



# Executive Director of Business Services and Improvement Recruitment Pack

Applications close: Friday 28 March, 2025



## A message from Liam

**Thank you for your interest in joining Salix Homes at such an exciting time in our journey.**

As we celebrate our 10-year anniversary this year, we're incredibly proud of how far we've come. Since becoming a stand-alone housing association in 2015, we've invested in our homes, our communities, and our people, to create a brighter future together.

We were incredibly proud to become one of the first housing associations in the country to achieve the C1 grading under the new Consumer Standards in recognition of the homes and services we provide for our customers.

But, we're not standing still. We are looking ahead to the next chapter of our journey, ensuring that we continue to deliver safe, high-quality homes and services while embracing new challenges and opportunities.

We are currently developing our new Corporate Plan, setting out our ambitions for the next phase of Salix Homes. At the heart of this plan is a commitment to our people, both our customers and colleagues. We are committed to creating an environment where people feel valued, empowered, and supported to thrive, and where we continue to make a lasting difference in the communities we serve.

From April, I will be stepping into the role of Chief Executive, succeeding Sue Sutton, who has led Salix Homes with exceptional dedication, shaping our organisation and leaving a lasting impact.



Sue will be retiring in the summer, but will remain with us until then to ensure a smooth transition.

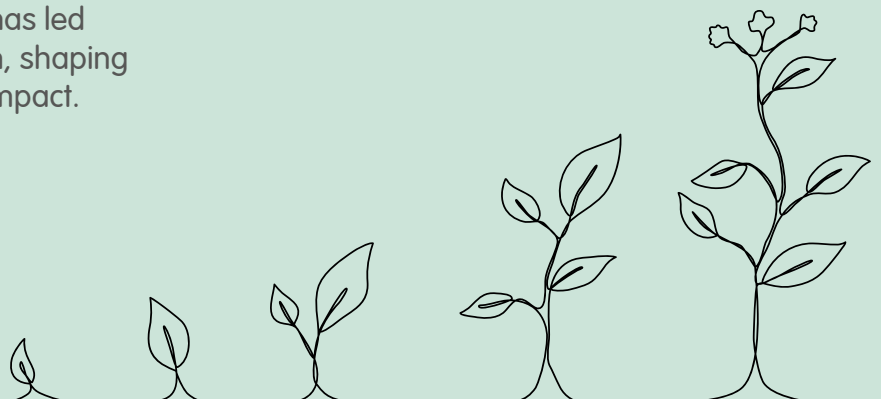
I am committed to building on the strong legacy she has established, continuing to put people at the heart of everything we do, and ensuring Salix Homes remains a dynamic, high-performing organisation.

This opportunity is to join our Executive Management Team, and the successful candidate will play a key role in shaping the future of Salix Homes.

If you're looking for a leadership role in an organisation that is committed to supporting our people and communities, then now is a great time to join us. This is a pivotal moment for us as we enter our next phase of growth and progress.

If you're ready to bring your experience, leadership, and ambition to an organisation that is passionate about truly making a difference, then we'd love to hear from you.

**Liam Turner**  
**Executive Director of Assets, Growth and Sustainability at Salix Homes**



## About Salix Homes

**Salix Homes is a high performing housing association based in Salford, Greater Manchester.**

Since our journey as a stand-alone housing association began in 2015, we have been proud to serve the community - investing in our homes, neighbourhoods and people to create a brighter future together.

We own and manage more than 8,000 homes, encompassing a real mix of properties, including 20 high-rise tower blocks, a wide range of medium and low-rise apartment blocks, traditional terraced streets, large housing estates, and independent living schemes for older people.

We're incredibly proud to be one of the first housing associations in the country to achieve the **C1 grading** under the new Consumer Standards. This result is testament to our ongoing commitment to ensuring that our homes are safe and well maintained, our customers are listened to and respected, and that our services are responsive and effective.

This year, 2025, marks a significant milestone as we celebrate our 10-year anniversary.

Over the past decade, we've grown, evolved and made a lasting impact in Salford.

