



Saxton Bampfylde

# Appointment Brief Appointment of Chief Executive

September 2020

Reference: XALAIA



# Letter from the Chair

Thank you for your interest in Haig Housing.

Haig and its antecedents have a proud history of supporting veterans in need through the provision of housing for over 100 years. Over that time, Haig has grown to become the largest provider of housing to veterans and their families and now has over 1,500 homes across the UK. Our purpose is to provide quality homes to improve the lives of veterans and their families in need

Haig is first and foremost a veterans' charity and its purpose and values reflect this. Our stock of housing provides a solid financial base to the Trust, with annual revenues of over £10m and we are not reliant on fundraising for our day to day activities. Haig has a hardworking and dedicated team of 52 staff, mostly based at its headquarters in Morden all focused on improving veterans' lives. Throughout the Covid 19 pandemic our staff have successfully ensured that our beneficiaries continue to receive the support they need whilst maintaining the operational and financial strength of the charity.

Our current Chief Executive, James Richardson, retires in October after seven successful years delivering an ambitious expansion strategy, culminating in the opening of 68 homes in Morden by HM The Queen, Haig's Patron.

We are looking for a dynamic leader with strategic thinking and strong business skills who can help shape and deliver the next phase of Haig's evolution, as well as manage and motivate its dedicated and talented team. Although our Chief Executive may not necessarily have served in the military, they will need to have strong empathy and understanding of veterans' issues and a zeal for our purpose and values.

We are keen to hear from anyone who shares our vision of improving the lives of our veterans and their families, and has the business and leadership skills to help us build on Haig's strong legacy to create an even stronger future.

David Williams

Chair of Trustees



# An Introduction

Haig Housing provides quality homes to improve the lives of Veterans and families in need. We let homes at affordable rents to the ex-Service community and provide tailored housing solutions to suit the individual needs of severely wounded and disabled Veterans.

The housing needs of our Veteran Community is both complex and constantly evolving. As the UK's largest charity providing housing to Veterans in need, Haig Housing is proud to be critical leader in meeting these changing needs and in insuring that our Veterans have the home, they so richly deserve.

## Our properties

Today, the Trust provides and maintains 1,542 quality homes for the ex-Service community. These are spread throughout the UK in 60 estates. The properties are generally on small, well-managed estates, ranging in size from six houses, up to the largest estate in Morden of over 340 homes.

These homes are located in 47 different local authorities and some are subject to the nomination rights of the original Service or regimental organisations which donated the funds for the building. Our properties are for general needs rental, however, a number are partly owned under our Shared Leasehold Scheme. We do not offer sheltered, residential or nursing homes. The majority of homes are suitable for families and only a small number of properties are suitable for single applicants. We buy and adapt properties for wounded veterans as they exit the injury and care pathway under our Special Needs Housing scheme.

## Our History

Douglas Haig Memorial Homes, known as Haig Homes, was established as a Charitable Trust in 1929 as a memorial to Field Marshal Earl Haig of Bemersyde KT GCB OM GCVO KCIE in recognition of his work to highlight and solve many problems facing ex-Service people and their families. He was particularly concerned with the plight of those disabled during their service in theatres of War and the difficulties created by this in their civilian lives. The Trust had two main periods of expansion in the 1930s and 1950s with further housing added during the 1990s and 2000s.

The Trust also incorporates the Housing Association for Officers' Families (HAOF), established in 1916 by Mrs Willie James. HAOF and Haig Homes amalgamated in 1995. Haig Housing Trust, known as Haig Housing, was formed in 2008 as a 'sister' charity to Douglas Haig Memorial Homes (Haig Homes). The two Trusts were amalgamated on 1st October 2013.

You can see the spread of housing in our [Location and Property Search](https://www.haighousing.org.uk/properties/global-search): (<https://www.haighousing.org.uk/properties/global-search>).

To be considered for housing, applicants must have a British Armed Forces connection and be in housing need. Applicants for the Trust's Shared Leasehold Scheme and the Special Needs Housing are considered on a case by case basis.

The Trust also carefully seeks opportunities to rationalise its estate, including the disposal of properties no longer meeting beneficiary needs.

We also offer a wide range of housing advice to the Service community and are the Strategic Housing Partner of Help for Heroes.

We have also initiated a multi-year investment programme to improve and modernise its existing stock and a stock condition survey is underway to identify and prioritise this work.

## Our Wider Influence

Beyond our own work, Haig Housing has established a leading role in the ex-Service housing sector. We are members of the COBSEO (Confederation of Service Charities) Housing Cluster of ex-service housing charities, promoting even better co-ordination and cooperation throughout the sector for the benefit of the Veteran Community and those transitioning from Service.

Through our work with the Cluster we are working in partnership to ensure more accommodation for the ex-Service community and to bring about an integrated Veterans' housing sector with clear pathways for ex-Service personnel in need of housing, to move into permanent homes. Our shared strategy is helping to bring about greater joint-working and more effective interaction with external stakeholders including Veterans in housing need, Local Authorities, civilian homelessness charities and central Government.

