facilitate the translation of business priorities into digital solutions.
- Develop and maintain effective working relationships with service leads across the Association, acting as a critical friend; providing challenge and support, to ensure the services and processes we deliver are effective and efficient.
- Develop and maintain effective working relationships with external contacts, ensuring commitment and delivery within agreed parameters.
- Deliver VFM through user-driven business improvement projects.
- Use evaluation and review to inform continuous improvement in project delivery.

Business Systems, Data and Reporting

- Establish and support processes to ensure the Association's business and customer data is accurate, relevant and maintained.
- Establish and support systems to enable the accurate and timely reporting of Management Information (MI), Key Performance Indicators (KPIs), statutory and regulatory returns and benchmarking data.
- Develop business intelligence processes to interrogate business data, identifying improvements to services and cost savings.
- Facilitate data-driven decisions through effective business intelligence processes
- Examine KPIs and benchmarking data to ensure performance measures reflect business priorities.
- Embed a system of trend analysis with reference to business improvement, social value and other external influences.

Procurement and Contract Management

- Develop, implement and ensure delivery of the Procurement Strategy and effective procurement processes that optimise cost and quality for the Association and its customers.
- Oversee the development, implementation and delivery of robust contract management processes to ensure efficiencies are realised.
- Co-ordinate post contract reviews, to ensure delivery, financial and otherwise, is delivered in line with contractual specifications.
- Drive a strong VFM culture through procurement activities.
- Co-ordinate post procurement reviews.
- Ensure effective delivery of procurement services to other partners through the Cost Sharing Group in line with agreed annual procurement plans

Core IT functions

- Ensure IT infrastructure and service effectively support the current needs of the business.
- Develop associated IT and digital strategies
- Ensure data security protocols minimise the risks of theft and cyber-attack and meet all legal and regulatory requirements.
- Ensure IT resources support business improvement projects to enhance service developments.

Staff Management

- Provide strategic management and support to the Business Improvement Team, ensuring effective two-way communication and collaboration is achieved with all teams across the Association.
- Ensure managers, and their staff, have a clear understanding of what is expected of them and that processes are in place to ensure regular, constructive feedback on performance.
- Support appropriate learning opportunities for staff in line with departmental and organisational priorities.



Generic

- Be an active and effective member of the Senior Leadership Team.
- Ensure that risks are identified and effectively managed within the area of responsibility.
- Ensure that the IT and Business Improvement Services are delivered within the agreed budget.
- Work collaboratively with colleagues to meet the objectives of the Association.
- Seek best value and facilitate continuous performance improvement within the department and for the Association.
- Promote a positive health and safety culture in all areas of operations in conjunction with the Health & Safety Manager.
- Comply with the Association's policies and procedures.
- Be a role model for the Association's values and objectives.
- Comply with the requirements of external regulators.
- Carry out such other duties as may reasonably be required from time to time.

Person Specification

		ESSENTIAL	DESIRABLE
Education & qualifications	<ul style="list-style-type: none"> Degree level education Project Management qualification (e.g. PRINCE 2) Process improvement qualification (e.g. Lean or Six Sigma) 	✓	✓ ✓
Experience, knowledge, understanding	<ul style="list-style-type: none"> A track record of delivering change and the ability to quantify financial and non-financial benefits. Experience of delivering end to end business improvement projects Experience of delivering demonstrable end to end process reviews Experience of implementing successful change management processes – people and processes An understanding of social housing Experience of implementing and monitoring performance management systems Experience of leading, developing and motivating staff Experience of implementing IT systems to drive quality and efficiency Experience of managing budgets Experience of developing end to end project management and reporting processes Experience of implementing successful contract procurement and management processes Experience of preparing and delivering reports and presentations to Executive Teams, Board/Committees Experience of building effective working relationships both internally and externally 	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓	✓
Technical & professional skills	<ul style="list-style-type: none"> Experience of designing and developing effective policies and processes Computer literate, with excellent knowledge of Microsoft Office Knowledge of housing management systems Experience of using advanced technology to implement effective and efficient services 	✓ ✓ ✓	✓

Vision & Drive	<ul style="list-style-type: none"> • Demonstrates drive and enthusiasm • Self-motivated and able to motivate others • Seeks ways to continuously improve and learn • Represents the organisation positively and professionally • Demonstrates ability to innovate 	✓ ✓ ✓ ✓ ✓	
People	<ul style="list-style-type: none"> • Shows respect and consideration • Empowers and enables others • Is a role model for service excellence • Encourages ongoing learning and development 	✓ ✓ ✓ ✓	
Communication	<ul style="list-style-type: none"> • Communicates well across all mediums • Understands what information is required through effective listening and questioning • Negotiates effectively to achieve high performance and optimum outcomes • Facilitates effective communication throughout the organisation 	✓ ✓ ✓ ✓	
Planning	<ul style="list-style-type: none"> • Shows creativity and innovation • Uses problem solving and decision-making skills. • Prioritises and plans effectively • Evaluates progress and reviews and adapts plans 	✓ ✓ ✓ ✓	
Performance	<ul style="list-style-type: none"> • Shows determination to reach targets and objectives • Produces ideas to improve performance • Sets and achieves performance targets • Shows resilience in the face of obstacles 	✓ ✓ ✓ ✓	
Customer Focus	<ul style="list-style-type: none"> • Demonstrates customer commitment at the core of all activities 	✓	
Equality & Diversity	<ul style="list-style-type: none"> • Shows an appreciation of equality and the need to understand and respect diversity 	✓	
Other	<ul style="list-style-type: none"> • Able to travel throughout the area of operations 	✓	

Terms and Conditions

The salary for the role of Head of Business Improvement is £65,000

Type	Details
Hours	<ul style="list-style-type: none">• 36.25 hours per week (full time)• 8am to 6pm working patterns• Flexitime scheme
Pension	<ul style="list-style-type: none">• SHPS Defined Contribution scheme• Employer contributions up to 8%• Life assurance (3x annual salary)
Annual leave	<ul style="list-style-type: none">• 25 days per year plus bank holidays with additional days awarded for service
Time off	<ul style="list-style-type: none">• Company sick pay scheme• Family friendly policies with company pay schemes
Additional benefits	<ul style="list-style-type: none">• £3k Cash Car Allowance• Induction programme and ongoing personal development• Staff equipped for agile working• Employee Assistance Programme• Health Cash Plan (following qualifying period)• Staff Forum• Cycle to work scheme• Staff Savings Scheme

Additional information about Castles & Coasts Housing Association is available on our website: <http://castlesandcoasts.co.uk/>.

Application Process and Timetable

Application Process

This is a unique opportunity to help shape the future of Castles & Coasts Housing Association. For an informal discussion please contact our Executive Search Partner Jim Allcroft, Executive Search Consultant at Dixon Walter on 07388 642 631 or jim@dixonwalter.co.uk

For details on how to apply and what should be included in your application, please visit our campaign microsite at <http://www.dixonwalter.co.uk/housing-infrastructure-property/opportunities/ccha-hbi/>

You will need to return the above by email to Jim Allcroft no later than Wednesday 25th March.

If you are called for an interview, you will be notified by email. Please provide us with your preferred email address for receipt of this information.

Recruitment Timetable

Recruitment stage	Date
Adverts go live	W/C 9th March
Closing date for applications	Wednesday 25 th March
Stage 1 Interviews (up to 1 hour)	Thursday 16 th April (Carlisle)
Stage 2 Interviews (full day)	Friday 24 th April (Carlisle)

Prospective candidates should detail in their application if they are not available for interview on any of the interview dates above.