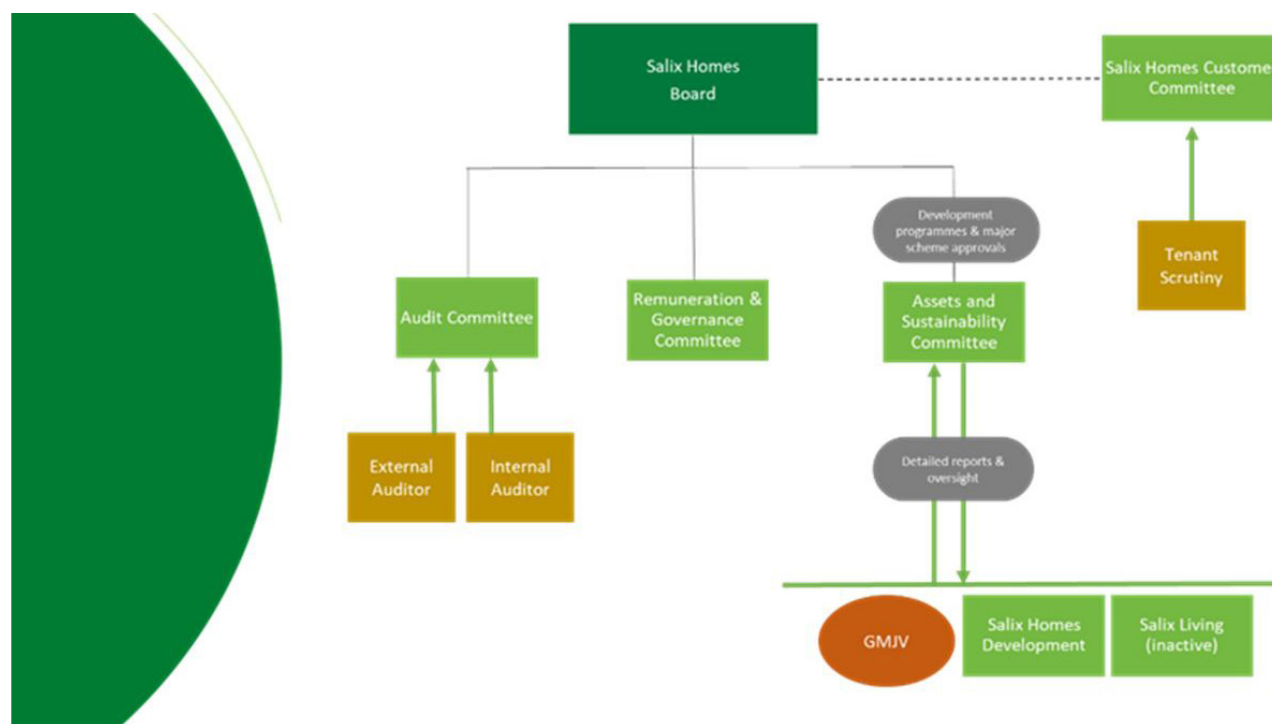
We've worked hard to ensure all our properties are safe, modern, desirable, and energy efficient. We have continually invested in our customers' homes and communities through an ambitious and ongoing programme of improvement work.

We're committed to tackling the housing crisis and increasing housing choice by building new homes in Salford and beyond, including social and affordable housing. In the past decade, we've built 560 new homes and invested £235million building new homes and improving existing homes and communities.

For our customers, we're passionate about ensuring their voices are heard and providing opportunities for them to shape our services, helping us deliver a housing service we can all be proud of.

At the heart of everything we do is our people - both our customers and colleagues. We're an organisation which is innovative, people-focused, and committed to making a difference for all.

## Governance, Board and Committee Structure



## Values you can work with

We have a clear vision - Salix Homes is not just about providing good quality affordable homes, it's about transforming lives and supporting our communities. Everything we do as an organisation is for the benefit of our communities, customers and their homes.

Our values matter to us. Last year we launched our new values, which are part of our fabric and culture at Salix Homes, rooted in the city we love.

All candidates must be aligned with and committed to our values and competencies, set out below:

