

Executive Director,
Housing Services

Welcome

Dear Candidate,

Thank you for your interest in becoming our new Executive Director, Housing Services.

We want more people in later life to have a home where they love living.

As a society, we have all been more dependent on the home environment than ever before during the pandemic. For older people – particularly those in unsuitable housing – health issues and isolation have been exacerbated and we have seen a significant increase in interest in our specialist housing services and been quick to respond creatively to the changing needs of our existing customers.

This demand is only set to grow. Advances in technology, medicine and living standards mean life expectancies have never been higher. In the next 15 years, 4.4 million more people will be aged 65 or over. The number of those aged over 85 is set to double. As the largest provider of specialist housing and care for older people in England, we have an important role to play in helping to secure a positive future for older generations – today and tomorrow – by addressing later-living housing and care needs. We want to deliver a step change in approach that will ensure our homes, care and support meet the very different needs and aspirations of the future.

It is therefore an exciting and important time to join our leadership team, as we seek to increase the number of options available to older people in a post-covid world and respond to a backdrop of changing risks and opportunities arising from economic, digital and regulatory pressures.

As our new Executive Director, Housing Services, you will have a critical role to play in achieving this. You will lead our rented and leasehold housing operations and shape our housing and customer service functions, developing and implementing a comprehensive new model that will modernise our service portfolio and support our wider corporate strategy.

You will be an experienced and decisive leader who is values driven. Commercially and financially astute, you will bring the capacity to spot opportunities for service innovation and deliver a clear housing strategy that is built on an understanding of high-quality customer service and customer well-being in a highly regulated environment. Collaborative and inclusive in your approach, you will be a strong communicator who is able to influence change and who will bring a keen focus and interest in how technology can positively impact on our housing operations and our residents. Whatever your background, you will bring experience that will prepare you to lead effectively in a substantial and complex multi-site organisation with high levels of integrity, emotional intelligence and resilience.

We are committed to building a truly diverse workforce at Anchor Hanover. If you share our commitment to this, bring the skills and leadership qualities we are seeking and are excited by our vision for a new future for older people, we look forward to hearing from you.

Jane Ashcroft CBE
Chief Executive

About Us

Anchor Hanover Group is the largest provider of specialist housing and care for people in later life in England, employing almost 10,000 people throughout England. We provide more than 54,000 homes for older people and are a trusted care provider with more than 110 care homes where we are the highest rated provider of care by the CQC. Our assets total over £1.2b and our turnover is over £600m per year.

We know that quality services start with quality people. We work hard to be recognised as a leading employer and are committed to retaining and attracting the best in our industry. We work nationally in an agile way, providing services on site and remotely.

At Anchor Hanover Group we believe in values. We are Accountable, Respectful, Courageous and Honest. We believe our people should be proud of the work they do making a difference to society and our customers.



We manage
54,000
homes for
older people



Operating in
more than
85%
of local councils
in England

A leading employer
of more than
9,000
people



Across almost

1,700 sites



Serving more than

65,000
residents

Nine care homes rated as

outstanding,
more than any other provider



We have a wide choice of

high quality housing

for those over 55 to rent and buy:



affordable
rented properties



leasehold
apartments



extra care
housing



luxury
retirement villages



more than

100

care homes
offering everything
from respite stays to
specialist dementia care

To find out more about us, please visit <https://www.anchorhanover.org.uk/> and click on the links below for information on our:

Programme for Change
Business Plan 2019- 2022

About the role

Your main challenge will be to lead the rented and leasehold housing operations in a post-covid world. Alongside this you will develop and implement a comprehensive new service model to modernise our service portfolio alongside leadership of the housing and customer service functions. This will support the delivery of AHG's overall vision, Business Plan and our strategic priority of sector leading service provision and growth and will reflect the changing risks and opportunities arising from economic, digital, and regulatory pressures.