## Our Strategy

Our organisation has been through an exciting strategic period of growth in addition to a significant period of increased wider influence and impact. Haig Housing has also been on an important journey around defining our mission and profile as a forward-looking and agile charity, with the ability to think creatively about the needs of the Veteran Community and on how to leverage and develop our resources for their ongoing benefit.

### Our Values

We take pride in the contribution and difference we make

We operate with professionalism and integrity

We treat everyone with fairness and respect

We encourage and embrace new ideas

The current growth strategy for the Trust was launched in 2014 and has grown the housing stock by an additional 157 homes. The strategy will be reviewed and refreshed in 2021.

Our next Chief Executive will thus be joining at an exciting strategic juncture for the organisation and will have the opportunity to work closely with our Board of Trustees as we identify and realise a new set of strategic goals for the organisation that will ensure our impact in meeting the needs of those we serve.

Our evolving geographic footprint, the potential for developing new products and services, accelerating work on upgrading older stock and estates, as well as the divining the best use of our resources are all potential features of our next strategic phase.

## Our Finances

Haig Housing is in a robust position financially. Our total annual rents and related income in the 2019/20 reporting period was £10.3m.

Total resources expended amounted to £10 Million. Key items were direct property costs including repairs of £4.6 Million; staff costs £2.4 Million; support costs of £1.4 Million and depreciation of £1.1 Million.

Overall, the Trust generated a surplus of £2.5m.

Fundraising is not a major activity at Haig and is not relied on to fund day-to-day operations.

The Trust's reserves are currently valued at approximately £74m of which £3.5m represents free reserves, comprise unrestricted funds, less tangible fixed assets. These are expendable at the discretion of the Trustees in furtherance of the charity's objects

## Our People

Haig Housing is served by an experienced and motivated group of people, dedicated to our mission.

### Our Board of Trustees

Haig Housing is governed by a diverse, Board of independent, non-executive trustees experienced in, professional, charity and ex-Service matters. Four of our current eleven trustees have served in the military.

The Trustees meet formally every quarter and delegate specific issues to various Committees that report to the Board. The current Committees are:

- Strategy & Development Committee
- Audit & Risk Committee
- Nomination and Remuneration Committee

### Our Executive team

We have just over 50 staff, headquartered in Morden in South London. In addition to our Chief Executive, our executive team includes

- Corporate Director
- Housing & Development Director
- Finance Director
- Director of Property Services

Biographical details of our Board and executive team can be found here:

<https://www.haighousing.org.uk/about-us/leadership-team>











# The Role

## Purpose of the Post

Providing leadership to the Trust and its staff and be responsible for the operational management and administration of the Trust within the strategic, policy and accountability frameworks agreed by the Board of Trustees.

Working with the Chair, enabling the Board of Trustees to fulfil its responsibilities for the proper governance of the Trust and meeting its charitable objects and strategic priorities.

Ensuring that Haig remains a strong and resilient charity, adhering to its purpose and values, and operating a supportive and nurturing environment for its staff and beneficiaries.

## Key Responsibilities

### Strategic planning and direction

- Working with the Board, develop a long to medium term strategy for the Trust.
- Develop a business plan for the efficient and effective achievement and implementation of the Trust's strategic and policy objectives.
- Monitor and review delivery of the strategy and business plan on a regular basis and report this to the Board.





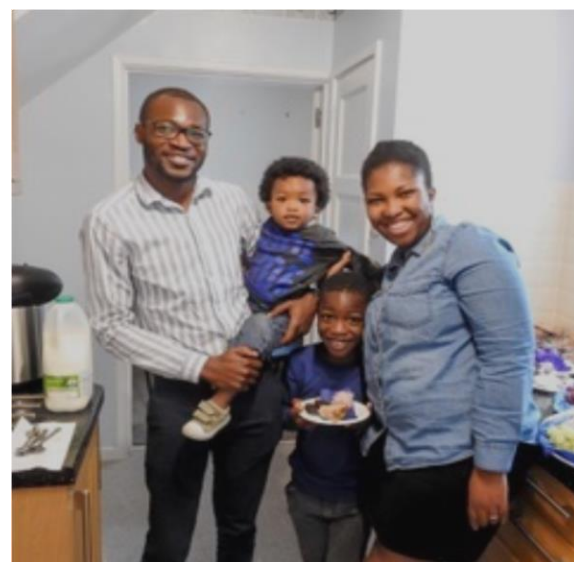
## Business management

- Ensure that the Trust has the appropriate management structure, systems and resources to fulfil its strategic objectives, and meet regulatory requirements and expectations.
- Manage the performance of the Trust in line with business and financial plans against agreed objectives, Key Performance Indicators and approved budgets.
- Ensure that the Trust's key policies are regularly and appropriately reviewed and updated and that adherence to these policies is embedded throughout the organisation.
- Develop and maintain Key Performance Indicators (KPI) to meet management and trustee needs.
- Provide leadership to the Trust's staff, direct line management of the Senior Management Team and oversight of the management of all other staff.
- Ensure the performance and training of every member of staff is actively managed to strengthen both the Trust's effectiveness and the individual's personal development.
- Ensure that the Trust employment practices meet the highest standards of the current employment and related legislation and charity best practice.
- Ensure the proper stewardship of the Trust's property assets, including planned maintenance, major repairs, improvement and disposals.
- Monitor and review progress against the approved development and asset management plans.
- Take the lead role in any new development/acquisitions/disposals programmes including the construction processes.



