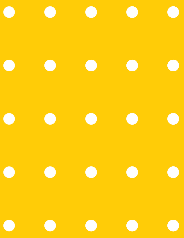


Chief Executive Recruitment pack

— August 2026



CAMPBELL
TICKELL

Hastoe was established over 60 years ago and now manages more than 7,500 rented, shared ownership and leasehold homes, mainly located across the south of England from Devon to Norfolk.



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Your application

▶ **Thank you very much for your interest in this Group Chief Executive post at Hastoe Housing Association. On the following pages, you will find details of the role and the selection process to assist you in completing and tailoring your application.**

You will no doubt do your own due diligence but do read this pack carefully as it will provide you with a good overview of the organisation and role. After you have done that, please feel free to get in touch with one of us, so that we can talk through your offer and get a sense of how that aligns to what Hastoe Housing Association is seeking.

To apply, we will need the following from you:

- A CV. Make sure this confirms your current/ most recent roles (you can sum up earlier roles, say before the last 15 years), tell us about your achievements so we get a picture of your skills and experience, and try to keep it to two pages or three at most;
- A personal statement. We want to hear about your motivation, why this role/ organisation, and you will also want to evidence how relevant your offer is to the role specification; again ideally in two to three pages; and
- The declaration form, which is accessible via the role page on our website and includes space to indicate if you cannot attend any of the interview dates.

Please submit your completed application documents using the online form, which is accessible via our jobs page: www.campbelltickell.com/jobs.

You will receive an email confirmation and see an onscreen confirmation message after submitting your application, but if you have any issues, you can call 020 3434 0990.

The role closes at 9am on Monday, 28th September. Please ensure we receive your application in good time.

Do contact one of us if you wish to have an informal discussion about the role and organisation, or if you have any other questions to help you decide whether to apply

Kind regards,

Hayley Sheldon

Search Consultant
Hayley.Sheldon@campbelltickell.com
07931 432 070

Jim Green

Head of Executive Search and Selection
Jim.Green@campbelltickell.com

Gemma Prescott

Director of Recruitment, HR & Assessment
Gemma.Prescott@campbelltickell.com

Welcome to Hastoe

Dear Candidate,

Thank you for taking the time to find out about Hastoe and this important opportunity to lead our organisation. Hastoe has a proud history and a distinctive purpose: providing good-quality, affordable and environmentally sustainable homes for the communities we serve. As we look to the future, we want to build on that heritage with renewed focus, pace and ambition, and to strengthen our position as a leading provider of rural affordable housing while recognising the breadth and diversity of our current residents and communities.

This is an important and exciting moment for Hastoe. We are focused on strengthening the quality of our services, engaging more openly with residents and colleagues, investing wisely in our homes, providing new homes where we can make the greatest difference, and ensuring that our future plans are delivered with clarity and momentum.

Over the past year, we have met, talked with and listened to as many residents as possible. That engagement has helped us identify what needs to improve and where we need to focus our energy. It will continue at pace, because the only way to improve our services is to understand, first hand, how residents experience them. Our overall customer satisfaction has increased to 65.8%, which shows progress, but we are clear that our performance needs to improve and that there is more to do.

Delivering an excellent customer experience is our absolute focus. We want our residents to feel safe, secure and heard, and we are ambitious in our goal to move our consumer standard rating from C2 to C1. We have already begun to make changes, including improvements across our repairs service, timely and effective management of repairs and planned works, the procurement of smaller, more local contractors, and better information for residents. These changes take time to embed, but we want residents to feel more of their benefits over the coming year.

This is a significant opportunity for our next Chief Executive. We are looking for someone who can work well with the Board in shaping strategy, then lead the business with confidence and discipline: strengthening customer engagement, investing in our homes, developing a creative and dynamic strategic approach to asset management, supporting the delivery of new homes, and building the organisational capacity and culture to deliver our ambitions. We want Hastoe to be a leading provider of services and homes in the communities we serve, an organisation that attracts great people, builds strong partnerships and remains deeply connected to residents, colleagues and communities.

We are looking for someone who brings leadership, vision and energy; who feels genuinely connected to Hastoe's vision and purpose; and who can see and unlock our potential and opportunity. The successful candidate will embrace our focus to engage openly with residents and colleagues across our area of operations, work collaboratively with the Board and Executive Team, and build effective relationships with local authorities, communities, funders, contractors and partners across the wider housing sector.



