

# Director of Asset Investment & Growth

**Candidate Pack**

---

July 2025



**Bournville**  
*Village Trust*



Penna



# Contents

Welcome from the Chief Executive	02
About Us	04
Our Values and Our Team	06
The Opportunity	08
The Role	11
Person Specification	14
Organisation Chart	15
Further Reading	16
How To Apply	18



# Welcome from the Chief Executive



**Pete Richmond**  
Chief Executive  
Bournville Village Trust

## Thank you for your interest in joining Bournville Village Trust.

This is a key appointment for us not just because of the seniority of the role, but because of what it represents for the next phase of our journey. Bournville Village Trust is a values-driven organisation, with deep roots in place and community. Founded by George Cadbury over 125 years ago, we have always been about more than just bricks and mortar. We are about creating and sustaining thriving, balanced, inclusive communities.

This is a genuinely important moment for us. We're proud of our history, but also clear-eyed about the future and the need to think differently about how we manage and grow our asset base in a way that's financially sustainable and socially purposeful.

As our new Director of Asset Investment and Development, you will be joining BVT at a time when we are asking bold questions about our long-term direction: how we use our land, housing, and community assets to create value for the people and places we serve. You will play a central role in shaping that future, working closely not just with our executive team but also with our Board and Trustees, who are deeply committed to BVT's mission and governance.

Building strong, trusted relationships here will be key in helping ensure our strategic choices are both ambitious and well-grounded. We need a leader who can think creatively, act decisively, and help us make the best possible use of the assets we hold.

This isn't a traditional housing role. We are looking for someone who brings broader strategic experience who can unlock the potential across our entire portfolio: housing, commercial building and spaces, community buildings, agricultural land, and more.

This is a place-based role in every sense. Bournville and our neighbourhoods across Birmingham and the Midlands are rich in heritage, purpose and community spirit. We are proud custodians of that legacy, but we also know we need to modernise and adapt if we are to remain resilient and relevant.

If you are someone who understands the balance between social purpose and commercial thinking who sees opportunities in complexity and constraint, and who wants to help lead a values-led organisation into its next chapter we'd love to hear from you.

Thank you again for your interest. I hope you will feel excited by the challenge ahead and what we're building together.





# About Us

**We are a values-led charitable trust** working to create and sustain communities where people can thrive.

We manage environmentally sustainable estates, provide great homes and we deliver community support services that help people live successful and healthy lives. We also plough surplus from commercial activities back into our neighbourhoods.

We are proud to be one of the Midland’s longest serving independent charitable trusts. We work across south and central Birmingham and Telford providing a range of services that include:

- **Estates and stewardship services** that create and sustain thriving, well-designed and connected neighbourhoods that are well managed and sustainable.
- **Community building and championing people services** that connect people and organisations together to develop diverse, strong and engaged communities and deliver support services to help all people thrive.

- **Social and affordable housing** that provides safe and sustainable homes that meet people’s needs and aspirations, now and in the future.
- **Heritage services** that aim to share our experience to inspire others and see us listening and learning from those around us.
- **Commercial services** that generate surplus which we plough back into our neighbourhoods.
- **Agricultural services** that see us manage 2,500 acres of land in Birmingham, gifted to us by the Cadbury family.
- **Corporate services** that build a strong, focussed and resilient organisation, driven by our values.

## Our Strategic Aims









# Our Values and our Team

At Bournville Village Trust, our values aren’t just statements, they shape how we lead, how we serve our communities, and how we support one another every day:



**Partnership**  
We work with others to achieve great things.



**Fairness**  
We treat people as individuals by exercising the right approach at the right time.



**Quality**  
We are clear about what we do, and we do it well.



**Integrity**  
We do the right thing.



**Innovation**  
We look for new and better ways of doing things.

These values are not just words on a page; they are the foundation of our culture and the compass for our Executive Team as they lead with purpose and vision:



**Pete Richmond**  
Chief Executive



**Arthur Tsang**  
Director of Communities



**David Robinson**  
Director of Finance



**Helen Harvey**  
Director of People and Performance



**Neil Ashford**  
Director of Maintenance Services



**Hannah Pryce**  
Company Secretary







# The Opportunity

This is your opportunity to take on a leadership role that blends operational credibility, strategic insight, and social purpose. The role of Director of Asset Investment and Growth embraces four broad areas of responsibility. Each of these areas is business-critical: none is more important than another.

