



# CANDIDATE PACK

## CHIEF COMMERCIAL HOUSING OFFICER

# WELCOME

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Dear candidate,

This is an exciting and pivotal time to join Hft as we embark on our new 10-year strategy.

Hft is one of the largest charities in England and Wales supporting adults 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 together to bring about positive change.

I am now in my third year as CEO and having celebrated Hft's 60th birthday last year, continue to be inspired by the rich heritage and utmost commitment and passion across the organization to genuinely ensure we deliver against our promise of "best life possible" for adults with learning disabilities.

The last two years have seen a high degree of transformational change as we delivered against our plans to implement new end to end interfaced business systems. These systems have significantly improved visibility of activity in care and support operations and will provide accurate data and BI reporting to drive behaviour change and performance improvements. The overall improvements in data quality, data reliability, BI analytics, and reporting, across all portfolios allows us to be driven by accurate data to inform positive change.

We have also delivered on our commitment to balance Hfts priorities across who we are as a charity, who we are as a provider of homes and, who we are as a provider of care and support. To successfully deliver against these three key areas we have built a senior leadership team who have established a clear behavioral framework, key responsibilities and accountability.

Our Chief Commercial Housing Officer is one of six "Chief" roles forming our Executive Team. This is a critical role; we need to continue to build on our work to transform our previous estates function to be a commercially focused, fully compliant and high-quality housing provider. Of critical importance is the ability to lead the strategic transformation of some of our current sites, working to deliver sustainable, ambitious, innovative and dynamic housing solutions to both people we support and ultimately to other providers.

This is a significant leadership role at the heart of our Executive Team. You will provide strategic direction and commercial leadership across all elements of our housing portfolio. You will be an ambitious, strategic and transformative housing expert with deep knowledge of all relevant legislation and Government policy. 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 adults with learning disabilities. We have over 2,500 staff supporting more than 2,000 people to live their 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 Executive Team. Both share a common goal, to ensure that Hft is effective, efficient and sustainable; putting the people we support at the heart of everything we do.

We are a strong, values-led organisation. We understand that to fulfill our mission we must continue to evolve to meet the changing needs of those we support and to support more people with a learning disability in the future. We recognise that to be financially sustainable we must strengthen our commercial skills, while maintaining our reputation for high quality care, and to raise awareness on the critical issues facing social care.

## OUR VISION, MISSION, AND VALUES

### OUR 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.

### OUR 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

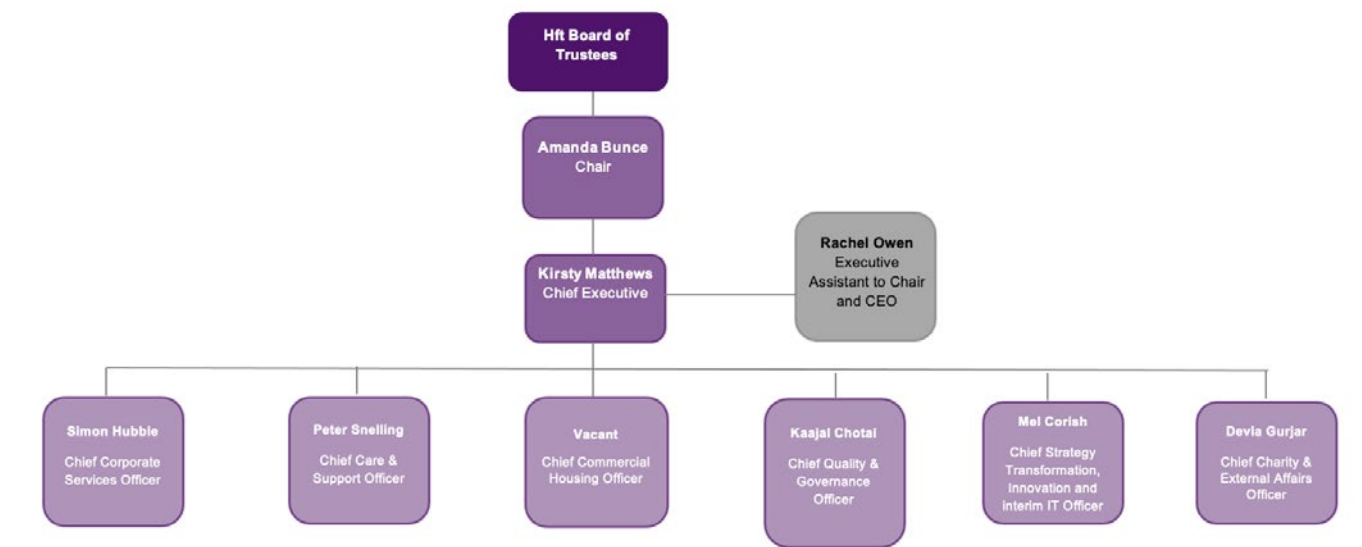
- We have the courage to listen, speak up and take action.
- We are all unique and our differences make us stronger.
- We care about how we work in partnership with others.
- We are always looking for the best ways of doing things.

### OUR FUSION MODEL OF SUPPORT





# EXECUTIVE BOARD STRUCTURE



# JOB DESCRIPTION

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## 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 that could move Hft towards its ambition to become a commercially focussed social housing provider. We will be capable of delivering sustainable, ambitious, innovative and dynamic housing services to both the people Hft support directly and potentially to other providers and in line with all relevant government legislation.
  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 one and two above, the Postholder is accountable for maintaining a culture of continuous improvement. The Postholder is responsible for delivering exceptional standards and excellent services in compliance with relevant regulation and legislation. This includes 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 the Commercial Housing Strategy. Along with the five Chiefs you will deliver the agreed Hft strategy and lead the day to day efficient and effective running of Hft.