As a Board, we are open to change and have a positive appetite for thoughtful, well-managed risk where it supports better outcomes. We want our incoming Chief Executive to help us put people truly at the heart of Hastoe - both the customers who live in our homes and the colleagues who deliver our services every day - and to bring a clear commitment to learning, development and continuous improvement for themselves and the organisation.

If you are looking for an opportunity where you can lead an organisation into it's new future, are passionate about social housing, our communities and environmental sustainability, and if you bring the strategic leadership, emotional intelligence and ambition to help Hastoe fulfil its potential, we would be delighted to hear from you. Please do speak with Campbell Tickell, who are supporting us with this recruitment, to learn more.



Lindy Morgan

Lindy Morgan
Chair of the Board

About Hastoe Housing Association

Hastoe Housing Association is an award-winning rural housing association with charitable status. We manage over 7,500 rented, shared ownership and leasehold homes across the south of England, from Devon to Norfolk, and support communities by providing affordable and environmentally sustainable homes for local people.

As England's leading rural housing specialist, we deliver small, high-quality developments in partnership with local communities, helping to meet local housing need and support sustainable rural communities.

We have been building high-quality, energy-efficient affordable homes in rural areas of England since the 1980s. For historic reasons some of our homes are in urban areas, but our distinctive purpose remains rooted in rural affordable housing, local connection and environmental sustainability.

Our homes and services are shaped by a commitment to quality, partnership and long-term community benefit. We work closely with residents, local authorities, parish councils and local partners to provide homes that communities need and want, and that people are proud to live in.

Purpose, vision and values

Our purpose, vision and values lie at the heart of everything we do. They guide how we serve our customers, how we work with communities and partners, and how we make decisions about the homes and services we provide.

Our purpose: To provide a level of service that meets our customers' expectations and to build high-quality, affordable homes that support sustainable rural communities.

Our vision: Everyone should have a comfortable and safe home within a sustainable community.

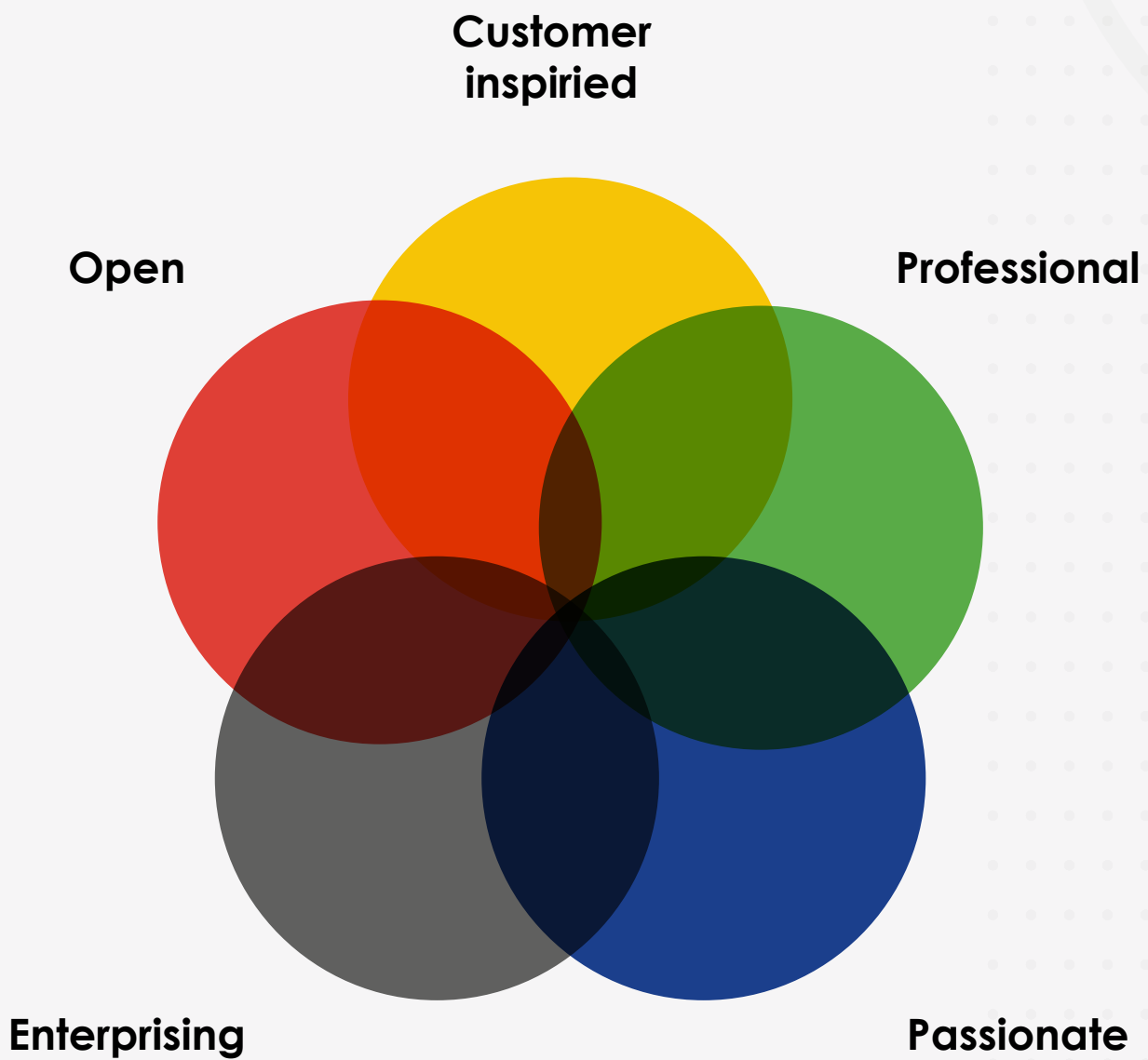
Our values: Our purpose and vision are delivered by our Board and colleagues, who embody Hastoe's values in the way they lead, work together and support customers and communities:

