



## Commercial Director

### JOB DESCRIPTION

<b>Job title:</b>	Commercial Director
<b>Salary:</b>	£60,000 p/a
<b>Hours:</b>	37.5 per week – Monday to Friday 08.00 to 17.00 with occasional evenings and weekends
<b>Reporting to:</b>	Chief Executive
<b>Responsible for:</b>	Marina and Caravan Park Manager, Estate Maintenance Worker, Mechanical Fitter, Gardener, Alne Wood Park Manager, contractors and consultants
<b>Location:</b>	Colletts Farm Office, Dorsington, Warwickshire, CV37 8AU
<b>Date:</b>	March 2021

### JOB SUMMARY

The Heart of England Forest must maximise the revenue generation potential of the extensive and varied assets that it owns in order to meet the increasing costs of running this progressive and ambitious charity. As a very significant land owner, the Heart of England Forest requires a commercially astute individual to grow income streams from assets including:

- Residential properties
- Marinas
- Holiday homes
- Caravan parks
- Camp sites
- Commercial units
- Redundant / repurposed buildings
- Farming
- Agricultural lettings (e.g. grazing licences)
- Mobile information hub

Management of these assets will be increasingly important to secure sustainable income to meet the Charity's operational costs as it develops and grows.

The role will encompass a commercial lead on the delivery of new projects (such as a visitor centre, barn conversions, development sites, sale of surplus properties, etc) and effective estate management.

As part of the Senior Management Team (SMT) you will work closely with other managers to identify and assess new opportunities to generate receipts from the Charity's operations, including agroforestry, forest industries, education, events, merchandising, etc.

## **KEY RESPONSIBILITIES**

### **Vision**

- Identify opportunities and deliver projects (with or without investment) to generate or improve income, increase asset value and/or release capital receipts.
- Apply robust estate management practices to protect the Charity's interests.

### **Project Appraisal and Planning**

- Complete appraisals of existing built assets across the Forest, identifying short and long-term options for capital investment and income generation.
- Undertake feasibility analysis.
- Produce outline specifications, budget costs, and income models to assess the viability of projects.
- Apply sensitivity analysis to assess project risks.
- Achieve target rate of return on invested capital.
- Complete post-project reviews and share learnings.
- Produce fully costed, accurate and compelling business plans that the Chief Executive and Trustees can rely upon to make informed business decisions.

### **Project Management**

- Produce and implement project plans to choreograph all project activity, identify critical pathways, monitor timetables.
- Produce and utilise risk assessments to identify and mitigate project risks.
- Undertake direct project management of minor works and act as client representative on major projects.
- Careful planning of works to ensure that they occur in the correct sequence and do not impact on the operations of the Charity.
- Procure contractors through fair and impartial competitive tendering.
- Ensure completion of a suitable form of contract (e.g. JCT/NEC/RIBA) according to the scale and scope of works.
- Diligent monitoring of works to ensure a high standard of work in a safe working environment.
- Careful design and specification of works to minimise contract variations and cost/scope creep.
- Ensure work is undertaken safely including the production of risk assessments.
- Ensure work is delivered on time, within budget and in a safe manner.

### **Regulatory Compliance**

- Protect the Charity by identifying and engaging with all relevant authorities to ensure that all necessary consents are secured.
- Adhere to CDM (Construction Design & Management) Regulations.
- Undertake all appropriate risk assessments and ensure that all necessary action is taken to eliminate / control risk.
- Ensure that only appropriately qualified contractors (with appropriate insurance, RAMS and contract) are instructed to undertake works.

### **Estate Management**

- Follow best practice estate management to protect and enhance the Charity's property.
- Engage with members of the public, adjoining owners and other stakeholders to resolve estate management issues and disputes.
- Operational property management for the charity's operational property.
- Plan and manage strategies for any surplus property.

- Manage any AST properties to maximise income and maintain asset value (currently 10 properties at an annual value of £65.5k).
- Manage commercial leases to maximise income and maintain asset value (currently 2 properties at an annual value of £9.5k)
- Ensure accurate records are maintained of all leases and licences to facilitate renewal and rent / licence fee collection.
- Ensure all costs are recharged to third parties where agreements permit.
- Ensure all third-party obligations are complied with.
- Manage all wayleaves, easements, licences and rental income opportunities, including producing a register and ensuring timely demands and payments.
- Undertake all commercial and residential rent reviews and lease renewals to ensure legal compliance and to maximise income generation.
- Undertake landlord / tenant relationship management.
- Plan and implement planned maintenance programme across the estate, to assist with long range budgeting.
- Support the CEO with land acquisition and due diligence.

### **Planning and legal frameworks**

- Liaise with Local Planning Authorities / planning consultants to obtain advice on planning requirements at project planning stage.
- Ensure any planning permissions / building regs requirements are obtained in a timely manner, and all conditions are adhered to / discharged fully.
- Liaise with legal professionals to obtain advice on estate management issues such as encroachment, protection of rights, wayleaves, trespass, etc.
- Implement licence systems to ensure all direct access into the Forest from private property is recorded and agreed.
- Provide input on strategic planning consultations on behalf of the Charity, (e.g. Local Plans, Strategic Plans, etc.) to protect the Charity's assets and maximise the value of the Forest for the local community.

### **Silva Green Ltd**

- Manage the charity's Silva Green subsidiary in order to both deliver the charity's strategy and maximise income generation potential. This includes:
  - Marinas and moorings (including Dovecote and Forest Bank)
  - Dovecote Riverside Caravan Park
  - Alne Wood Park (natural burial ground)
  - Honeybourne Lodge Site
  - Holiday cottages including Oak Cottage and Acorn Cottage
  - Camping, caravanning and glamping.

