



**Chief Commercial
Housing Officer**



Welcome

Dear candidate,

This is a pivotal time for Hft and a really exciting time to join us as we build our new team and focus on our future.

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

I joined Hft at the end of 2020 and it is apparent what an exceptional charity we have with a rich heritage and a clear vision. We are ambitious and wholly committed to what we can achieve for the people we support and have embarked on a journey of transformation that will ensure we can meet their changing needs and extend our reach and impact. We are looking to renew and re-energise our position as one of the top 100 charities to raise widespread awareness and understanding of all we can offer. And, in order to realise these ambitions, we have made some big decisions about how we invest in our team and leadership capability.



Our new Chief Commercial Housing Officer is one of seven new “Chief” roles we have created, forming a new Executive Board. This is a critical role for us transforming our current estates function to be a commercially focused, registered social housing provider. Our sights are firmly on the future when we will deliver sustainable, ambitious, innovative and dynamic housing services to both Hft care operations and to other providers.

This is a significant leadership role at the heart of our new executive team. You will provide strategic direction and commercial leadership across all elements of our housing portfolio. You will be an ambitious, strategic housing expert with deep knowledge of the 2020 Charter for Social Housing Residents – Social Housing White Paper. Your commercial insight into how we transform our assets to deliver best in class housing and other building-based care services will be invaluable; and you will have an outstanding track record of leading transformation and change within a complex housing portfolio to deliver exceptional standards and excellent services. You will bring the leadership experience to do this alongside the values we cherish and the focus to deliver.

We can offer you a superb opportunity as part of a strong new executive team that is committed to achieving the best outcomes for the people we support. If this excites you and you feel you bring the skills and experience we need, we’d love to hear from you.

Kirsty Matthews
Chief Executive



About us

Hft is a national charity providing services for people with learning difficulties. We have over 3,000 staff supporting more than 2,500 people to live the best possible life. We provide support from just a couple of hours a week up to 24 hours a day.

At Hft our Board of Trustees is responsible for the overall strategic direction and effective management of Hft. The implementation of strategy and day-to-day running of Hft is managed by the Leadership Board. Both share a common goal to ensure that Hft delivers the best support possible and continually looks for new ways to ensure that the people we support have every opportunity to live the best life possible.

We are a strong, values-led organisation, and to fulfil our mission we must continue to transform our services and how we operate as a charity. This is crucial so that we can meet the changing needs of the people we support, and also support more people with learning disabilities in the long-term. We recognise that to be financially sustainable we must strengthen our commercial skills, while maintaining our reputation for high quality care, fantastic staff training, and for providing a voice of reason on the critical issues facing social care.

Hft is committed to diversity and equality of opportunity in all aspects of our work. We strive to be an inclusive employer and to be recognised by our current and future workforce and the people we support as a truly inclusive organisation where everyone feels valued, included, and empowered.

Our Mission, Vision and Strategy

Our Mission: The **best** life possible

Our vision

People with learning disabilities should be able to live within their communities with all the choice and support they need to live the best life possible

For and **with** people with learning disabilities, their families and our partners **we** will focus on:

Achieving outstanding quality and experience



Care

Providing innovative support

- Co-produced, sustainable service models
- Excellent outcomes for people we support
- Partner of choice for funders
- Supporting more people who need our help



Homes

Providing excellent homes

- Expert housing design
- More future proof, sustainable homes provision with Hft and other partners
- Co-produced, well-regarded housing services



Charity

Growing our impact as a charity

- Brand, positioning, policy and influence
- Growing voluntary income
- Investing in research and development
- Increased social value, impact and reach

Enabled by working with the people who we support and our staff teams to deliver **strong foundations** and ensure we are **structured to support quality and growth...**

Great Governance

- Strong, accountable leadership driving performance and quality
- Effective, consistent governance and compliance framework across the organisation
- Consistent, on-target performance

Financial Sustainability

- Financial surplus across all activities
- Creating independence between housing and support
- Commercial development capability
- Increased fundraising
- Innovation

Outstanding People

- Attract, grow, nurture, retain agile, innovative people.
- Enhance leadership capabilities
- Embed ownership, accountability and service
- Dynamic, empowering, service culture

Organisational excellence

- Effective strategic planning and delivery
- Efficient structures + ways of working
- Robust, effective business information systems and IT
- Data driven decision making
- Metrics, reporting and delivery assurance

Underpinned by our shared **values** and common **purpose**

Job Description

Purpose of role:

The Chief Commercial Housing Officer uses their skills and experience as an expert housing strategist to provide three pillars of activity:

1. Provide strategic direction and commercial leadership .This includes developing strategic options could moving Hft's current estates function towards its ambition to become a commercially focussed registered social housing provider that is capable of delivering sustainable, ambitious, innovative and dynamic housing services to both Hft care operations and potentially to other providers and operating in other sectors and in line with the 2020 Charter for Social Housing Residents Social Housing White Paper. This may involve driving a change in corporate structure
2. Delivery of best in class, leading edge housing and other building-based service offerings for registered care, day services and office premises
3. Using commercial experience, maximise returns from Hft's entire housing, land and building asset portfolio.