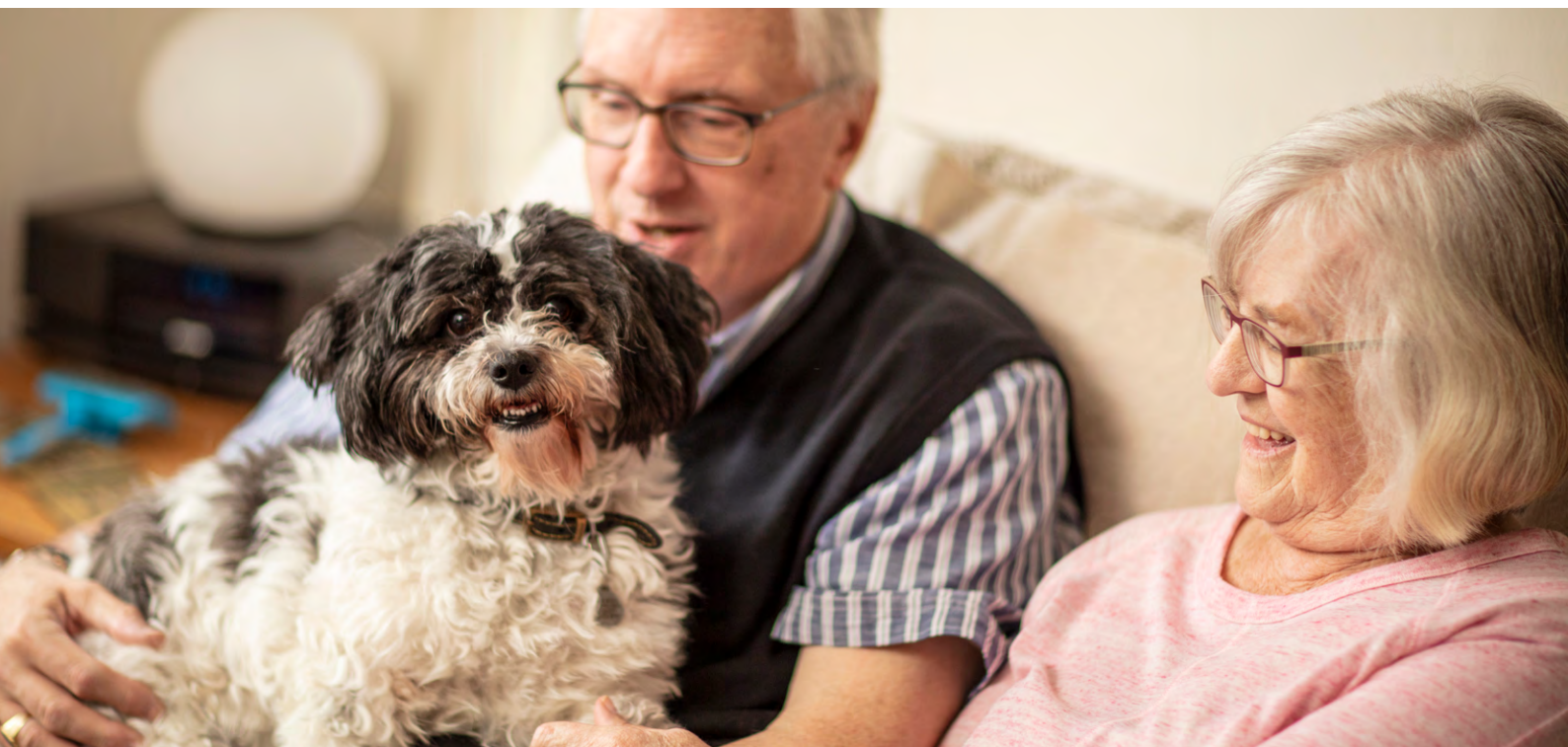
You will ensure that the housing and customer services are subject to regular review to incorporate commerciality, continuous improvement, and developments in digital service opportunities to deliver significant savings.

You will deliver our 24-hour emergency on-call service, facilitating modernisation of the service delivery, use of customer insight and in home services. Working with the CTO you will develop the new digital offering delivering streamlined services from our contact centre and freeing up front line colleagues to spend more time with residents.