## 1. Housing Asset Management (The Backbone)

This is the bread and butter of the role and is the foundation for the postholder. It requires someone who is well-versed in housing sector norms, but who sees them as a starting point, not a limit. The successful candidate will:

- Operate confidently with asset strategies, stock condition data, and long-term investment planning.
- Deliver capital programmes with rigour, value-for-money, and measurable performance outcomes.
- Understand the regulatory context of social housing and deliver effectively within it but also be capable of looking beyond it.

## 2. Commercial and Agricultural Real Estate (The Specialist Edge)

This post extends beyond housing into the strategic and operational management of BVT's income-producing and legacy portfolios:

- Commercial assets including retail, offices, health and leisure premises.
- Agricultural land holdings with long-term stewardship responsibilities.
- This part of the role calls for someone who can think in terms of yield, leasing strategies, tenant mix, lifecycle planning, and external agency relationships.

They must be equally comfortable:

- Making strategic decisions at portfolio level, and
- Dropping into operational or contractual detail when needed.

We need someone with real estate fluency who can speak both housing and commercial and move fluidly between long-term strategic vision and grounded operational delivery.

## 3. Strategic Growth and Master Planning (Purpose-Driven, Surplus-Generating)

At the heart of this role is a rare opportunity, to shape the future form and function of BVT's landholdings, from iconic legacy neighbourhoods like Bournville to new strategic ventures on other landholdings.

This is not about volume development for its own sake. This is growth with purpose, development as a platform for cross-subsidy and impact. It calls for someone who can structure and broker multi-outcome developments where financial return and community value go hand in hand. It's about:

- Designing and delivering a long-term master planning strategy that blends legacy stewardship with commercially sound development thinking.
- Unlocking land value to support BVT's broader mission, generating commercial surplus that can fund charitable priorities elsewhere in the organisation.
- Incorporating community-led elements such as co-operative housing, affordable home ownership, social enterprise hubs or green infrastructure, alongside viable market schemes.



- Balancing place quality, long-term value, and social impact to ensure development supports resilient, inclusive neighbourhoods.

This part of the role demands strategic creativity grounded in delivery realism. The postholder must be capable of navigating planning systems, managing stakeholder relationships, shaping delivery structures, and addressing long-term risk and reward.

#### 4. Financial Innovation and Partnership Working (The Reality Check)

There is no large capital budget waiting to be deployed. Success in this role will depend on the ability to:

- Create delivery pathways through creative partnerships, joint ventures, and public or charitable funding routes.
- Leverage external expertise and build productive relationships with state and institutional partners.
- Align BVT's charitable and place-based goals with wider funding and policy opportunities.

We need a deal-maker, but a values-led one. Someone who can move comfortably in rooms with Homes England, local authorities, developers, or rural land trusts, and can convert ideas into investable propositions.

#### Summary

This is a role for someone who is:

- Experienced in housing and real estate and able to work confidently across asset types, sectors and scales.
- Entrepreneurial and creative — not reliant on internal capital to achieve impact.
- Mission-aligned — deeply attuned to stewardship, legacy, and social value.
- Operationally credible and strategically sharp — able to manage risk, lead delivery, and influence change at every level.







J. Doctor  
PHARMACY

Nechells Dental Clinic  
Est. 1974



# The Role

**Post Title:** Director of Asset Investment & Growth

**Location:** 350 Bournville Lane

**Department:** Asset Investment and Development

**Responsible to:** Chief Executive

## Job Context

**A)** The Director of Asset Investment and Growth plays a pivotal role in shaping and leading BVT's strategic approach to asset management, land use, and long-term organisational growth. This is a hybrid executive role that spans housing, real estate, regeneration, mixed-use development and place-making. The postholder will be responsible for ensuring that BVT's diverse asset base – including housing, commercial property, agricultural land, and community portfolios – delivers long-term financial, social, and environmental value aligned with our charitable mission.

**B)** The role demands fluency in housing asset management disciplines – including asset planning, stock condition data, capital programme delivery, and investment appraisal – but also the ability to operate effectively across commercial and agricultural portfolios. This includes overseeing lease and tenancy management, long-term stewardship responsibilities, and income performance.

**C)** At the same time, the postholder will lead the organisation's growth and development ambitions. This includes shaping long-term masterplanning strategies for BVT's land holdings, identifying and structuring development and regeneration opportunities that blend commercial return with community value, and brokering delivery through partnerships, external funding, and creative investment models. This will require the ability to hold strategic complexity, while navigating delivery risk and funding challenges in the absence of generous enabling budgets.