We are

**Trustworthy**



**We gain the confidence and trust of others through integrity and accountability.**

**Accountable:** We will keep our promises and take responsibility for our actions.

**Integrity:** We will do the right things for the right reasons.

We are

**Successful**



**We are constantly improving by remaining informed and work collaboratively to achieve success.**

**Informed:** We will listen and learn to continuously improve.

**Collaborative:** We will build strong internal and external partnerships to deliver excellence.

We are

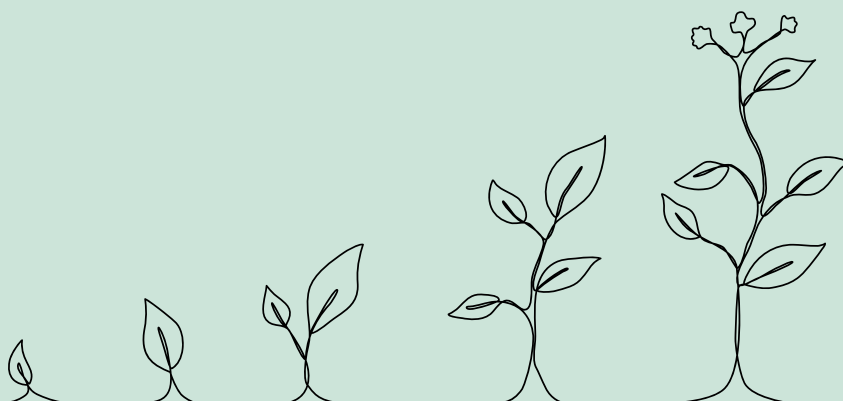
**Inclusive**



**We advocate for others whilst embracing and promoting inclusion.**

**Advocate:** We will speak up for those who are unable to do so for themselves.

**Respectful:** We will respect and value difference, promoting a sense of belonging.



## About the role:

## Executive Director of Business Services and Improvement

**Salary: £119,627**

**Salix Homes is a high performing social housing provider, with around 8,000 homes across Salford.**

We're a not-for-profit charitable organisation which puts our customers at the heart of everything we do - from investing in our homes and communities, to how we go about providing our services.

Our determination to place building safety and the customer voice at the heart of the business demonstrates our deep commitment to our customers' safety and views.

*We're growing, and we're innovating, and it's an exciting time to join us.*

As part of our Executive Management Team, you will play a key role in providing insight and expertise to Board and Committee members and continue to ensure that colleagues are engaged and motivated and that a culture of continuous improvement is fostered throughout the organisation.

This role has strategic responsibility for business transformation and data analysis, and you will continually improve operational performance through innovation, communication, people development, and championing our values and culture. It offers an exceptional opportunity to lead a number of high-performing and focused teams to deliver meaningful strategic objectives.

You will have extensive experience at Director level, almost certainly within the housing sector. Experience of managing change, leading strategic priorities and adding value to the business are a must, and you will be a people-focused and energetic leader.

It's important that you exemplify our organisational values, and that you share our absolute commitment to delivering great customer service. In return you'll have the opportunity to make an invaluable strategic contribution, working across a wide range of business areas.

*It's the complete professional development role for an aspiring or established Executive Director.*

You can also find out more information, and download the supporting documentation on the Salix Homes website [here](#).

For a confidential discussion email Liam Turner, Executive Director of Assets, Growth and Sustainability at [liam.turner@salixhomes.co.uk](mailto:liam.turner@salixhomes.co.uk).

**The closing date for applications is Friday 28 March 2025**

*Salix Homes is an Equal Opportunities Employer and opposes all forms of unlawful or unfair discrimination. Our customers come from all walks of life, and so should we. As we are interested in expanding our workforce diversity, we welcome all applications.*

# Role Profile and Person Specification

## Executive Director of Business Services and Improvement

**Team:** Executive Management Team

**Report to:** Chief Executive

**Grade:** EXDR

### Overview

Reporting to the Chief Executive, you will play an important role in the strategic policy formulation, implementation and development of new thinking to support delivery of the organisation's ambitions.

You will have strategic responsibility for business transformation and data analysis, and continually improve operational performance through innovation, communication, people development, and championing our values and culture.

You will provide effective leadership, direction and continuous development of the following services, which are your areas of responsibility:

- ❖ People Services, including culture and colleague engagement
- ❖ Inclusion
- ❖ Health and Safety
- ❖ Marketing and Communications
- ❖ Facilities Management
- ❖ ICT and Cyber Security
- ❖ Customer Insight and Data Analysis
- ❖ Project Management
- ❖ Corporate Plan Development and Monitoring

### People fit

- ❖ A leader who works best operating at a high strategic level by actively developing strong leadership teams.
- ❖ This is not a role that provides the post holder with routine and would not be appropriate for an individual who is uncomfortable with change or has low personal resilience. This role is not suitable for someone who is uncomfortable with accountability for meeting demanding targets and competing demands.

### Main Stakeholders:

- ❖ Board
- ❖ Executive Team
- ❖ Employees
- ❖ Customers
- ❖ Suppliers and Contractors
- ❖ Other third parties
- ❖ Regulators

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## Role Profile and Person Specification continued...