Further information

[Report and Financial statements for year ended 31 March 2026.](#)

[Annual report for tenants](#)

Purpose, vision and values



Hastoe Board

Hastoe's Board is comprised of seven non-Executive Board members, including one Hastoe resident. Members of the Board have ultimate accountability for how Hastoe is run, including setting overall strategy, approving financial plans, and monitoring strategic and operational performance.

The Board delegates some of its responsibilities to three committees: the Audit and Risk Committee, the Remuneration Committee and the Nomination Committee. Responsibility for Hastoe's day-to-day management is delegated to the Chief Executive and Executive Team.

Non-Executive Board members are remunerated for their services to Hastoe, with further details available in the published financial statements.



Lindy Morgan, Chair

Lindy joined Hastoe's Board in March 2022 and was appointed Board Chair in May 2022.

She has over 30 years' experience in housing, having held a range of executive and non-executive positions. She brings a deep commitment to community and customer engagement, informed by earlier personal experience of social housing and by a longstanding focus on ensuring residents' voices are heard. Lindy also has significant experience in regeneration and new homes development, including 11 years on the Board of Abri Housing Association, latterly as Chair.

Lindy chairs the Nomination Committee and is also a member of the Remuneration Committee.



Madeleine Forster, Deputy Chair

Madeleine joined Hastoe's Board in February 2024. She has worked in social housing throughout her career, with experience leading small and large housing associations, a local authority housing department and an Arm's Length Management Organisation. She has a strong track record of driving up standards to meet residents' needs and enabling residents to play a meaningful role in improvement. She is currently Chair of Nottingham City Homes. Committee membership: Nominations and Remuneration Committees



Cathy Beazley

Cathy has been a Board Member since May 2025. She is an experienced board advisor and governance specialist, working extensively with Boards and Executive Teams to strengthen governance, regulatory compliance, internal control, audit and assurance frameworks, and practical risk management. With a background as a Chartered Banker, she is also a Chartered Internal Auditor and is qualified in Internal Audit Leadership.



John Bruton

John was appointed to Hastoe's Board in May 2021. He has worked in social housing since 1991 and, before retiring in 2022, was Executive Director of Finance at Stonewater, a housing association managing 33,000 homes for over 75,000 customers across England. Prior to that he worked for a major audit firm. Committee membership: Audit and Risk Committee (Chair).



Ros Rowe

Ros joined Hastoe's Board in September 2025. A Chartered Accountant, she has over 30 years' housing experience gained as a partner at a global firm, advising housebuilders and investors in housing, and as a Non-Executive Director for a housing association. She is passionate about strong governance and delivering improvements for tenants through active engagement. Committee membership: Audit and Risk Committee.