**D)** The postholder will act as a strategic advisor to the CEO and Board, providing clear insight into asset performance and growth options, and will lead, inspire, and develop a multidisciplinary team covering asset management, estates, development, and commercial services.

## Main Duties and Responsibilities

### 1. Strategic Leadership

- Act as a member of the Executive Team, shaping BVT's overall strategic direction and long-term vision.
- Model visible, values-led leadership and promote a strong culture of collaboration, learning, and accountability.

- Provide clear leadership across the Directorate, including team development, workforce planning, and alignment with corporate people policies.

### 2. Asset Strategy and Investment

- Lead the delivery of a comprehensive, data-driven Asset Management Strategy across all portfolios.
- Develop and maintain a robust asset evidence base, including stock condition data and performance insights, to inform strategic planning and investment decisions.
- Deliver a long-term capital investment programme for the housing portfolio, ensuring that homes are safe, warm, well-maintained, and aligned with EPC and carbon zero targets.
- Implement asset appraisal models to support decisions on retention, regeneration, or disposal.
- Ensure that asset management activity supports BVT's broader goals for community wellbeing, place stewardship, and housing quality.



### 3. Development and Growth

- Lead the development and execution of a long-term Development and Growth Strategy for BVT's land and property holdings.
- Shape and deliver strategic masterplans for land use that support both commercial surplus generation and BVT's social mission.
- Oversee development pipelines, ensuring readiness, governance, and long-term value creation.
- Identify, structure, and broker development and regeneration opportunities through partnerships, external funding, and public/private collaboration.

### 4. Commercial and Agricultural Portfolio Management

- Lead the strategic management of BVT's commercial estate (shops, offices, health and leisure), including income performance, leasing strategy, and asset modernisation.
- Act as the client lead for BVT's agricultural estate, managing the relationship with external agents and ensuring legacy stewardship and land value opportunities are realised.

### 5. Operational Delivery and Performance

- Oversee the commissioning and delivery of planned investment and housing capital projects, working with internal teams and external contractors.
- Drive continuous improvement and customer satisfaction through contract performance, service transformation, and procurement excellence.
- Ensure that the Directorate is appropriately resourced to meet operational and delivery targets, including compliance with the 'Great BVT Services' improvement programme.

### 6. Data, Insight and Reporting

- Ensure the Asset Data and Performance function is operating effectively, ensuring that insight supports strategic decision-making, programme planning, and regulatory compliance.
- Maintain a live asset register and high-quality stock condition database.
- Produce timely, transparent performance reports for the Executive, Board, Committees, and customer panels.

### 7. Financial Management

- Take overall responsibility for budgets within the Directorate, ensuring strong cost control, forecasting, and value-for-money.

- Support the Director of Finance with the development of annual and long-term financial plans, including 30-year business planning.
- Identify opportunities for financial innovation, joint investment, or efficiency through strategic partnerships and procurement.

### 8. Risk, Compliance and Assurance

- Identify and manage strategic and operational risks across the asset, development, and investment functions.
- Ensure compliance with legal, regulatory, and internal policies, particularly relating to asset performance, contracting, and investment governance.

### 9. Health and Safety

- Ensure BVT meets its statutory and regulatory obligations in relation to landlord compliance, building safety, and contractor management.
- Oversee risk assessments and safe systems of work across the Directorate's operational functions.

### 10. Collaboration and Corporate Contribution

- Work collaboratively with Executive colleagues to deliver cross-organisational objectives:



- Director of Maintenance Services: Investment delivery, lifecycle planning, responsive repairs, compliance, and building safety.
- Director of Communities: Customer insight, estate stewardship, and neighbourhood strategy.
- Director of Finance & ICT: Investment appraisal, long-term business planning, and treasury alignment.
- Director of People & Performance: Workforce capacity, performance and transformation.
- Play a visible leadership role across BVT and contribute to strategic and organisational development.

**Key Communication Links with:**

Internal: Executive Team, Trustees, Asset Management Directorate, Joint Leadership Team, all BVT staff

External: Regulator of Social Housing, Local Authorities, MPs, developers, funders, landowners, consultants, contractors, and residents. Rural land agents, commercial tenants.

**Working Conditions & Environment:**

The post is based at 350 Bournville Lane, with regular travel to Telford and BVT sites across Birmingham and Shropshire. As a member of the Executive Team, flexibility is expected, including evening and weekend working as required.

