



**Chief Quality and  
Governance Officer**



# Welcome

Dear Candidate,

This is a pivotal time for Hft and a great time to join us as we continue our transformation agenda and embark on setting our 2024-2030 strategy and rebrand project which will enable us to become the Hft of the 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 renewing and re-energising our position as one of the top 100 charities to raise widespread awareness and understanding of all we can offer.

Our Chief Quality and Governance Officer is one of eight “Chief” roles forming the Executive Board. Delivering the highest quality of care for the people we support has always been at the heart of our work. This role will provide expert professional leadership for the delivery and continuous improvement of standards and quality of care across Hft, driving forward our commitment to high quality care and robust impactful governance systems across the charity.

This is a substantial role covering all aspects of our care and quality of service provision across who we are as a provider of homes, a charity and provider of care and support. Key responsibilities include corporate governance, compliance, health and safety, corporate and operational risk, business continuity and engagement of the people we support. We will be looking to you for strategic leadership across all of these areas. To succeed in the role you will bring a proven track record of governance, quality assurance and risk management and will be an expert strategic planner and evaluator, capable of implementing robust systems of internal and external control. Equally important is your ability to demonstrate quality and assurance to beneficiaries, supporters, and regulators and embed a culture of learning and continuous improvement. You will bring the leadership experience to do this alongside the values we cherish and the focus to deliver.

We can offer you challenge and fulfilment and the chance to drive a culture of quality improvement as part of a strong executive team that is committed to achieving the best outcomes for the people we support and to create a sustainable future for Hft.

If you share our vision of believing 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 then please apply. If you would like more information or a confidential discussion then please contact our search partners at Starfish Search: [Juliet.Brown@starfishsearch.com](mailto:Juliet.Brown@starfishsearch.com).

**Kirsty Matthews**  
Chief Executive



## About us

Hft is a national charity providing services for people with learning difficulties. We have over 2,600 colleagues 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.

### Our Executive Board

The Hft Executive board consists of eight Chief positions:

- Chief Executive Officer
- Chief Strategy, Innovation and Transformation Officer
- Chief Care and Support Officer
- Chief Quality and Governance Officer
- Chief People and Organisational Development Officer
- Chief Commercial and Finance Officer
- Chief Charity and External Affairs Officer
- Chief Commercial Housing Officer

Each Chief leads a Portfolio which has a critical and equal part to play in the achievement of our strategy.



## Our Trustee Board

We have twelve trustee positions on our Board of Trustees. Our trustees are members of Hft. The Board consists wholly of non-Executive Directors who have strategic oversight of the organisation and delegate the delivery of the strategy to the Chief Executive and the Executive Board. Our nominated Trustees come from diverse backgrounds and are chosen for the skills and expertise they can bring to Hft. Many have an excellent understanding of the issues that affect people with learning disabilities. Some have family members with learning disabilities; others are carers or friends of someone with a learning disability; and some have specific expertise in policy development or specific skills that can help ensure Hft is governed effectively. The Board of Trustees is supported by five committees.

The Trustee Board 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 Executive 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. You can learn more about our Chiefs and Trustees [here](#).

We are a strong, values-led organisation, and to fulfil our mission we must continuously improve 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 colleague 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

## 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.

## Our 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

## Our Fusion Model of Support



Find out how our [Fusion Model of Support](#) helps us ensure that the support we provide is person-centred, and focused on working in partnership. And visit our [campaigns pages](#) to find out more about how we're championing creative and innovative solutions focused on addressing some of the most pressing challenges being faced by the social care sector.

# Job Description

## Purpose of Role

The Chief Quality and Governance Officer will provide expert professional leadership for the development, delivery and improvement of standards and quality of care which includes safeguarding vulnerable adults.

The Chief Quality and Governance Officer will hold the CQC registration and lead on the development, co-ordination, implementation and evaluation of robust governance systems to ensure delivery of the agreed governance, compliance, Health & safety, Risk and Business Continuity as lead for care and quality governance.

The post holder will be the Company Secretary under the Companies Act and have primary responsibility for matters of corporate governance.

The post holder will also take a lead on managing quality feedback mechanisms including complaints and compliments management and oversight of Hft's involvement processes and will be the Caldicott Guardian for Hft.

The post holder will be the custodian of Hft's whistleblowing process and ensure that this is in line with the current code of practice as set out by the Department of Business Innovation and Skills and with CQC guidance.

The participation and engagement of the people we support as well as their families and our colleagues is fundamental to the work we do. As part of this role you will manage the team who lead on the engagement with the people we support. Once in post, the postholder will be required to draw on their experience and expertise to lead improvements on the way we engage with all groups across Hft to increase the impact on the quality of care and support for the people we support.

## Reporting

Reporting to the CEO and indirectly to the Board through the Chair, the Chief Quality and Governance Officer leads the Quality and Governance Directorate 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 Quality and Governance Officer will direct the efforts of all quality improvement initiatives to ensure overall compliance with all applicable regulatory standards and policy; and whilst compliance accountability sits with operational teams the Chief Quality and Governance Officer will advise and act as a subject matter expert on all matters related to Quality. Their remit also includes monitoring the delivery of Quality KPIs as described through the contracts with all Local Authorities.