### **Health and Safety**

- Manage and oversee the charity's health and safety processes and procedures, including liaising with other senior managers to ensure:
  - Production and review of risk assessments and COSHH assessments.
  - Production and review of site-specific assessments, e.g. fire risk assessments.
  - Up to date training.
  - Centralised records are maintained.
- Coordinate and convene the health and safety committee, ensuring cross-departmental representation.
- Manage building-related health and safety including property H&S compliance.

## **Communications**

- Produce news stories for use on the website.
- Contribute information and photographs for the social media communications plan.
- Contribute to articles and news stories in the e-newsletter and magazine to help raise awareness of the work of the Charity.

## **General**

- Demonstrate and promote the values of the Heart of England Forest.
- Maintain a commitment to high standards of health and safety at all times, ensuring all work is undertaken within the Heart of England Forest health and safety policy and processes.
- Support stakeholder visits where required.
- Assist with the planning and delivery of Heart of England Forest events.
- Be an ambassador for the Heart of England Forest.
- Commit to continual professional development.
- Play an active part within the wider Heart of England Forest team.
- Make active use of information and resources gained via personal networks to inform the development of this role.
- Maintain good environmental and conservation awareness.
- Perform any other duties consistent with the role and / or reasonably required by the Senior Managers or Chief Executive.

## **Hours**

Normal working hours will be a minimum of 37.5 per week, normally between 08.00 and 17.00, Monday to Friday. However, occasional out of office hours work may be required, which may include evenings, weekends and bank holidays.

## **Location**

The post will be based in the Heart of England Forest head office in Dorsington. The post holder must have the willingness and ability to undertake extensive travel across the Heart of England Forest on a daily basis to meet the demands of the role. The postholder will need to ensure their vehicle has an up-to-date MOT and is insured for business use.

## **What do we offer?**

- The chance to join an ambitious charity and play a part in creating and conserving a huge Forest for the benefit of people, wildlife and the environment
- Competitive salary with a Living Wage Foundation accredited employer
- 28 days holiday plus bank holidays
- Contributory company pension
- Group Income Protection Scheme
- Group Life Assurance Scheme
- Employee Assistance Programme
- Death in Service benefit
- Medical cash plan

## **PERSON SPECIFICATION**

### ***ESSENTIAL***

- Commercial acumen – demonstrable ability to unearth viable opportunities to increase income
- Significant experience of effective capital project management
- Proven ability to engage, motivate and manage stakeholders
- Negotiation skills – secure positive outcomes when negotiating with public authorities, charity partners, suppliers, consultants, contractors, and tenants
- Able to work effectively under own initiative and meet deadlines as well as working co-operatively as part of a team
- Excellent communication and interpersonal skills
- Strong leadership and organisational skills
- Ability to use initiative to solve practical problems
- Ability to be tactful and diplomatic when dealing with public enquiries, consultation, or complaints
- Effective programme management ensuring that projects are delivered on time and on budget
- Good level of physical fitness and the ability to work safely on semi-remote development sites
- A thorough understanding of health and safety principles and procedures and their practical application
- Proficiency in using Windows-based software packages including Word, Excel, Outlook, PowerPoint

#### Knowledge and experience of

- CDM regulations
- Managing contractors
- Health & Safety legislation and practice – particularly in relation to the built environment and on development sites
- Landlord and Tenant legislation
- Property law and regulation
- Proprietary property database systems
  
- A flexible approach to work and, when required, willing to work [and attend events] outside normal working hours
- Able to communicate Heart of England Forest values and standards to supporters and stakeholders
- Willingness to develop new skills and take on new areas of responsibility
- An enthusiasm for nature, conservation and ecology
- A commitment to support the Heart of England Forest
- Have a full driving licence and daily access to a car

### ***DESIRABLE***

#### Knowledge and experience of

- Planning legislation – particularly permitted development, change of use, and listed buildings
- Building Control
- JCT/NEC/RIBA form of contracts
- Design and build projects
- MRICS or MRTPI or similar

## **ABOUT THE HEART OF ENGLAND FOREST**

### ***Planting tomorrow's great native woodland***

The Heart of England Forest is an exciting and ambitious charity. We want to help reverse centuries of woodland decline and plant one of the largest forests in England. Our goal is to create a huge, unbroken woodland – a refuge from the modern world where people can rediscover nature and wildlife can flourish. It is an ambitious vision, which we are determined to make happen, one tree at a time.

The Heart of England Forest is not only a perfectly positioned lung for the Midlands, but a breath of fresh air for the nation. With Almost 2 million new native trees planted so far, we are restoring our native woodland – providing a safe and permanent habitat for wildlife as well as an escape for people from the urban environments surrounding it.

The Forest stretches up the Warwickshire / Worcestershire border, from the present-day borders of Shakespeare's Forest of Arden to the edge of the Vale of Evesham – the north Cotswolds to south Birmingham. It is an area dense in cities, towns and industry. Which is why we are creating a place to walk under shady canopies and through airy glades, away from the bustle of city life.

The UK has less than a third of the native tree cover of many other European countries, including France, Germany and Italy. Planting tomorrow's great native woodland has already started. With 7,000 acres of land, the forest currently consists of 600 acres of mature woodland and 4,000 acres of new planting. We have planted an incredible 1.9 million trees so far, which is over 20% of the way towards our goal of a 30,000-acre forest. But with patience and your support, who knows how far it will grow!

More information can be found at [www.heartofenglandforest.org](http://www.heartofenglandforest.org)