Within 1&2 above the Post holder is accountable for the developing of a culture of continuous improvement and for delivering exceptional standards and excellent services in compliance with relevant regulation and legislation, including the management of estates and facilities to ensure the people we support and other users of the housing service offering live in a physically safe environment.

Reporting:

Reporting to the CEO the Chief Commercial Housing Officer leads the Commercial Housing portfolio and Commercial Housing strategy and will collectively deliver, as part of a team of six other support and functional Chiefs, the agreed strategy and lead the day-to-day efficient and effective running of Hft as an Executive Board.

Scale & scope:

- The Chief Commercial Housing Officer is accountable for delivering a comprehensive and expanding range of services to meet strategically identified needs and aspirations and for maximising the commercial opportunities for Housing to be a key differentiator both for the people we currently support and any future tenant group.
- The Chief Commercial Housing Officer uses their skills and experience to ensure that the operating model for the housing management services is robust, future proofed and compliant in matters such as tenancy agreements, rent collections, anti-social behaviour and complaints.
- The Chief Commercial Housing Officer is accountable for maximising the potential of all land based assets.
- They will be responsible for ensuring that the buildings and associated physical environment are fit for purpose. This includes developing and implementing Hft's housing strategy, ensuring the buildings are maintained to a high standard and that the on-site Health and Safety procedures and other statutory requirements are in place and adhered to. This includes but is not limited to matters relating to the physical environment such as fire, asbestos, gas and legionella.
- They will be accountable for the development and achievement of all corporate Housing related objectives and targets as set out in the Hft Housing plan.
- The Post holder will support the CEO and other Executive Board Members to shape and deliver all aspects of change that are essential to realise and deliver all Hft's organisational change, transformation and cultural plans.



What Defines Success in The Role:

Hft believes valuable qualities such as sound business principles, foresight and relationship-building skills are attributes that underlie the difference between effective and great people management. As the Chief Commercial Housing Officer team continues its journey of transformation, this will be a great opportunity to play a central role in enhancing the service and value that Hft provide.

Key Attributes:

- Vision – to transform strategic goals into functionality by owning and implementing carefully planned steps to ensure the vision comes to fruition and is sustainable for the future.
- Value – to strengthen governance and accountability in order to add commercial value to the organisation via transformational, business, and operational strategies.
- Principles – to be a cultural role model, building and embedding effective ways of working. Have attention to compliance, diversity and being mindful of the positive impact that mutual respect throughout a diverse workforce has on the organisation and its social responsibility is key.
- Credibility – gain the trust of employees and company leaders. As the Chief Commercial Housing Officer act as a professional subject matter expert and natural leader who can take charge in any situation and utilise the best parts of the teams to achieve success.
- Reputation – known for delivering results through governance and risk management infrastructures with positive outcomes.

Person Specification

Knowledge and Experience

- Significant progressive leadership experience gained operating at board level in a complex organisation.
- Experience of developing and implementing strategic plans.
- Experience of maximising land based assets.
- Experience of financial management within a housing context, broader budgetary management, and funder compliance.
- A subject matter expert on the 2020 Charter for Social Housing Residents – Social Housing White Paper which sets out reforms to 'provide greater redress, better regulation and improve the quality of social housing' in England.
- Knowledge of regulatory frameworks relating to housing and safeguarding and experience of managing internal and external relationships with regulatory bodies, and local authorities and governance at all levels. Ensuring compliance with all legal regulations and statutory obligations.
- An expert housing strategist with an understanding of risk management, monitoring and income streams from a housing perspective.
- A track record of leading and motivating multi-disciplinary teams to all operational functions to ensure a strong commercial approach.
- Degree educated and any other relevant professional qualifications with substantial experience within housing management, ideally including membership of CIH (Certificate in Housing Maintenance & Asset Management) and time served relevant experience. A commitment to on-going personal development should also be evident.

Skills and abilities

- Ability to make and provide advice around commercially focused business decisions, providing accurate, timely and pragmatic advice to support Hft's commercial objectives and able to consistently gain industry and commercial insight to provide the best possible information and knowledge available.
- Future focused with the ability to capitalise on the use of Hft's asset base to best meet the needs of the people we support.
- A strategic leader with the ability to translate organisational vision and goals into specific actions.
- Strategic and analytical thinking skills, and ability to flex between seeing the overview and ensuring attention to detail.
- Flexibility and ability to meet the changing needs of the business and able to positively challenge through persuasive and professional communication decisions and opinions that stops or limits financial growth.
- Strong verbal and written communication skills, including ability to present complex information to a range of audiences and contribute to drafting of bids and funding submissions.
- A passionate, dynamic and committed commercial leader, capable of leading on change.
- Ability to thrive in a mission-driven environment with strong values and culture; passionately committed to Hft's mission, vision, and strategic direction.
- Ability to cultivate strong relationships and work successfully in partnership with a range of stakeholders, including Board Members, Trustees, donors, and staff.