The post holder will also have accountability for oversight of compliance, for all internal audit activity covering all financial and non-financial matters (e.g. Care Quality, Health and Safety, Systems, safeguarding, Data Protection, internal financial controls, charity commission). They will be responsible for the appointment and management of all outsourced internal audit activity, and for reviewing the requirements for and then providing supporting structures for delivering all required board governance including board secretariat activity.

The Chief Quality and Governance Officer will work closely with the Board of Trustees to ensure delivery of the agreed governance systems and overall compliance with all applicable regulatory standards and policy. They will have overall responsibility and accountability for the following tasks carried out by the Head of Governance:

- Support the Chair (of the Trustee Board, the various Committees and subsidiary organisations) with the conduct of meetings.
- Ensure that where appropriate in line with agreed governance agendas, papers and minutes are produced
- Liaise with Members of the Board and Chief Officers on matters of company administration.
- Maintain the company's statutory registers, books and returns.
- Advising Members of the Trustee Board and Chief Officers on their duties and ensuring that they comply with corporate legislation and the articles of association of the company.

The post holder will work closely with the with Chief of Charity and External Affairs to ensure Quality is reported and understood externally as part of building our brand including the provision of information for annual reporting.

The post holder will have accountability for Hft's risk management framework; to include corporate and organisational risk registers and business continuity planning and will work closely with the Chief Operations Officer in terms of their responsibility for emergency planning response and preparedness.

The post holder will work in partnership with the Chief Charity and External Affairs Officer to develop all mitigation plans regarding reputational risk including but not limited to the potential for negative publicity, or public perception that could have an adverse impact on Hft's reputation.

They will be accountable for the development and achievement of all corporate Quality and Compliance related objectives and targets as set out in the Quality and Compliance 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.

### Knowledge Skills & Experience

- A driven, productive, and highly organised individual to be responsible for assessing the quality of the services Hft are delivering, and to identify areas for further development and quality improvement. Being flexible and reliable with an excellent eye for detail and ensure 100% CQC compliance in all relevant areas.
- Support and advise the members of the Governing Bodies in fulfilment of their governance and quality responsibilities being able to draft new policies and updates to existing policies in line with changing Government guidance, whilst ensuring business continuity.
- Supporting Hft to achieve a culture of excellence and high-quality performance alongside driving quality improvement across the organisation. The team will enable the organisation to effectively manage risk and demonstrate quality to beneficiaries, supporters, and regulators alongside informing decisions and embedding a culture of learning and continuous improvement.
- A proven track record of governance, principles of business conduct and risk management.
- An expert strategic planner and evaluator, capability of implementing robust systems of internal & external control via confident communication and reporting across a diverse organisation.
- An experienced and driven senior director who has contributed to the development of, and delivered on, cross organisational strategic objectives via collaborative consultation with internal and external stakeholders.
- Ensure compliance with the General Data Protection Regulation, the Data Protection Act 2018, the Privacy and Electronic Communications Regulations; act as Hft's Caldicott Guardian; conduct data protection impact assessments for new projects and supporting the development of key resources and activities such as policies and procedures, training, and guidance documents.

## Knowledge Skills & Experience cont...

- Knowledge of robust processes and controls in place for the management and oversight of workplace health and safety and the safeguarding of colleagues, volunteers, clients and all who come into contact with Hft.
- Ability to thrive in a mission-driven environment with strong values and culture; passionately committed to Hft's mission, vision, and strategic direction.
- Engaging personality that can cultivate strong relationships and work successfully in partnership with a range of stakeholders, including Board Members, Trustees, donors, and colleagues.

## 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 Quality and Governance 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 Quality and Governance 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.





## 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.

## Education

- Degree educated and any other relevant professional qualifications and time served relevant experience. A commitment to on-going personal development should also be evident.
- It would be desirable if the post holder was qualified under the Governance Institute or a solicitor, or has time served experience in corporate governance.



# Terms and conditions of appointment

**Salary:** £85,000- £95,000, plus car allowance of £4,800 per annum

**Pension:** Group Personal Pension (GPP) with a matched 6% ER and EE Contribution. Alternatively, you can be auto-enrolled into the People's Pension scheme

**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 and colleagues can work in an agile way. There will however be a requirement for the postholder to attend face to board and other meetings as well as regular visits to our services.

**Additional benefits:**

- Working from Home Allowance
- Claimable Mileage when travelling for Hft business
- BUPA Health Insurance Scheme for employee (taxable benefit) and employee can add dependent and/children at their own cost.
- Life Assurance: 3 times annual salary
- Access to the Hft Plus benefits package, which includes a significant number of discounts and rewards across shops, restaurants, gym membership and days out
- Employee Assistance Programme, with telephone and face-to-face support options
- Staff award scheme – The Fusion Awards, and peer recognition through our Going the Extra Mile (GEM) awards programme



# 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 [Juliet.Brown@starfishsearch.com](mailto: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-chief-qual-gov-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.

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 for applications:**

Monday 27th May 2022

**First round interviews:**

w/c 13th and w/c 20th June 2022

**Interviews with Hft:**

w/c 4th July 2022