Ashley Horsey

Ashley joined Hastoe's Board in September 2023. He has a 35-year career in social housing and is Chief Executive of the housing and social justice charity Commonweal Housing. He has set up new housing associations and has over 20 years' experience as a housing association Board member. Ashley is one of Hastoe's two Board Members with responsibility for complaints.



Julie Pearce-Martin, Resident Board Member

Julie became a Hastoe resident in 2018 and was appointed to Hastoe's Board in June 2019. She has had a varied career in journalism, the NHS and the education sector, and is particularly interested in the provision of rural housing for local people. Julie is one of Hastoe's two Board Members with responsibility for complaints.

Hastoe Executive Team

▶ **Our Executive Team is comprised of 5 members responsible for Hastoe's day-to-day management.**



Liz Cook, Interim Chief Executive

Liz joined Hastoe in 2026 and has more than 30 years' experience in housing and local government. She has held a number of senior leadership roles, including Director of Housing at Bury Council, Service Director of Housing at Chesterfield Borough Council, Chief Executive of an Arm's Length Management Organisation, Chief Housing Officer at Leeds City Council, Programme Director for Vulnerable People at Sheffield City Council and Assistant Director of Housing at Barnsley Council. Liz has extensive experience leading organisations through strategic, operational and cultural change and is passionate about ensuring everyone has access to a good-quality, affordable home.



Will Roberts BSc ACA, Finance Director and Legal Company Secretary

Will is responsible for finance, IT and systems management, human resources, governance and compliance. He joined Hastoe in 2007 and was Head of Finance for three years before

becoming Finance Director in 2010. He has extensive experience in the housing and private sectors, having held senior management positions at First Wessex Housing Group and Moat Housing Group, and previously worked for a private property investment company in London. Will has a degree in mathematics and economics from the University of London and qualified as a chartered accountant with Deloitte.



Chris Meadows, Development Director

Chris is responsible for new housing developments, sales and marketing. He was appointed Development Director in 2026, having joined Hastoe as Regional Development Manager in 2019 and expanded his role to Regional Development and Sales Manager in 2025. Chris has worked in the housing sector since 2007 and has extensive experience working closely with rural communities to develop new affordable homes. He is a certified member of the Chartered Institute of Housing and specialises in developing homes to very high energy-efficiency standards.



George Parkinson, Housing Director

George joined Hastoe in June 2019 and is responsible for housing management, the Customer Service Centre, health and safety, and compliance with the Regulator of Social Housing's Consumer Standards. She has worked in social housing since 1999 for a number of local authorities and housing associations, beginning her career as a housing assistant for Newcastle-upon-Tyne City Council and later holding senior positions at Aldwyck Housing Group and bpha.



Kirsty McGivney BSc MRICS, Property Director

Kirsty is responsible for property services. She is a RICS Chartered Building Surveyor with a degree in Building Surveying and has extensive experience across new build, refurbishment and extension projects, defect diagnosis and contract administration. At Hastoe, she has played a leading role in shaping and delivering property and compliance services, with responsibility for asset management, repairs, building safety and investment programmes across a diverse rural portfolio. Her work has focused on strengthening compliance, improving service delivery and embedding a more data-led, risk-based approach to decision-making while leading multidisciplinary teams through significant change.

Role profile

Group Chief Executive

Job Purpose:

- The GCE is responsible to the Board for leading the Hastoe Group within the vision, values, strategic objectives and corporate plan agreed with the Board.
- Oversees the provision of high-quality affordable sustainable homes and related services for our communities, with a focus on impact and outcomes for our residents/customers and other key stakeholders.
- Positions Hastoe as a leading influencer on rural housing matters, establishing an excellent reputation across our multi-regional profile and beyond.
- Ensures compliance with statutory and regulatory requirements.
- Leads the Executive team, encouraging collaboration; accountability; high performance; and ambition, which sets the tone for Hastoe's organisational culture.
- Horizon scans, is future-focused, to anticipate impending strategic challenge and opportunity.
- Lead officer for the Board and its Committees, delivering sound and effective advice to the Board, in pursuit of their good governance responsibilities.

Role Scope:

- Total organisation turnover £45m;
- 7900 homes under management;
- Located in 107 Local Authority areas;
- For circa 16,000 residents/customers;
- Employing 135 colleagues;

Key Relationships

Reports to: Group Board, via the Chair.