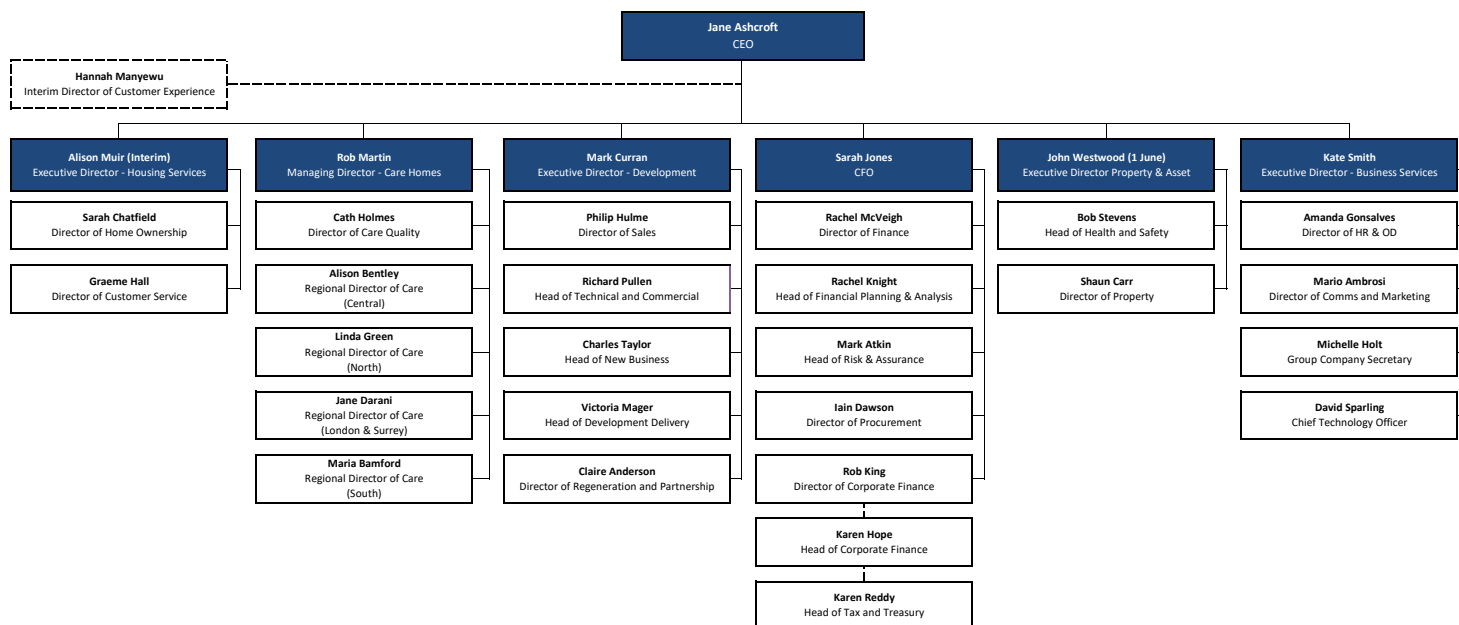
You will deliver a clear Housing Strategy built on an understanding of the commercial customer service delivery and create efficiencies by identifying opportunities for savings, service improvements and consolidation. You will work with the Executive and the Board to agree the key parameters for service costs as not for profit distribution business.

You will ensure effective reporting on key housing measures to provide assurance to the Board and Executive team on regulatory compliance and customer service. You will drive value for money, and you will take the lead in effective service delivery to ensure improvements in customer satisfaction and client retention.

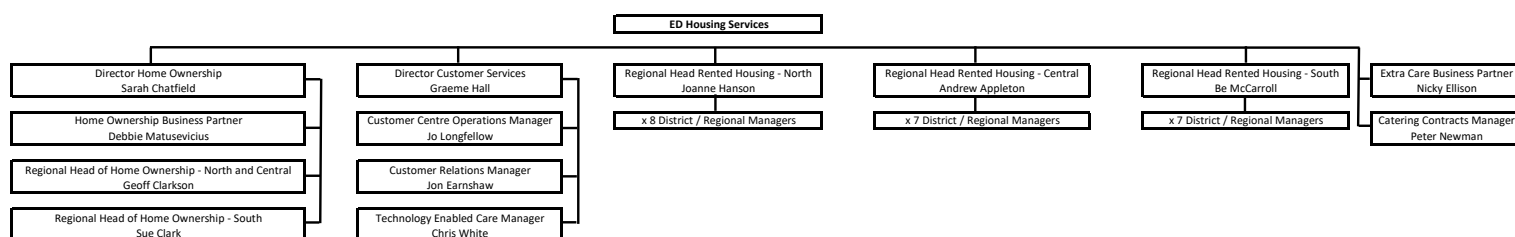
We work nationally with a truly diverse property footprint, with care homes, village communities, extra care facilities, residential estates, leasehold premises, social rented, shared ownership, commercial property and outright sale properties. This provides a challenge for our housing and customer service team to ensure the services meets our commitments to older people, is future proofed and commercially maximised.



