

# New Business & Retention Manager

## Temporary Housing, Commercial Directorate

Overview	
<b>Role Purpose</b>	<p>The Temporary Housing portfolio at NHG responds to the needs of local authorities to increase the availability of property for people and families at risk of homelessness. We do this primarily via leases with private sector landlords, who receive a guaranteed rent amongst other benefits.</p> <p>You will lead and develop your team to meet their performance targets and maintain excellent relationships with partners to deliver high landlord satisfaction. You will support your team to deliver a responsive landlord resolution service, proactively developing solutions and providing excellent customer service to support business growth and retention. You will identify areas to improve across the board, as a part of the temporary housing management team.</p>
<b>Responsible for</b>	The New Business & Retention Manager is key to ensuring we can respond to local demand and prevent homelessness, responsible for ensuring we retain our portfolio of properties and maximise income through new business and lease retention.
<b>Reports to</b>	Head of Business Development
<b>Line management</b>	Negotiator x 3 Landlord Retention Officers x 4
<b>Tier</b>	Tier 6
<b>Expectation Level</b>	Operations Manager
Role relationships	
<b>Internal</b>	Colleagues across Temporary Housing, Finance, IT, Marketing Teams
<b>External</b>	Property Owners, Local Authorities, Contractors, Solicitors, Agents

Manager / leadership criteria	
<b>Functions</b>	New Business and Lease Retention
<b>Staff reports</b>	Total:7 Direct: 7 Indirect: 0
<b>Budget size</b>	N/A
<b>Specific designated, regulatory compliance requirements</b>	None
<b>Other key data (i.e. size of operation, units managed, size of programme etc)</b>	To maintain portfolio size of circa 3100 units through growth, bringing new units into management, and retaining existing leases through renewal.

## Role accountabilities

### Temporary Housing Portfolio

- Oversee the team delivery of growth and retention targets to maintain the stability of the temporary housing portfolio and maintain the portfolio size as set out in the temporary housing business plan.
- Ensure the team deliver new business targets to enable growth of the business ensuring all new properties meet NHG standards and necessary health and safety requirements have been met.
- Ensure the team deliver retention targets to enable retention of the existing portfolio, including properties which have become void and require a renewal of lease prior to relet.
- Ensure a considered and balanced approach to all new units acquired and all retention accounting for financial performance and viability alongside the need to maintain and grow the portfolio.
- Work closely with and ensure your team communicate effectively with Legal Caseworkers to identify and prioritise units which need to be handed back to owners at lease end or because they are not financially viable.
- Manage and maintain strong relationships with partner Local Authorities to understand need, demand and provide opportunities to secure advantageous Local Authority offers.
- Support the Head of Business Development to explore business expansion opportunities and develop and deliver a new business and retention strategy for NHG including identification and evaluation of risk.
- To be strategically aware of changes in government policy that could impact on revenue stream.
- Support the Head of Business Development when completing business development appraisals, investment decisions and new products are considered.
- Oversee the delivery of the marketing strategy and targeted advertising, working with negotiators reviewing, amending and adding as necessary and ensuring market insight provided by the Research and Performance Analyst and Payment and Performance Manager is taken into account.

### Financial and Commercial Delivery

- Ensure financial requirements are met and viability assessments have been completed for all new acquisition, retention and void units if required. Oversee the team to make sure opportunities to maximise income have been explored and provide necessary sign offs.
- Oversee the team to ensure renegotiation is completed to improve viability of individual units where they are identified as not being financially viable.
- Responsible for ensuring information about rent levels and rent grids are maintained and updated as necessary. Responsible for regular liaison with Local Authorities to understand available rents and ensure income is maximised.
- Ensure data accuracy and the integrity of all data input by your team.

### Customer Service

- Oversee the team to ensure they provide high levels of service whilst delivering a resolution service. Capture data and themes emerging from landlords and feed these into developing and improving services.
- Be an advocate for the landlord experience, working closely with colleagues across the department to improve the experience of our existing landlords and promote the role they play in preventing homelessness.
- Support the development of landlord satisfaction surveys and build feedback from landlords into our working ethos.

## Role accountabilities

- Support negotiators in overseeing the completion of works on behalf of landlords through our contracts. Ensure all required systems are in place to allow for the full recovery of costs of works carried out in the most commercially effective manner.
- Oversee the lease sealing process working with the governance team.

## Reporting

- Report regular KPIs and work closely with the Performance and Research Analyst to ensure all necessary data is captured to allow effective performance management.
- Prepare and present reports on new business and retention activity for Temporary Housing senior management team and Boards/Committees as required.
- Ensure the process of delivery new units into management and the retention process and procedures are efficient and are developed and amended as necessary. Identify areas for improvement and opportunities to enhance processes through the use of technology.

## Management

- Recruit, train and develop new team members as necessary to retain a diverse team who can appreciate and understand the customer's perspective and business needs.
- Create a proactive and problem-solving culture within the team
- Deliver effective leadership and performance management of the team, resulting in a high-quality service that supports delivering the new business and retention targets.
- Oversee team members as necessary and monitor workload to ensure targets are met and service delivery is achieved.

## General

- Ensure the financial regulations, policies and procedures at NHG are followed.
- Ensure that relevant Health and Safety policies and related procedures are followed, keeping up to date with changes and taking action to maintain personal health and safety and that of others.
- Ensure that any corporate responsibilities are undertaken as required, including leading investigations and hearings in formal processes across the business.

The tasks and responsibilities outlined above are not exhaustive; the post holder may undertake other duties as is reasonably required.

To do the job well, we have outlined the knowledge, experience, and skills you need to do the job.

## Personal Specification

### Experience (executive)

#### Essential

- Experience of leading teams including direct line management
- Experience of developing a strong customer focused team culture

#### Desirable

- Experience of leading a team through periods of change

<ul style="list-style-type: none"> <li>• Experience of building and maintaining strong relationships with external stakeholders, partners and internal teams.</li> <li>• Experience of driving change and service improvement through developing and implementing new processes and procedures</li> <li>• Experience of working strategically within a commercial business</li> </ul>	
<b>Professional expertise (know how &amp; experience)</b>	
<b>Essential</b>	<b>Desirable</b>
<ul style="list-style-type: none"> <li>• Knowledge of the private rental sector and experience of negotiation and securing new business</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of the statutory homeless sector and experience of temporary housing residents</li> <li>• Operational experience and the ability to reflect on this in the context of new business and retention</li> </ul>
<b>Skills</b>	
<b>Essential</b>	<b>Desirable</b>
<ul style="list-style-type: none"> <li>• Excellent PC skills including Microsoft Office packages including Word and Excel.</li> <li>• Excellent communication skills including presentation skills, report writing up to senior management and influencing a range of stakeholders with diverse needs and requirements.</li> <li>• Highly detail oriented and able to improve systems or ways of working to minimise mistakes</li> <li>• Proven negotiation skills in a variety of complex situations</li> <li>• Strong motivator with an ability to bring teams together</li> <li>• Excellent analytical skills with a proven ability to spot risks, trends and opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to recognise opportunities for improvement through strategic thinking</li> </ul>
<b>Qualifications and/or professional membership</b>	
<b>Essential</b>	<b>Desirable</b>
N/A	

## NHG Expectations

NHG expectations framework outlines what we expect from our staff at the five different expectation levels we have across the organisation.

This role is a Team Manager expectation level and therefore you should refer to the Team Manager expectation profile in addition to this role profile.

The full NHG expectations framework is available on our external job site page and intranet, Milo.

You'll be assessed on the knowledge, experience, skills, and expectations criteria at various stages throughout the selection process.