Line manages Directors for: Development; Finance/Co Sec; Housing; Property; and the Head of Communications

External: Regulators; DLUHC; funders/investors; other registered providers; local authorities; professional advisors; internal/external auditors; trade and influencing bodies; and other strategic partners.

Internal: Group Board; its Committees; Executive; senior leadership team; wider colleague team; and residents/customers, including their representatives and advocates.

Key Responsibilities

1. Leading accountability

- 1.1 Work with the Chair and Board members to ensure effective accountability for all compliance, regulation and legislative obligations for the Group, placing a premium on working to the highest standards for probity, transparency, and integrity.
- 1.2 Provide appropriate and timely information to the Board and its Committees, ensuring an open and transparent dialogue across Executives and non-executives, to support effective decision-making and excellence in governance, across the Board's areas of responsibility.
- 1.3 Develop the Group's corporate plan with the Board, working within the vision and values, agreed financial parameters and established risk appetite.
- 1.4 Take the lead to ensure the Group maximises performance and business efficiency within a robust framework of risk management, stress testing and control.

2. Leading the business

- 2.1 Ensure long term viability with an effective approach to strategic asset management; provision of new homes; robust financial control; value for money; and short, medium and long term business planning.
- 2.2 Take oversight of a comprehensive assurance framework that meets statutory, regulatory and financial requirements, including timely and effective management of corporate and key operational risks.
- 2.3 Take oversight of the Group's policy framework, and lead on ensuring compliance with key policies such as (but not limited to) sustainability; treasury, value for money; equality, diversity and inclusion; resident/customer involvement; health & safety etc.
- 2.4 Establish an effective performance management framework, supported by data integrity and transparency in the setting, monitoring and reporting around agreed performance targets.
- 2.5 Act as an ambassador for the Group, developing effective networks that will add value to the business; establishing long term strategic external relationships to influence sector thinking and debate, and strengthen Hastoe's positioning and impact.
- 2.6 Keep abreast of statutory, political, regulatory and economic trends across the broader environment, and be informed by best practice and innovation.

3. Leading resident/customer experience

- 3.1 Lead a strong distinctive performance culture and commitment to excellence with a focus on quality homes and services for the wellbeing and aspirations of our residents/customers.

- 3.2 Promote a culture where resident/customer views and inputs are welcomed and are integral in informing our priorities and work.
- 3.3 Be open to learning, new technology and innovation, assessing impacts for the pursuit of our strategic objectives and ambitions.

4. Leading people

- 4.1 Actively act as a role model for the Group's values across our area of operations, setting the right tone through an effective leadership approach.
- 4.2 Embed an organisational style of leadership which enables and encourages ambition, high performance, innovation and creativity.
- 4.3 Lead a climate where a commitment to equality informs all we do, where diversity is valued, to support an inclusive culture.
- 4.4 Oversee the translation of the corporate plan into operational plans, including strategy and policy development and implementation.
- 4.5 Oversee the development and delivery of a transformation agenda to ensure the Group keeps moving forward from a position of strength and in alignment to our ambitions.
- 4.6 Lead the Executive team, actively managing performance; supporting a learning environment; encouraging innovation; pre-empting and resolving issues; and managing all aspects of people resources, including Executive colleague recruitment, retention, and development.
- 4.7 Lead the representation of Hastoe Group, developing effective networks and relationships that enhance our public profile, ensuring our impact is recognised locally, regionally and nationally.

Person Specification

Group Chief Executive

You can demonstrate:

- a. Education to degree level or equivalent track record in work; evidence of continued professional development that demonstrates investment in your own learning and development; and, ideally, an advanced management qualification.
- b. Significant strategic and corporate leadership within a similar sized or larger asset and people-based business, with a depth of understanding of housing or related regulation.
- c. Insight into rural housing, rural communities and related matters will be highly advantageous.
- d. Substantial oversight of service delivery across a multi-site/regional geography, with a focus on customer experience, business performance and sustainability.
- e. Strong commercial and financial acumen, with extensive business and entrepreneurial skills.
- f. Extensive exposure at Board level, giving advice and understanding accountability to a Board.
- g. Extensive insight into working within a multi-layered stakeholder/partnership matrix, managing internal and external relationships with purpose, sensitivity and nuance.