Organisation Structure



To view the above chart in a larger size please [click here](#)



To view the above chart in a larger size please [click here](#)

About you

You will have a proven track record of responsibility for housing strategy, customer services and management at a senior level, in a large and complex business possibly within a regulated environment and excellent insight into customer service. You will be educated to degree level or equivalent through relevant training and/or experience and evidence of continued professional development. You will possess relevant professional qualifications and be accredited through CIH or similar.

You will have a strong knowledge of service innovations, customer wellbeing and a good understanding of housing regulatory and compliance requirements. You will be up to date on the government's white paper and its likely impact. In addition, you will have an interest in older persons housing, customer satisfaction and housing and wellbeing, and have ideas about how Anchor Hanover might address these issues within our housing strategy.

You will have a truly commercial approach with an understanding the challenges of providing an excellent customer service in a low margin, highly regulated operational environment. You will be the type of person who is resilient and able to work well under pressure, acts with integrity and someone who actively promotes the vision and values of Anchor Hanover.

A strong negotiator and influencer and a natural diplomat is required for this role, in order to be able to work intuitively with a wide range of stakeholders and secure buy-in. You will partner with the property, asset and care businesses and have the ability to engage your Executive peers and Non-Executive Board members. You will be solutions focussed and drive innovation through effective partnerships to enable us to provide excellent care, support, homes and services.

You will have strong communication (oral, written and presentation) skills, with an approachable style, that inspires confidence and you will be able to manage complex situations with sensitivity and objectivity. You will be able to explain forge effective partnerships with our business and suppliers, understanding the internal and external customers' needs.

You will be an excellent planner and forward thinker, able to develop long term strategies and plans to meet future business needs, whilst assessing risk and promoting risk awareness without being risk averse. You will be experienced in managing these multiple risks in a changing environment and be able to address and minimise these risks through effective, clear planning and service delivery. You will be able to articulate the impact of these risks to the Executive and Board and gain buy in to managing them effectively.

You will have good financial acumen with the ability to effectively manage budgets and an understanding of the treasury context for capital decisions. You will be able to lead a dispersed team and ensure they are engaged, focussed and delivering for the business. Developing the skills and broadening talent within the function and enhancing the diversity and inclusivity of the team are the responsibility of all senior leaders in Anchor Hanover. The successful candidate must be adaptable, flexible, robust and inclusive.

Role Profile

Job Purpose

- Operational and P&L accountability for rented and leasehold retirement housing services across England (c50k units at 1,700 locations).
- Ensure full regulatory compliance, high customer satisfaction and delivery of financial objectives in accordance with business plan priorities, KPI targets, annual budget and financial plan.
- Lead the Group's approach to transformation of the service model for housing, sponsoring process and service re-engineering, enhanced use of technology, and strong consumer focus to ensure appropriate strategic and operational consideration of future delivery of services. Drive a culture of continuous improvement within an environment of changing customer needs.
- Ensure efficient and effective operation of the Customer Centre including OnCall services.
- Provide timely review of relevant policy and procedure.
- Contribute to the identification and mitigation of risk within housing and services.
- Ensure strong customer engagement, embedding a culture of insight, co-production and regular review, underpinned by a highly effective customer engagement framework and a well-informed complaints process.
- Contribute strategic and operational insight as member of the Executive team on wide range of key issues including growth, leadership, influencing the sector, sustainability and the climate agenda.
- Lead by example, encouraging collaboration, strong performance focus, change orientation and service excellence.

Job Scope

The overall scope of this leadership role is as follows:

- Income budget £250m;
- Costs £110m;
- Staff management responsibility circa 1,650; and
- Located across multiple regional sites, across the UK.

Key Relationships

Reports to: Chief Executive

Line manages:

Director of Home Ownership
Director of Customer Service
Regional Heads of Housing

External: commissioners; local authorities; regulators; safeguarding agencies and other sector partners, customers and relatives and representatives.

Internal: The Board, executive, managers and the wider staff team and their representatives, customers and their representatives/advocates.

Key Responsibilities

Accountability & Governance

1. Work with the CEO and Executive team to ensure the achieve of business priorities delivered through strong and transparent governance and decision making.
2. Provide timely, high standard reports on service operations and performance and be accountable for the content.
3. Contribute to business planning and setting of strategic objectives.
4. Work within the vision and strategy of the organisation and ensure appropriate objectives and plans are understood and applied effectively, aligned to agreed behaviours and values.