## Financial and risk management

- Take overall responsibility for the financial health of the Trust, ensuring that proper plans, controls and reporting are in place to monitor and control the Trust's income and expenditure and ensure that adequate liquidity and reserves are maintained.
- Ensure that the Trust is financially resourced to meet its spending and capital programmes by monitoring the Trust's investments, funding plans and reserves, operating within the policies agreed by the Trustees.
- Working with the Finance Director and, where applicable, external auditors, prepare accurate and timely management accounts and audited statements.
- Identify and manage the Trust's significant risks and have these regularly reviewed by the Executive and the Board.





- Ensure that a strong culture of risk awareness exists within the trust and that robust external and internal controls are embedded within the organisation.
- Understand the external environment within which Haig operates and identify potential changes which may affect it, advising the Trustees proactively and adapting the Trust's plans and operations.

#### Compliance

- Embed charity governance best practices and applicable codes of conduct throughout the Trust.
- Ensure that the Trust meets all of its legal, statutory and regulatory responsibilities.
- Be responsible for the accurate and timely regulatory and statutory reporting.
- Ensure that the Trust's employment practices meet the highest standards of current employment and related legislation and charity best practice.

#### Internal and external relations

- Foster good and open communications throughout the organisation.
- Enhance the Trust's public profile, fostering good relations with professional bodies, COBSEO and other service charities, Government, Statutory and Voluntary bodies.
- Represent the Trust at external functions, meetings and events and with the press/media.

#### Culture

- Ensure that the Trust's corporate values and policies are fair and consistently implemented, and that an open culture is embedded that is constantly seeking ways to learn and develop in order to improve the lives of Haig's beneficiaries and the wider community.
- Maintain a culture and ethos which attracts, retains and motivates good quality staff.
- Champion equality, diversity and inclusion in every aspect of the Trust's work.

#### Supporting the Board

- Working with the Chair, ensure that the Board receives the high-quality papers and briefings it needs to fulfil its governance and oversight role efficiently and effectively. This should be in sufficient detail to allow the Trustees to understand Haig's delivery of its strategic objectives and overall business performance whilst avoiding unnecessary detail and operational/management issues.
- Work with the Chair on developing the Board's skill base, through appropriate induction, advice, information and training (internal and external).
- Implement the decisions of the Board in an efficient and timely manner.
- Advise the Trustees on matters of governance best practice, changes in legislation, and Charity Commission and other relevant requirements.
- Have regular one-to-one meetings with the Chair to discuss progress and problems.
- Escalate matters of significant concern to the Chair and/or the Trustees in a timely manner.





**HAIG HOUSING**  
PARRY COURT  
OPENED BY  
LIEUTENANT GENERAL RE NUGGE CVO CBE  
CHIEF OF DEFENCE PEOPLE  
14th DECEMBER 2012





# Person specification

The successful candidate will be a dynamic and communicative leader and manager, dedicated to our mission and capable of winning trust. S/he will bring:

## Experience

- Significant track record of successful, strategic, leadership and operational management experience at an organisation of comparable, or greater scale
- Experience of military service is strongly desirable.
- Experience of operating in the charitable sector is also strongly desirable.
- Experience of charitable housing is seen as desirable.

## Demonstrable Abilities

- Evidenced ability to identify, measure and manage key business drivers and to oversee large projects
- Strong understanding of how to embed good governance and operate in a regulated sector
- Clear, understanding of strategic financial management, and how to embed effective, financial and audit reporting and controls.



- Clear experience of identifying and managing risk
- Demonstrable ability to successfully collaborate with a Board of Trustees
- Clear ability to lead, manage and motivate a diverse group of employees and to recruit and retain talent to the organisation
- High level stakeholder management experience with the ability to enhance Haig Housing's standing with government and relevant, public, private and civil society organisations

#### Personal Attributes

- Clear and demonstrable empathy with the issues facing Veterans and zeal for our mission
- The highest levels of personal and professional integrity
- Excellent verbal and written communication skills





# Terms of appointment

The post holder is required to work such reasonable additional hours as the needs of the post demands, which includes attendance at evening and weekend events and meetings when necessary.

Salary will reflect the seniority of the role and will depend on skills and experience.

## How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Haig Housing on this appointment.

Candidates should apply for this role through our website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments) using code **XALAIA**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter, and complete the online equal opportunities monitoring\* form.

The closing date for applications is noon on Thursday 24th September 2020.

### **GDPR personal data notice**

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please **do not** include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

\* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.



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