You understand that it is crucial to:

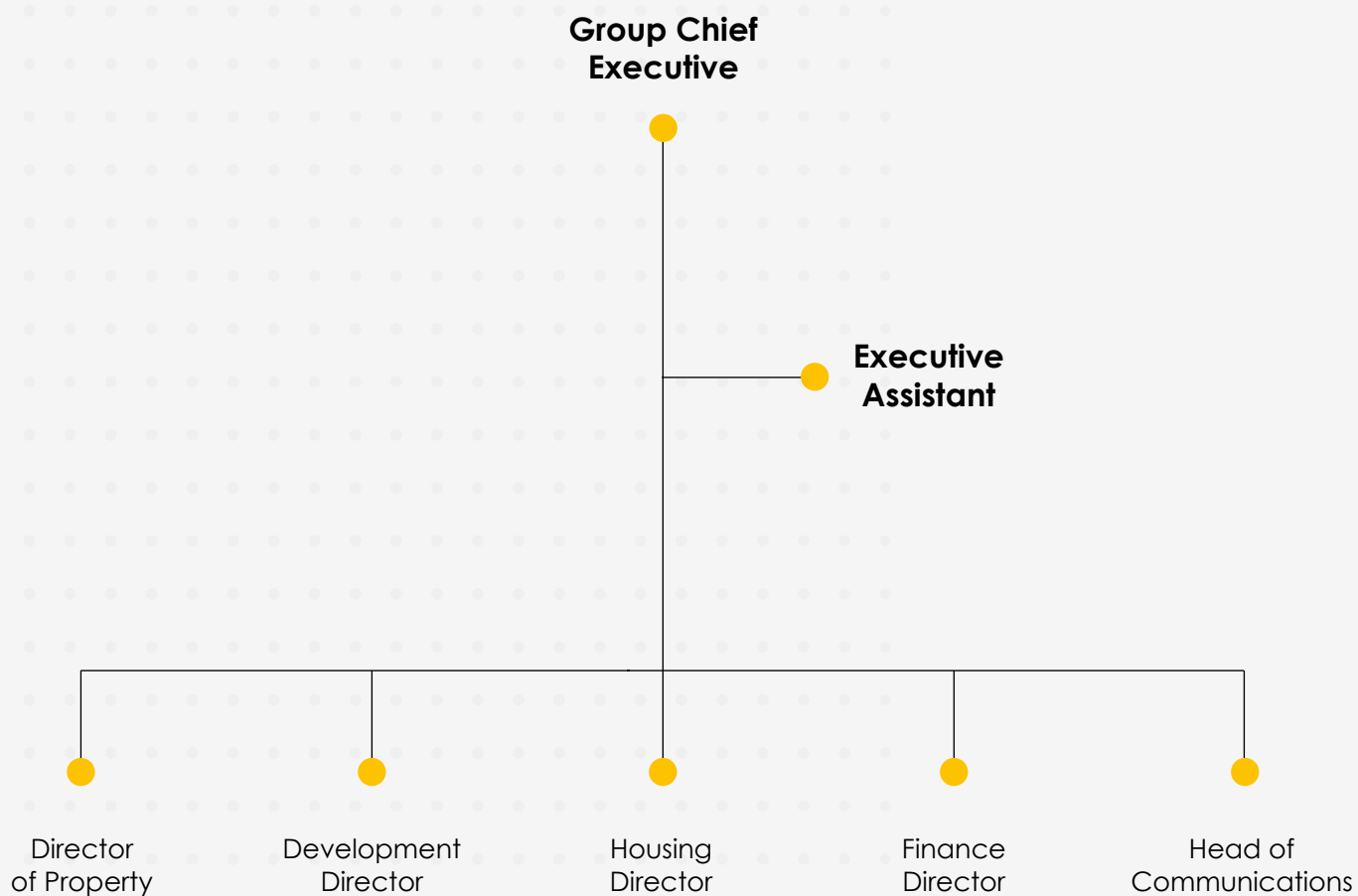
- h. Have a passion for the delivery of affordable sustainable housing, and how it transforms people and place.
- i. Be a highly credible leader, who has managed multi-skilled senior teams with an approach that inspires performance excellence and accountability.
- j. Foster an environment that encourages collaborative working across teams, building high levels of trust, with effective support and challenge.
- k. Be a strategic thinker, able to articulate vision and strategy into operational goals and plans.
- l. Embed a robust risk and assurance framework, promoting risk awareness, without being risk averse.
- m. Interpret and analyse financial and complex data, to support effective decision making.
- n. Be articulate with a high level of written, presentation and interpersonal communication skills, with the ability to tailor to engage a variety of audiences.
- o. Make sound judgements, give advice to a Board and others, and be accountable for that advice.
- p. Value resident/customer and colleague engagement and feedback, so their input is meaningful and influential.
- q. Innovate and be able to champion the optimisation of IT and other new technology.
- r. Champion the rights of residents/customers to have access to quality homes and services.