The Chief Commercial Housing Officer will be responsible for four direct reports, inclusive of:

- Head of Asset Management & Development
- Sustainability Lead
- Head of Housing Services
- Care & Support Lead

## SCALE & SCOPE

- The successful candidate will lead a team of approximately 20 people across the country.
- Hfts rental income is approx. £13 million per annum and we manage approximately 1600 homes , which includes both owned and non-owned. Whilst the volume of housing stock is not high, it is varied, geographically dispersed, mixed tenure and it requires a person centred approach to ensure it offers the best accommodation to the people we support.
- The Chief Commercial Housing Officer (CCHO) is responsible for delivering our approved asset management strategy including sustainability and achieving, or improving upon, the housing KPIs in relation to repairs, performance, arrears and voids
- The CCHO will need to continue our high standards of performance in relation to building maintenance and building compliance.

## THE CHIEF COMMERCIAL HOUSING OFFICER IS ACCOUNTABLE FOR

- Delivering a comprehensive and expanding range of services to meet strategically identified needs and aspirations.
- Maximising the commercial opportunities for housing to be a key differentiator both for the people we currently support and any future tenant group.
- Using 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.
- Maximising the potential of all land-based assets.
- 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.
- The development and achievement of all corporate housing related objectives and targets as set out in the Hft housing in year operational plan.
- The CCHO will support the CEO and other Executive Team 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 provides.

## 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 acts 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

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## KNOWLEDGE AND EXPERIENCE

- You will be educated to degree level or equivalent and be professionally qualified in Housing (MCIH) or a Chartered surveyor (RICS).
- You must be able to demonstrate a sound understanding of the key issues affecting housing in relation to management of the estate and asset management in relation to supported housing and residential homes ideally from the context of supporting adults with learning disabilities.
- You will be experienced in delivering housing development programmes.
- You will have had experience of delivering health or social care projects that transform service delivery through maximising value from existing assets, and through effective negotiation with local authority and multiple stakeholders.
- Key attributes, include an understanding of how to achieve the best from the assets in terms of land and property,
- Proficiency in change management and risk analysis, with a specialism in human factors and managing complex clients with intricate needs.
- You will need to be resilient, dependable and have strong team-working skills, including team building, organising, and leading complex projects.
- You will have established key relationships with private sector developers, local authorities and other key stakeholders and have a persuasive negotiating approach to achieve the best outcomes in the interests of the charity.
- Leadership experience gained operating at board level in a large, geographically diverse and 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.
- Professional understanding of housing management with a strong emphasis on housing development.
- 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.

## SKILLS AND ABILITIES

- Have a coaching leadership style, to get the best from staff and stakeholders.
- Ability to provide accurate, timely and pragmatic advice, and make decisions around commercially focused business plans to support our commercial objectives. Continuously learn and grow in knowledge of the industry and commercial insights to provide the best possible information.
- 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 Executive Team members, Trustees, donors, and staff.

## EXECUTIVE BOARD BEHAVIOURAL FRAMEWORK

At Hft we want our leaders to take pride in their performance and for all leaders to live our values. We believe that continuous improvement helps us deliver more for those we support, who are always at the centre of everything we do. Our behavioural framework for leaders defines the effective behaviours we need each leader to reflect in our daily working practices.

The behaviours, based on our core values, have been developed for the whole leadership team and therefore provide a common language and benchmark to be used when we talk about behavioural performance. The framework clearly sets out our expectations in terms of how we go about our work, sitting alongside what we do.

### OUR LEADERS SHOULD BE:

Our leaders should be inclusive & collaborative

Our leaders should be willing to embrace change

Our leaders should be great at coaching & growing teams

Our leaders should hold themselves and others to account

Our leaders should be compassionate with self and others and emotionally intelligent

Our leaders are visionary and should translate vision into objectives, priorities and plans

Our leaders should be able to live and role model our values

Our leaders should be empowering and supportive

Our leaders should be insistent on high quality

Our leaders should be passionate

Our leaders should be solutions and outcomes focused

Our leaders should be great at communicating, giving praise and energising others to get things done

Our leaders should be resilient and adaptable to change

Our leaders should be self-aware

Our leaders should be able to take appropriate evidence and risk-based decisions

Our leaders should be credible and trustworthy

Our leaders should be able to demonstrate commercial acumen and an understanding of the political landscape

Our leaders should be courageous and not tolerate poor practices or behaviours

Our leaders should be curious and experimental and create an environment of continuous improvement where it is safe to learn and safe to make mistakes

Our leaders should be able to ensure compliance

Our leaders should treat all team members equitably

Our leaders should be reflective



# TERMS OF APPOINTMENT

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## SALARY

Circa £100,000, 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](http://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 postholder 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 meetings at the bimonthly Board of Trustee meetings, monthly Executive Board meetings and Portfolio and other team meetings as required.

## ADDITIONAL BENEFITS

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



## HOW TO APPLY

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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-ccho/> 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.

<b>Closing date:</b>	Monday 29th May
<b>Preliminary interviews:</b>	w/c Monday 12th June
<b>Final Panel interviews:</b>	w/c Monday 17th July or Monday 24th July

