

<b>Role profile</b> <b>Executive director of client services</b>
<b>Role purpose and scope</b>
<ul style="list-style-type: none"> <li>● As an integral member of the executive team hold collective accountability for the strategic leadership of the organisation and the collective use of professional expertise to safeguard corporate and colleague wellbeing.</li> <li>● Create, lead and inspire an organisational culture that enables all colleagues to achieve quality outcomes.</li> <li>● As an executive team member plan, position and shape direction of activity to enable the achievement of corporate goals in 2-5 years.</li> <li>● Achieve consistency of approach across all areas of operations based on a value's driven model of client support.</li> <li>● Lead our business development activity, including all business significant tenders and ensure added service offers are maximised in tender submissions</li> <li>● Act as the organisational lead in setting direction and establishing operational plans which co-ordinate all client services and human resources activities to meet strategic objectives.</li> </ul> <p>The scope of the role, which has the potential to increase over time, is as follows:</p> <ul style="list-style-type: none"> <li>● <b>Staff team:</b> 270 people out of an organisation of 300 people</li> <li>● <b>Organisational turnover:</b> £14m</li> <li>● <b>Current services and area of operation:</b> Accommodation and support for vulnerable and homeless people in Hampshire (including Portsmouth and Southampton), on the Isle of Wight, in Berkshire and West Sussex</li> </ul>
<b>Accountability</b>
<p><b>Strategic input</b></p> <ul style="list-style-type: none"> <li>● Work with executive team colleagues to contribute to the short, medium and long-term strategy for operational and human resources issues.</li> <li>● Provide strategic advice, information and expertise to senior colleagues and the Board in delivering operational and human resources outcomes that are compliant and enhance organisational reputation.</li> <li>● Lead on effective colleague engagement strategies ensuring that colleagues work within a culture that is open, safety oriented and centred on the achievement of personalised client goals.</li> <li>● Take the lead in managing operational performance in a way that maximises learning and future business improvement.</li> <li>● Take the lead on securing new business and retaining existing services.</li> </ul> <p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>● Provide a coaching style of leadership, which empowers and encourages high performance and creativity.</li> <li>● Lead and deliver effective management of client centred services that put individuals and health and safety at the heart of local operations.</li> <li>● Provide effective leadership and support to managers and staff - role modelling a leadership style with vision and drive which inspires and motivates colleagues to be the best they can.</li> </ul> <p><b>Compliance and control</b></p> <ul style="list-style-type: none"> <li>● Work with executive team colleagues and board members to ensure effective governance and accountability across the organisation.</li> </ul>

- Provide appropriate and timely information, supporting an open and transparent dialogue across executives and non-executives, setting high standards of probity.
- Ensure the risks within the directorate's activities are identified and mitigated effectively and decisions are made within a robust risk assessment framework.
- Ensure compliance with key policy and procedure in areas such as health and safety, equalities and diversity, data protection, code of conduct and all other statutory requirements that are routinely checked for compliance.

#### **Performance management**

- Provide support and development to those engaged in front line activity so that they are structured and resourced to deliver corporate aims.
- Lead a strong performance culture and commitment to excellence with a focus on end to end quality services.
- Create and support an environment where client views are integral to service development.
- Ensure all projects have a clearly articulated set of benefits.
- Anticipate changes and plan for the delivery of new services in line with agreed plans.
- Ensure behaviours, values and culture are consistently applied throughout the organisation

#### **External relationships**

- Maintain and develop effective professional networks with those that commission our services to add value to the organisation's work and ensure that it is viewed as an influential, reliable and flexible partner.
- Develop long term relationships with policy makers and industry leaders to influence sector debate and thinking on client and customer service.
- Regionally and nationally raise the organisation's profile both within and beyond the sector in support of growth and sustainability.

#### **Key outcomes**

- Performance manage the collective suite of service contracts in a way that meets quality, financial and compliance requirements.
- Recommend which business development opportunities will be pursued and the tactical approach to be deployed for each opportunity.
- Lead our business development activity, including all business significant tenders and ensure added service offers are maximised in tender submissions.
- Show visible leadership across the whole of the organisation's geographical operations to ensure a well understood vision and a one team culture is achieved.
- Support, develop and performance manage the regional directors and director of human resources.
- Determine best fit structures to support client service activity and fulfil housing management and human resources accountabilities.
- Proactively manage the controls and instigate actions required to achieve safe working environments in all areas of operations.
- Oversee and take accountability for ensuring that a full set of compliant policies and procedures are maintained and recommended to the Board within agreed cycles.
- Manage external communications with regulators and partner agencies where significant risk is likely to impact on Two Saints reputation.
- Ensure cutting edge thinking in respect of supporting diverse client groups is considered, evaluated and introduced where added value would result.
- Determine and align resources to strategic directorate learning and development needs in a way that maintains quality standards and minimises colleague attrition.
- Support the chief executive in exploring wider partnerships and potential merger opportunities.

No leadership role profile can be entirely comprehensive, the post holder will be required to undertake additional duties from time to time, in line with the above responsibilities, as required by the chief executive and the board.

## PERSON SPECIFICATION

### Executive Director of Client Services

<b>Qualifications</b>	<ul style="list-style-type: none"><li>● Appropriate professional qualification</li></ul>
<b>Experience</b>	<ul style="list-style-type: none"><li>● Substantial senior experience in strategically leading client facing operations in an environment centred on complex service provision to diverse and vulnerable client groups.</li><li>● A track record of planning business development, evidenced through securing contract renewals and new business growth through local authorities, the National Health Service, registered providers and government contracts.</li><li>● A strong track record of leading, engaging and motivating colleagues through transformational periods of change.</li><li>● Experience of working collaboratively with external bodies and organisations.</li><li>● Proven track record of delivering client focussed services that meet a multiplicity of needs.</li><li>● Track record in corporate leadership, with board level exposure, in a fast-paced environment.</li></ul>
<b>Skills and knowledge</b>	<ul style="list-style-type: none"><li>● In depth knowledge of safeguarding, homelessness regulation and service quality models that assess outcomes for diverse client groups.</li><li>● Knowledge and experience of housing management in a supported housing environment.</li><li>● Able to balance strategic thinking with an eye for detail.</li><li>● Strong communication and interpersonal skills.</li><li>● External focus, with the proven ability to build productive networks and partnerships.</li><li>● Expertise and practical experience of risk and performance management.</li><li>● Effective commercial planning skills supported by the production of robust written business development appraisals that withstand governance scrutiny.</li><li>● A clear understanding of the social and political environment within which the organisation operates.</li></ul>