



Executive Director of Operations and Commercial Development

Welcome from the Interim CEO

Thank you very much for your interest in becoming our Executive Director of Operations and Commercial Development.

Hft is one of the largest and longest-established charities in England and Wales supporting people with learning disabilities. We are passionate about what we do and use our unique understanding of the challenges facing the people we support to speak up with them to bring about positive change.

We are looking for an experienced, commercially focused Director to provide clear and visible leadership for all aspects of Hft Service provision during an exciting time when the organisation has embarked a programme of significant financial and organisational transformation.

At Hft, we are proud of our heritage and our proven track record of delivering quality services for more than 2,500 adults with learning disabilities across a nationwide network of Supported Living, Day Opportunities and Registered Care services via our established Fusion Model of Support.

In response to the intense changes to our business operating environment, we have recently introduced a new Business Operating Model, 'Fusion Biz', which is designed to ensure the successful delivery of commercial and financial performance across all aspects of our operations.

We are looking for someone who will be able to accelerate the delivery of this model and drive a culture of financial performance and sustainability across our services whilst maintaining and strengthening our quality service delivery. You will bring a proven track record of providing high quality learning or broader disability services and the commercial acumen to lead and drive a culture change that will deliver both quality outcomes as well as ongoing financial sustainability.

This role offers significant scope to make an impact. If you share our commitment to ensuring the best possible outcomes for people with learning difficulties, and believe you bring the skills and experience to make a positive difference, we very much look forward to hearing from you.



Steve White
Interim Chief Executive



About Hft

Vision

We believe in a world where anyone with a learning disability can live within their community with all the choice and support they need to live the best life possible.

Mission

Our mission is to work in partnership to achieve the best outcomes for the people we support.

We do this by putting people at the centre of everything we do. We work collaboratively with them to provide services that are creative, innovative and sustainable.

Our specialist teams use their skills and expertise to deliver services to people including those with the most complex of needs.

We are passionate about what we do and use our unique understanding of the challenges facing the people we support to speak up with them to bring about positive change.

Values



We have the courage to listen, speak up and take action



We care about how we work in partnership with others



We are all unique and our differences make us stronger



We are always looking for the best ways of doing things

Please visit our website www.hft.org.uk to find out about:

- Fusion Model of Support
- Our focus on partnership working
- How we're championing creative and innovative solutions focused on addressing some of the most pressing challenges being faced by the social care sector

Role description

Reports to

Chief Executive

Key relationships

CEO, Executive Leadership Team, Board of Trustees

Purpose and scope of the role

- To provide strong leadership for Operations ensuring that Hft provides safe, creative, personalised and financially viable services for people whatever their complexity of need
- To provide commercial acumen to market, sell, contract and deliver quality, cost effective services to local authorities and other purchasers ensuring that financial targets are achieved whilst always ensuring that our service delivery complies with regulatory standards
- Work with Trustees and the Executive team to develop and implement a strategy which will enable Hft to become a world class provider of Learning Disability Services
- Will have overall responsibility for all aspects, including strategic direction, of Hft operational activities, specialist skills, regulatory compliance, safeguarding, quality assurance and growth & development

Main duties and responsibilities

Strategic direction

- Working with Trustees and the Executive team, develop a strategic direction which reflects a detailed understanding of current and potential markets and the development of a suite of market offerings that enables Hft to maximise financial sustainability, whilst delivering innovative, leading edge service solutions
- As part of the Executive team, actively lead, inspire and stretch the organisation to deliver its overall corporate strategy and goals
- Position Hft as a recognised, quality provider with expertise to develop and comment on national strategy for people with learning disabilities
- Devise and deliver an Hft wide operational strategy ensuring that delivering cutting edge, financially sustainable, personalised services for people with learning disabilities remains at the centre of all developments
- To provide corporate and strategic advice to Trustees and Executive Committee on all matters relating to the sector including legislative and political trends and clinical changes
- As part of the Executive team, develop and contribute to the understanding, evaluation and management of corporate risk, with specific leadership of risk associated with professional duty holding/ areas or responsibility