Executive Board Behavioural Framework

Expertise

- Risk – applies robust risk governance, balancing growth with stability, ensuring accountability for all risk-based decisions and actions and encouraging awareness, engagement, and consistent behaviour in every employee. Completes regular risk reviews and clear articulation of principles. Thinks ahead, responsible for recognising, responding to and mitigating risks and threats. Applies judgement to balance quality with financial performance to make appropriate risk-based decisions.
- Finance - interprets financial data and metrics to make sound decisions and to drive continuous improvement.
- Strategy –Thinks ahead, sets clear business targets and expectations. Creates plans that provide clarity and direction enabling others to perform effectively and monitors progress to ensure success. Is driven and develops high performance strategies that focus on future growth and sustainable outcomes.
- Stakeholder Relations – understands the importance of engaging with internal and external stakeholders in order to leverage their expertise and forge mutually beneficial connections.
- Corporate Governance – ensures that Hft complies with corporate governance guidelines around fairness, accountability, responsibility, and transparency, quashing any doubt of integrity. Is expert at delivering within a governance framework regarding decision-making processes, policies, and procedures. Works collectively with others but demonstrates independent judgement reasonable care, skill, and diligence. Encourages and is responsive to scrutiny.

Approach

- Emotionally Intelligent – is empathetic, seeks to understand others experiences and frames of reference. Is self-aware.
- Accountable & Performance Orientated – takes personal responsibility and holds self and others accountable for delivering goals, and for improving their own performance and that of the team. Continually promotes best practice and measures KPI's. Builds a performance culture to improve efficiency, quality, and stakeholder satisfaction.
- Visionary & Innovative – recognises the value of innovation and creative thinking to organisational development and success. Is able to challenge conventional wisdom and is open-minded about new and alternative approaches to ideas and problem-solving. Is solutions focused.
- Ethical – adopts the social and environmental responsibility of working in an ethical and sustainable manner. Demonstrates integrity, values the team, and is disciplined, responsible and accountable.
- People-Centered - embraces and values diversity, equality & inclusion always treating everyone with utmost respect. Has a passion to support people with learning difficulties. Continually looking for new ways to ensure that the people we support have every opportunity to live the best life possible.



Talents

- Strategic Thinking – thinks creatively and evaluates opportunities. Is an early adopter of new ideas, is decisive and demonstrates optimism. Has the ability to develop and translate thinking into action.
- Analysis & Decision Making – has an enquiring and analytical mind-set, takes effective and timely decisions by gathering and evaluating relevant information from within or outside of Hft.
- Communication – via written and verbal mediums communicates with impact. Engages clearly and confidently with others to build confidence and trust. Energizes and inspires all around them.
- Leadership – invests time and energy to actively develop self and others to help realise their full potential, and to build Hft's capability for the future.
- Commercial, influencing & negotiating - ensures all communication is branded appropriately for optimum brand recognition. Predicts and changes behaviour to ensure commercial impact, delivering concrete actions for both quick wins and longer-term strategy. Demonstrates sound commercial acumen and ensures that in decision making there is consideration applied to all factors including people, processes, and strategy.



Terms of appointment

Salary

Circa £90,000, negotiable dependent upon experience, plus car allowance of £4,800 per annum

Pension

We enrol eligible employees into the People's Pension www.thepeoplespension.co.uk/employees

Working pattern

A normal working week is 37.5 hours. As a member of the Executive Board there is a requirement for the post holder to provide leadership cover across the full working week Monday to Friday.

Holiday

25 day per annum plus statutory bank holidays.

Location

Whilst Hft's central support office is in Emersons Green, Bristol, no geographical limitations are put on this role. COVID-19 has demonstrated that Hft can be agile enough as an organisation to deliver the team function remotely. There will however be the requirement for face-to-face team meetings once the current COVID-19 restrictions are eased.

Additional benefits:

- Eligibility to join Hft's Health insurance scheme
- Life assurance of three times annual contracted salary



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 Juliet.Brown@starfishsearch.com and we will be happy to arrange a call.

To make an application, please go to <https://starfishsearch.com/jobs/hft-com-housing-off/> 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.

Closing date	Monday 17th May 2021
First round interviews	w/c 31st May and 7th June 2021
Agreement of the final shortlist	mid June 2021
References taken up for shortlisted candidates	Following shortlist
Final interviews with Hft	End of June