### Responsibilities

- ❖ You will support the Chief Executive in the management of effective governance arrangements for the organisation, including the efficient servicing of Boards and sub-committees to ensure that Board members are equipped to meet and comply with all legal and regulatory requirements and responsibilities in accordance with the highest standards of performance and probity.
- ❖ As a member of the Executive Management Team, you will support the Chief Executive, the Board and Sub Committees defining and delivering Salix Homes' priorities, policies and plans.
- ❖ You will oversee, co-ordinate and contribute to ensure the communication and delivery of the Corporate Plans through clear and focused service action plans that successfully achieve business targets and performance indicators.
- ❖ You will lead strategic projects and initiatives to achieve corporate priorities and challenging targets through the appropriate use of resources, whilst at all times ensuring compliance with Salix Homes' governance arrangements.
- ❖ You must ensure that a system of continuous review and improvement is embedded within the service, so that 'traditional thinking' is challenged and innovation pursued.
- ❖ You will be integral in developing effective partnerships with both internal and external stakeholders to ensure innovative and collaborative solutions to challenges facing the organisation.
- ❖ You will ensure the effective engagement of customers, partners and stakeholders through consultation to promote informed strategic decision-making, leading to improved experiences and achievement of Salix Homes' priorities, performance indicators and real added value.
- ❖ As a member of the Leadership Team, you will actively contribute to the development and success of the organisation, ensuring effective financial, staffing and management arrangements.
- ❖ You will be accountable for organisational regulatory and statutory compliance across the organisation, and have strategic responsibility for the organisation's approach to transformation to ensure it delivers against the Regulator of Social Housing and Building Safety Regulator's standards.
- ❖ You will exercise effective financial management controls, working in budget parameters and time constraints to achieve business objectives at all times seeking value for money and social return on investment.
- ❖ You will ensure that business intelligence is acted upon, and where appropriate shared, to improve the customer experience and increase satisfaction.
- ❖ You will identify and mitigate major risks and issues across service areas and develop a positive performance culture to improve service delivery and achieve agreed standards and targets.

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## Job Description and Person Specification continued...

### Responsibilities continued...

- ❖ You will provide vision, leadership and overall direction for the effective and efficient management of Salix Homes services including:
  - ◆ People Services, including culture and colleague engagement
  - ◆ Inclusion
  - ◆ Health and Safety
  - ◆ Marketing and Communications
  - ◆ Facilities Management
  - ◆ ICT and Cyber Security
  - ◆ Customer Insight and Data Analysis
  - ◆ Project Management
  - ◆ Corporate Plan Development and Monitoring
- ❖ You will have line management responsibility for the leadership team within your areas of responsibility.
- ❖ You will actively lead, and promote, Salix Homes' vision and values, modelling a leadership style that motivates employees, engages with partners, builds successful teams and delivers for customers, promoting a positive and enabling culture.
- ❖ You will demonstrate a flexible approach to strategic leadership, to ensure that the strategic and operational needs of the organisation are met, undertaking different duties as, when, and where required by the Chief Executive.
- ❖ You will provide sound up-to-date professional advice to colleagues, members, partners and customers.

❖ You will actively promote inclusion and support diversity.

❖ Deputise when required for the CEO.

### Knowledge

- ❖ Ideally educated to degree level, or equivalent through relevant training and experience in a subject related to your areas for responsibility.
- ❖ Knowledge and experience of working with risk management frameworks.
- ❖ Sound understanding of Social Housing Regulatory regime and governance.
- ❖ Proven commitment to, and understanding of, the principles of good governance.
- ❖ An understanding of, and commitment to, innovation and commercial activity, with specific experience in this discipline.
- ❖ Solid understanding of how strong organisational culture contributes to overall organisational performance.
- ❖ Proven understanding of the risk of cyber attacks and demonstrable experience in understanding how to mitigate and prevent significant events.

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## Job Description and Person Specification continued...

### Experience:

- ❖ An extensive and successful background of consistent achievement at a senior level within at least five of the functions within this role's area of responsibility.
- ❖ Solid experience of working effectively with Boards and Committees at a senior level.
- ❖ Experience of strategic business planning with ability to apply expertise of operational and best practice.
- ❖ A record of success in managing a diverse range of services and translating organisational ambitions into real achievements, delivering quality services within an organisation of similar complexity.
- ❖ Demonstrable experience of successfully translating multiple data sources into meaningful insight, and utilising this to create strategic plans and objectives.
- ❖ Experience of leading change in aid of organisational and cultural development to achieve successful outcomes for the organisation.
- ❖ Experience of striving continuously to drive improvement for the organisation and the customer at a strategic level.
- ❖ Experience of building effective relationships with key stakeholders which support the delivery of strategic plans.
- ❖ Significant previous experience of operating at a Director level.
- ❖ High levels of experience in working in a complex regulated environment where constraints impact on policies and plans.
- ❖ Proven experience of effective strategic financial management of significant budgets.
- ❖ Experience of operating financial and risk appraisals linked to business strategy.
- ❖ A record of success in managing a diverse range of services and translating organisational ambitions into real achievements, delivering quality services within an organisation of similar complexity.