Leading the business

1. Deliver appropriate oversight and leadership to ensure business as usual activities.
2. Provide strong management to deliver on commitments to customers and apply a robust approach to resource management and asset protection.
3. Ensure an appropriate control, assurance and safeguarding framework is in place and rigorously applied to meet statutory, regulatory, and financial requirements, including effective management of risks.
4. Deliver consistent, high quality tenancy and leasehold management responsive to customer needs and deliver value for money.
5. Identify and implement opportunities to improve business efficiency.

Leading customer experience

1. Actively promote a strong performance culture and commitment to excellence with a focus on end to end quality services for our customers.
2. Encourage an environment where customer views are integral to service delivery at all levels in the business.
3. Seek and act on customer input and identify good practice in other sectors which can be applied in AH.

Leading people

1. Provide clear objectives and direction to a national, multi-site delivery team.
2. Implement a performance management culture which uses qualitative and quantitative data underpinned by coaching and development of colleagues. Implement the People Plan principles and priorities for the directorate.
3. Ensure a co-ordinated approach to cross business change, including delivery of the technology strategy.
4. Lead by example to ensure diversity of profile and thought is valued and celebrated.
5. Contribute effectively to the Group's executive team, to support delivery of agreed objectives.
6. A leadership role profile for a Group of this scale and scope cannot feasibly cover every issue which may arise, and the post holder is expected to be sufficiently flexible to carry out other duties as required.



Person Specification

Part 1: Qualifications, Experience & Insight

- Educated to degree level or equivalent.
- Experience of operating successfully at executive level, housing experience in a substantial/national and multi-site complex organisation, with a focus on customer experience and business margins.
- Considerable achievement and track record in service based environment.
- Experience of operating in a highly regulated and multi stakeholder environment.

Part 2: Core Competencies:

- Acts with integrity, actively promotes the vision and role models the values of the Group.
- A motivational leader in housing, who coaches and inspires service excellence, business performance and cross team working.
- Strong negotiator and influencer, a natural diplomat, able to work with a wide range of stakeholders and secure buy-in.
- Commercially aware and driven by the organisations social purpose.
- Champions a strong commitment to equality, diversity and tackling exclusion.
- Champions rights of customers, overcoming paternalistic approaches to older people.

Part 3: Skills & Abilities

- Strong national leader across dispersed workforce.
- Data rational decision maker, able to understand broad business context and drivers.
- A strong knowledge of housing a, sufficient to lead and develop further the Group's housing services.
- Able to influence and manage organisational change.
- Excellent communicator, strong interpersonal skills, with a style, that inspires confidence and gives clarity.
- Able to contribute to Board and Committee oversight and assurance responsibilities – providing analysis and commentary.
- Strong networking and influencing skills.
- A forward thinker able to identify potential threats and opportunities and develop appropriate business plans in response.
- A strategic thinker with strong commercial skills, gained in a complex setting, able to translate strategy into action.
- Able to assess risk and promote risk awareness without being risk averse.
- Able to give advice to others and be accountable for that advice.
- Uses technology proactively, interested in new ways of working.

Part 4: Personal Attributes & Approaches

- Builds high levels of trust, openness, honesty, collaboration and support across teams.
- Provides learning and development culture for self, team and the organisation. High levels of self-awareness.
- Resilient and able to work well under pressure.
- Willingness to work flexibly, and out of hours, including regular travel.
- An energetic and visible leader, with presence, quickly earns respect.

Benefits

At Anchor Hanover Group, we reward all our employees with excellent benefits and rewards.

Some of the benefits of this role include:

- A competitive salary of £150,000
- Executive Short-Term Incentive Plan (up to 50% discretionary annual bonus*)
- Where home based, or travelling on business, first class travel
- Excellent pension
- 30 days Holiday plus Bank Holidays
- Free individual private medical insurance and discounted Health Cash Plan
- Car allowance £12,000
- Shopping and Online discounts through our Employee Rewards scheme
- Excellent Maternity and Paternity packages.

*discretionary by invitation of the CEO subject to successful probation, annual personal and corporate performance



How to apply

We hope you will consider making an application. If having read through the candidate brief you have any questions about the appointment, please contact Katy.Giddens@starfishsearch.com, Catherine.Kift@starfishsearch.com or Mark.Crowley@starfishsearch.com.

To make an application, please go to <https://starfishsearch.com/jobs/anchor-hanover-exec-dir/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet Parts 1 and 2 of the person specification.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date Monday 28th June 2021

Preliminary interviews with Starfish w/c 5th July 2021

Interviews with Anchor Hanover Group Thursday 22nd July 2021