**Additional Requirements**

- Undertake other duties consistent with the role's purpose and seniority.
- Demonstrate and promote BVT's core values in all areas of work.
- Comply with BVT policies, procedures, and regulatory obligations.



# Person Specification

	Essential	Advantageous
Education and qualifications	<ul style="list-style-type: none"><li>Relevant professional qualification e.g. RICS, RTPI, CIH or equivalent experience</li></ul>	
Experience, knowledge and understanding	<ul style="list-style-type: none"><li>Experienced in housing and real estate and able to work confidently across asset types, sectors and scales.</li><li>Entrepreneurial and creative — not reliant on internal capital to achieve impact.</li><li>Mission-aligned — deeply attuned to stewardship, legacy, and social value; to the fact that commercial objectives must often be aligned with social and community drivers.</li><li>Working in partnership with a range of organisations and individuals with a view to achieving change through consensus where possible.</li><li>Operationally credible and strategically sharp — able to manage risk, lead delivery, and influence change at every level.</li><li>Track record of delivering results in a regulated, charitable, or socially responsible environment.</li><li>Working with, and reporting directly to governance bodies and to engaging closeley with non-execs, whether these be Directors, Members or Trustees.</li><li>Experience working as part of a senior management team.</li><li>Experience of managing diverse teams working across different disciplines and specialisms.</li></ul>	<p>Experience working with agricultural or rural estates.</p> <p>Previous experience working as part of an Executive Team</p>
Technical and professional skills	<ul style="list-style-type: none"><li>Excellent understanding backed by solid experience of the following:<ul style="list-style-type: none"><li>⇒ asset lifecycle planning,</li><li>⇒ spatial planning,</li><li>⇒ development economics and capital investment,</li></ul></li><li>A strong understanding of regulatory, statutory and legal requirements</li><li>Knowledge of legal, planning, and compliance frameworks relevant to housing, land and property.</li><li>the management of the development process from the perspective of a landowner.</li></ul>	<p>Understanding of biodiversity, sustainability and rural estate economics.</p>
Vision and drive	<ul style="list-style-type: none"><li>Visionary, pragmatic and values-led</li><li>Model BVT’s values – innovation, integrity, fairness, partnership and quality and act as a visible and values-driven leader across all services.</li><li>Responsive to changing circumstances, emerging opportunities and challenges.</li><li>Combines innovation and pragmatism.</li><li>Promotes and delivers positive change.</li><li>Shapes the future direction of BVT</li><li>Committed to developing and delivering an excellent customer experience.</li><li>Ensures strategic priorities are translated into effective operational plans.</li></ul>	
People skills	<ul style="list-style-type: none"><li>Motivates and inspires others through a dynamic leadership style, inspiring the confidence of staff, peers and partners.</li><li>Strong interpersonal and influencing skills across varied stakeholders.</li><li>Shows respect and consideration.</li><li>Empowers and enables others.</li><li>Excellent communication and listening skills.</li><li>Tailors communication to suit the audience.</li></ul>	