### Skills

- ❖ A strategic thinker who can identify and assess strategic options without bias.
- ❖ Ability to lead on multiple corporate projects to successfully deliver priority outcomes.
- ❖ An experienced leader who can inspire by being energetic, determined, positive, decisive and resilient and will challenge the status quo.
- ❖ Ability to anticipate future needs and changes and translate those into strategic and operational plans.
- ❖ A persuasive and effective influencer who can foster partnerships, work collaboratively across boundaries, and is aware of how to maximise their influence to achieve performance and results through others.
- ❖ High level of political awareness and diplomacy, with an ability to operate with sensitivity in a political environment.
- ❖ Solid awareness of the housing sector and proven ability to influence developments that affect Salix Homes.
- ❖ Ability to understand how ICT can support business transformation and deliver operational improvement through innovation.
- ❖ Ability to lead and grow the approach to data analysis and customer insight with experience of embedding a data centric culture.

# Terms and Conditions and Employee Benefits

## Salary

£119,627 p.a.

## Discount Car Leasing Scheme

Employees can lease a brand new, fully maintained and insured car from Tuskers.

## Annual Leave

You will receive 30 days plus bank holidays, increasing to 35 days with length of service.

## Life Assurance

Employees can nominate someone to receive three times their annual salary if they die while employed by Salix Homes.

## Pension:

Generous company pension scheme - Aviva. Salix Homes will contribute 1.5 times employees' contribution amount up to 9%. For example, if an employee put in 6%, Salix Homes would put in 9% giving a total contribution of 15%.

## Hybrid Working

Depending on their role in the business, Salix Homes employees can work flexibly with a minimum of two days in the office per week, however, this is subject to business need and may require you to be in the office more often.

## Family Friendly Policies

Salix Homes gives employees:

- ❖ Paid time off for dependents.
- ❖ Enhanced maternity, adoption and paternity leave.
- ❖ Paid time off for those difficult times in life.

## Employee Development

Salix Homes wants to develop our people and we provide career and personal development opportunities for employees, including:

- ❖ Coaching
- ❖ Sponsored study
- ❖ Accredited professional development
- ❖ Apprenticeship opportunities

## Health Cash Plan

Healthshield provides a health cash plan for all Salix Homes employees. The scheme helps with the cost of health care such as:

- ❖ Dental check-ups / fillings / physiotherapy / eye tests / prescription glasses.
- ❖ Healthshield Perks: Get access to over 4,000 exclusive member offers available to employees and their families.

## Cycle to Work Scheme

The Salix Ride to Work scheme, provided by Evans Cycles, is a great way of buying a bike at a discount and paying for it over a year.

## Discount Gym Membership

Salix Homes has a special deal with Salford City Council that lets employees use their gyms at a discount. Salix Healthshield Perks also gives discounts on joining other gyms.

## Counselling:

Employees have access to confidential counselling through the University of Salford.

*Salix Homes is an Equal Opportunities Employer and opposes all forms of unlawful or unfair discrimination. Our customers come from all walks of life, and so should we. As we are interested in expanding our workforce diversity, we welcome all applications.*

## Application Process:

To apply for this position, please visit our website at [www.salixhomes.co.uk/careers](http://www.salixhomes.co.uk/careers) to submit an up-to-date Curriculum Vitae (CV) and covering letter.

### How to apply

It is important that your CV highlights supporting evidence of how your previous experience and skills relate to the criteria outlined in the role profile and person specification.

Within your CV, please supply the following:

- ❖ Full name and postal address
- ❖ Work and personal phone number and an email address (*NB: most written communication with you will be electronic*)
- ❖ Employment history (explaining any gaps)
- ❖ Current salary
- ❖ Education and dates your qualifications were obtained
- ❖ Current memberships of relevant professional associations/Institutes and dates.

Your covering letter (*maximum of three pages*) should be used to convey why you are attracted to the role, describing how your experience and skills will help Salix Homes map out its future purpose, direction and priorities.