You expect to operate with:

- s. Vision, adopting an ambitious approach that positively inspires others.
- t. Integrity, which engenders respect and confidence, and aligns to our values.
- u. A foundational commitment to equality, diversity and inclusion, that informs all you do.
- v. Tenacity, resilience and drive, so you thrive in a changing and challenging environment.
- w. Curiosity, you are questioning, reflective, with a commitment to learning for yourself and others.
- x. A willingness to work flexibly, with agility, visibility and presence.

Leadership structure



Key terms and conditions

Salary and package:

Salary is c. £180,000 per annum.

Holiday entitlement:

30 days paid annual leave per year, plus all bank holidays.

Working hours:

Normal hours of work are 35 hours per week.

However, due to the seniority of this post there is a requirement for flexibility in meeting the full responsibilities of the post. Attendance at evening meetings will be required from time to time.

Probation and notice periods:

The probation period for the role is 5 months.

The notice period after probation is 6 months.

Location:

Your normal place of work will be confirmed by Hastoe, with travel across our operating areas expected.

Benefits:

We offer a range of benefits, including a generous pension contribution, private health insurance and life assurance.

Key dates and the selection process

Closing date: 9am on Monday, 28th September

The client meeting to agree longlisted candidates will take place on Friday 2nd October. We will be in touch to let you know the outcome of your application by close of play on Monday 5th October.

First interviews: Monday 12th October

Longlisted candidates will be interviewed by a Campbell Tickell panel. There will also be the opportunity for longlisted candidates to have an informal conversation with the Chair on the same day?

Interviews will be held virtually via MS Teams.

Final stage:

The meeting to agree the shortlist will take place on Thursday 15th October. Shortlisted candidates will be asked to complete a psychometric assessment, and will be invited to the following:

Stakeholder sessions: w/c 19th & 26th October

- These will take place online via MS Teams
- This is an opportunity to meet with a range of stakeholders, including members of the Board, Hastoe customers and residents, and senior Hastoe colleagues.

Final panel interview: Thursday 5th November

- These will take place in person in central London, location to be confirmed.
- The panel will be led by Lindy Morgan, Chair. Other panel members will be confirmed.
- Campbell Tickell will also be in attendance.



Hastoe
Group



Chief Executive

c. £180k pa | South of England

Hastoe has a proud history and a clear purpose: providing good-quality, affordable and environmentally sustainable homes for the communities we serve. Managing over 7,500 rented, shared ownership and leasehold homes across the south of England, we are now looking for a Chief Executive who can help us build on that legacy and shape our next chapter.

This is a pivotal moment. We are focused on improving customer experience, strengthening resident engagement, investing wisely in our homes, providing new homes where we can make the greatest difference, and reinforcing Hastoe's role as a leading voice in rural affordable housing. The opportunity is significant: to bring clarity, pace and strategic ambition to an organisation with strong values, committed people and an engaged Board.

We are seeking a values-led social housing leader with the vision, discipline and emotional intelligence to work closely with the Board, lead a capable Executive Team and inspire colleagues across our area of operations.

You will bring strong strategic, financial and regulatory judgement, alongside a visible commitment to residents, communities, partnership and continuous improvement.

If you are ambitious for social housing, committed to environmental sustainability, and excited by the chance to help Hastoe unlock its full potential, we would be delighted to hear from you.

Contact **Hayley Sheldon** at **Campbell Tickell** at Hayley.Sheldon@campbelltickell.com to arrange a conversation. You can download a job pack at www.campbelltickell.com/jobs/

Closes | 9am on Monday, 28th September

CAMPBELL TICKELL

+44 (0)20 8830 6777

+44 (0)20 3434 0990 (Recruitment)

info@campbelltickell.com

www.campbelltickell.com