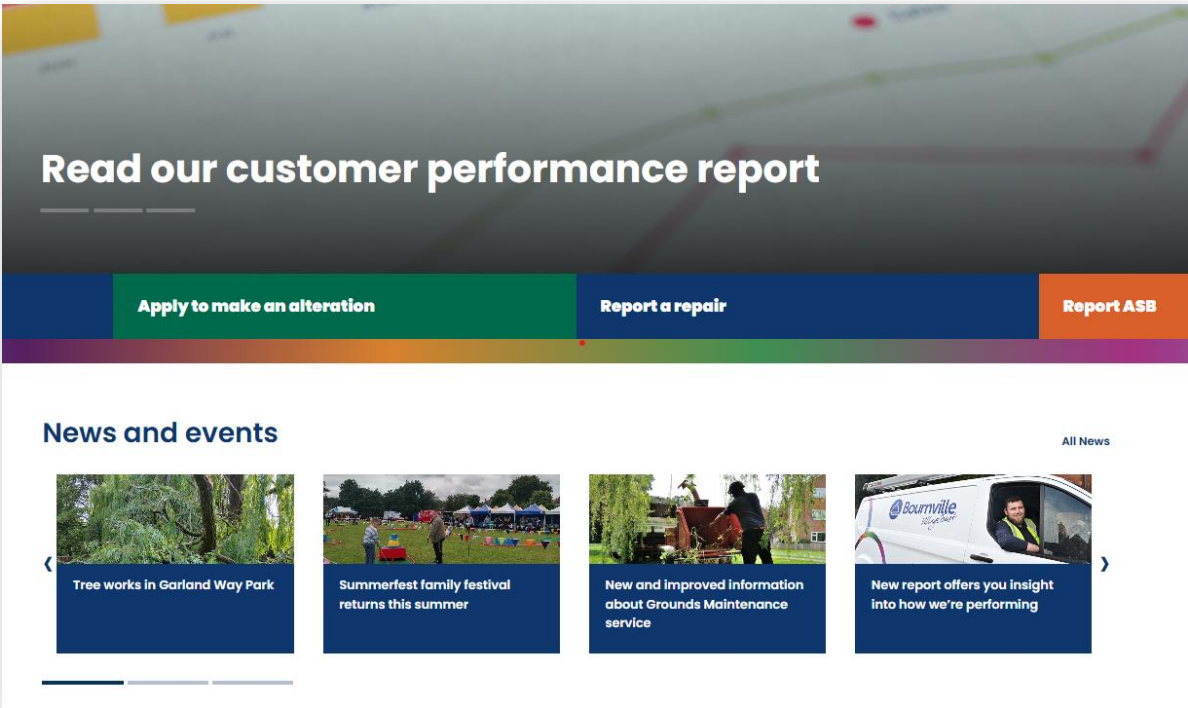


# Organisational Chart





# Further Reading



<https://www.bvt.org.uk/>



<https://www.bvt.org.uk/wp-content/uploads/2024/05/BVT-Corporate-Plan-2023-2032.pdf>



0121 475 5003

27

The Hub on the Green

27

The Hub on the Green  
at the heart of Bournville





# How to Apply

This guidance contains important information to help with your application:

Please apply by submitting a CV and Cover Letter (no more than four sides of A4 in length per document aligned to the person specification). Please also include your contact details.

Please ensure your full employment history is outlined in your CV; where there are essential criteria, competencies and/or qualifications please make clear how you meet these. We may wish to verify this information during the recruitment process.

Please provide the details of two referees. Note that we will only approach referees for candidates proceeding to final selection and only with your permission. Please clearly indicate whether we can approach each referee before the selection date.

Please share with us in your Cover Letter the values and behaviours that you bring to your leadership, and how you will transfer your skills and experience into this role.

Please complete the Equal Opportunities Monitoring Form when you upload your details via our website.

Please upload your application by the closing date – no applications will be accepted once the long listing process has begun.

Following long-listing, you will be contacted directly by a Penna consultant to update you on the status of your application.

Asking for adjustments: we’re committed to making our recruitment practices barrier-free and as accessible as possible for everyone. This includes making adjustments or changes for disabled people, neurodiverse people or people with long-term health conditions. If you would like us to consider doing anything differently during the application, interview, or assessment process, including providing information in an alternative format, please contact us,

To apply for this role, please visit the following link to upload your CV and Cover Letter:  
<https://execroles.penna.com>

## Aptitude and Disposition

Applications deadline	10 August 2025
1 <sup>st</sup> Stage Interviews	18 <sup>th</sup> 19 <sup>th</sup> 20 <sup>th</sup> or 22 <sup>nd</sup> August 2025
Final interviews	w/c 1 <sup>st</sup> September 2025



**Ali Tasker**  
on 07514 728114 or  
email:  
ali.tasker@penna.com

**Amin Aziz**  
on 07709 514141 or  
email:  
amin.aziz@penna.com

**Bruna Varante** on  
07858 306725  
or email:  
bruna.varante@penna.com



## Penna Executive Search

*Inclusive Leadership – Redefined*

At Penna, we specialise in connecting housing providers and local government with exceptional leadership in housing, asset management, and place-based growth. From Directors of Development to Heads of Assets and Growth, we help organisations shape communities, manage portfolios, and deliver transformation through outstanding leadership.

Our long-standing partnerships with local authorities and housing associations, combined with deep sector insight, set us apart. We understand the complexities of delivering sustainable homes, the importance of long-term asset strategies, and the ambition behind regeneration and placemaking programmes.

We work with integrity, imagination, and determination to ensure every placement is a perfect fit. Whether you're looking to lead ambitious housing growth, embed robust asset management, or build the homes and neighbourhoods of the future, our specialist team will help you find the leaders who can turn vision into reality.

At Penna, we don't just fill roles, we build leadership that delivers stronger, fairer, and more sustainable communities.

[www.penna.com](http://www.penna.com)







**Bournville**  
*Village Trust*



Penna