The covering letter is considered an important aspect of your application and will be used to assess your motivation for the role.

### Assessment and Selection Process:

All applications will be considered and assessed against the requirements of the Person Specification in order to select an initial long list of candidates. If you have been successful at this

stage, we will contact you via telephone/email.

Please complete the Equality and Diversity Recruitment Monitoring information, which can be found on the careers pages of the Salix Homes [website](#). This will assist Salix Homes in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated in relation to this will not be used as part of the selection process and will be treated as strictly confidential.

### Personal Data:

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (*racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and / or biometric data*) in your CV and covering letter.

Following this notice, any inclusion of your Sensitive Personal Data in your CV/covering letter will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.

### Contact

If you have any queries about the position or the selection process, please do not hesitate to contact Liam Turner, Executive Director of Assets, Growth and Sustainability at [liam.turner@salixhomes.co.uk](mailto:liam.turner@salixhomes.co.uk).

Thank you for your interest in this position.

## Find out more and apply

Full details of the application process, the role and Salix Homes are set out in this pack.

You can also find out more information, and download the supporting documentation on the Salix Homes website, [here](#). For a confidential discussion email Liam Turner, Executive Director of Assets, Growth and Sustainability at [liam.turner@salixhomes.co.uk](mailto:liam.turner@salixhomes.co.uk).

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## Further reading

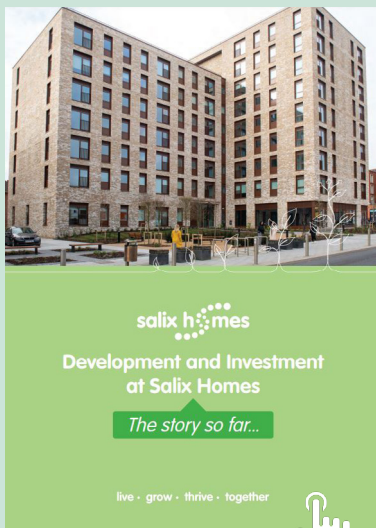
The Salix Homes that we are today was established in March 2015 when our customers voted for us to take ownership of their homes from Salford City Council, as part of a stock transfer - a move that unlocked millions of pounds worth of investment and marked a historic moment for social housing in Salford.

We've also charted our story so far in key areas, including **Development and Investment**, **Tackling Damp, Mould and Condensation** and **Building Safety**.

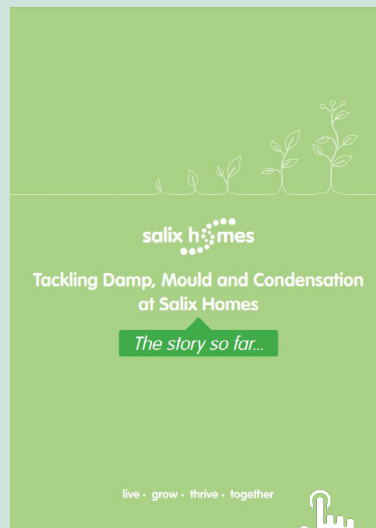
Read our timeline brochures to find out more about the journey we've been on, including our key achievements and milestone moments, along with some of the challenges we've faced along the way.



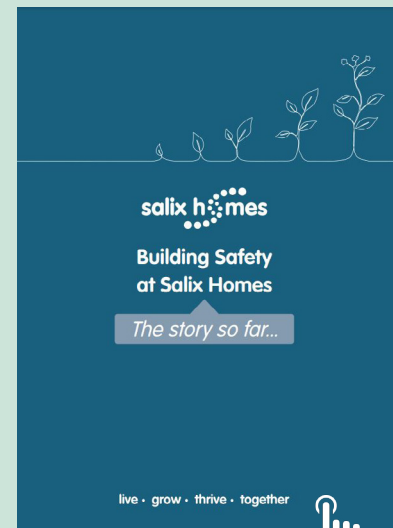
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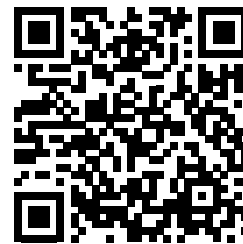
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You can translate into your preferred language and use other accessibility  
tools, including large text, screen reader and audio file.



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Telephone  
**0800 218 2000**

Visit  
[www.salixhomes.co.uk](http://www.salixhomes.co.uk)

For more information about the role,  
please visit the [Salix Homes website](#).

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