Operations and commercial

- Provide accurate, timely and relevant advice to the Trustees, and Executive team on all aspects of best practice/innovative approaches to improved service delivery
- Provide leadership and direction to all operational functions ensuring teams are skilled and motivated to provide financially sustainable personalised solutions and services for people whatever their complexity of need
- Attract, develop, coach, and retain high-performance senior team members, empowering them to develop both their commercial acumen and service delivery capability and enhance their level of responsibility, span of control, and performance
- Ensure that a structured approach to commercially focused fee negotiations is embedded throughout operations and to personally lead on commercial negotiations with significant funders
- Working with the Finance team develop and implement a suite of financial tools to enable both effective service costings as well as service delivery monitoring
- Provide leadership of the Operations team to ensure a strong commercial approach is balanced with social responsibility
- Lead a performance focussed culture that drives excellence in both financial and care delivery throughout Hft Operations
- Ensure that the people we support are the central focus of the organisation and that excellent customer service underpins the Hft way of working

Safeguarding

- Accountable for the development and delivery of effective safeguarding policies, procedures, practice, and performance management to ensure the people we support are safe and thriving
- Legally accountable for all Hft service provision under the CQC Nominated Individual role
- Work closely with CQC and all other regulators to ensure that the organisation is not only compliant and financially sustainable but achieving best practice
- Ensure that all legislative changes in relation to safeguarding are implemented and that services are part of the leading edge of clinical practice

Regulatory and quality standards

- Responsible for developing and implementing an effective internal control framework for all areas of responsibility
- Develop and implement a system which effectively measures and moderates service quality standards across the whole organisation
- Ensure all services meet standards required including legal, financial, regulatory, health and safety and internal governance or policy obligations



Growth & development & external representation

- Represent the organisation externally through building relationships with purchasers, regulators and others that influence sector development
- Achieve growth targets through marketing, selling, contracting and delivering services to purchasers which successfully evidence creative approaches to achieving measurable outcomes and representing value for money
- Develop Hft to become a world class provider of learning disability services, build a strong organisational voice within the sector, ensuring Hft becomes the “go to” organisation for specific areas of expertise
- Identify future development and growth opportunities and set organisational priorities to ensure the delivery of these growth objectives
- Develop creative approaches to enable positive, quality services to be delivered within the current climate of reducing resources
- Position the organisation to respond to new opportunities
- Implement a proactive dissemination programme of Hft good practice to the wider health and social care sector—showcasing Hft’s uniqueness and quality standards



Person specification

In your application for this appointment, please reply directly to the knowledge and experience criteria outlined below. The criteria set out under Skills and Leadership Style and Behaviours will be explored at interview with selected candidates

Knowledge and experience

- Experience of working at Operations Director level in a large learning disability social care provider, with a track record of leading and motivating multi-disciplinary teams
- Extensive experience of working within CQC or other similar regulation frameworks
- A proven track record of leading change to drive outcomes and financial sustainability
- Experience of operating within local authority and or NHS purchasing frameworks
- Extensive experience of sound commercial decision making and leading on commercial negotiations
- Significant demonstrable experience of sound operational financial management (including the ability to manage complex budgets and analyse and interpret financial data)
- Experience of representing an organisation/sector at senior levels including with Government and in other national forums

Desirable

- Experience of working in both the commercial and not for profit /public sectors settings is a distinct advantage
- Experience of delivering care within a range of property ownership arrangements would be an advantage



Skills and leadership style

- A natural collaborator with a clear and motivational leadership style
- Exceptional communication skills; can persuade, influence and negotiate effectively and secures the confidence of others quickly
- Strong organisational change skills, with the ability to bring about culture and behavioural change
- Sound organisational and project management skills with the ability to translate strategic plans into performance.

Personal attributes

- Possesses the drive, energy and resilience to see through change
- High level of commercial awareness
- Leads by example; demonstrates professional excellence and high integrity
- Strong commitment to the role, vision and values of Hft



Terms of appointment

Salary

Competitive Salary and Package

Location

Emersons Green, Bristol, BS16 7FL



How to apply

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact Katy.Giddens@starfishsearch.com or Catherine.Kift@starfishsearch.com and we will be happy to arrange a call.

To make an application, please go to <https://starfishsearch.com/jobs/director-of-operations-for-hft>

and click on the apply now button, with the following prepared:

- your CV (no more than three sides)
- a supporting statement that sets out why you think this role is the right move for you and how you meet the Knowledge and Experience criteria.

Please see below for a guide to the recruitment timeline for this role. If it is subject to any changes, we will update candidates accordingly.

Closing date	Friday 13th December 2019
First round interviews	w/c 6th January 2020
Agreement of the final shortlist	End of w/c 13th January 2020
References taken up for shortlisted candidates	Following shortlist
Interviews with Hft	End of w/c 3rd and w/c 10th February 2020

