



HSPG

INSPIRED BY YOU

ROLE MANIFESTO

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Job Title: Managing Director

Reports to: CEO

Direct Reports: Heads of: Acquisitions (Affordable); FP&A; Investment Director (Supported); Partnerships

Indirect Reports: Asset Management; External platform managers

Base: London

Working hours: 37.5 hours per week.

Salary: TBD based on experience & LTIP.

Time Scale: Full time, permanent.

Start date: TBC on notice period.

Benefits: 25 holiday days per year; Team social events and trips; Monthly wellness allowance; Private healthcare; Healthy office snacks; Monthly supper clubs with Deliveroo provided; On-site parking (Manchester); Employee referral scheme.

CORE MISSION OF THIS ROLE

An exciting strategic role is available for a strong, focused, charismatic leader to lead and develop a best in class private equity style, family office function at HSPG which is accountable for all our investment teams, driving the business towards its mission to *enable people to live fulfilled lives in their community*.

The Managing Director (MD) will be responsible for managing HSPG's investment platforms – both internal and external, ensuring they all work collaboratively and towards the same common goals.

The MD will take overall ownership for decisions made and outcomes generated in these areas of the business:

- Supported Housing
- Affordable Housing
- Asset Management
- All current and new equity investment into external platforms - currently: property finance, fashion accessory wholesale and gambling compliance

The MD will oversee the growth of HSPG acquisitions to meet the target for April 2023 (c. £1bn). An increase actual 2021 (c. 250mm).

There is an expectation of c. £200mm+ available as HSPG equity for investments by 2022 year end to incubate and grow future multi-billion platforms alongside suitable strategic capital partners.

Working closely with the Board, they will lead the growth of the investment business and create and execute the business plan of it, identifying new investment areas and strategies and potential debt and equity capital partners. This is a key leadership role with a real opportunity to make a difference to HSPG, by defining what and how we grow in the future.

The MD will be a trusted custodian of our culture and will exhibit and actively promote our values and behaviours.

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Our Behaviours:

Rate against each behaviour in the interview (+ = strong; +/- = unsure; - = unlikely)

 <p>SHOW ENTHUSIASM</p> <p>You're ambitious for yourself and the business: striving to drive your own career and the overall business mission forwards</p> <p>Get involved! Contribute to your department, don't just wait to be asked to do something. Ask questions, step up and immerse yourself</p> <p>Start interactions with enthusiasm, expecting a positive outcome</p> <p>This doesn't mean you have to be loud and shout about everything, but be positive and driven in your own personal way</p>	
 <p>CHALLENGE THE NORM</p> <p>Be 'big picture thinking' and eager to learn</p> <p>Never be afraid to ask a question</p> <p>Understand that a difficult conversation may be required to challenge the norm</p> <p>Listen hard and build on other people's ideas</p> <p>Love to be challenged as well as challenge</p>	
 <p>STRONG OPINIONS HELD LIGHTLY</p> <p>Have confidence and conviction around your opinions</p> <p>Be prepared to change your opinion: focus on achieving a positive company outcome, not 'getting your own way'</p> <p>Be humble</p> <p>Balance your instinct with research and data</p> <p>Treat each failure as a learning opportunity</p> <p>Idea meritocracy across all relationships: you always have the right and the platform to question opinions</p>	
 <p>OWN IT</p> <p>Do what you said you'd do</p> <p>Take responsibility for your own business within the business: understand how it impacts the wider mission</p> <p>Know when to ask for help</p> <p>Remember: you get out what you put in</p> <p>Act fast but with good judgement</p> <p>Always show a united front for HSPG: disagree privately</p>	
 <p>SUPPORT, NURTURE & RESPECT</p> <p>Treat everyone as you would expect to be treated</p> <p>Provide your team and peers with the tools and opportunities to grow and develop</p> <p>Recognise and celebrate each other's successes and have each other's backs</p> <p>Do the right thing, even when no-one is looking</p> <p>Take a broader interest in the people around you</p>	

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THE ROLE - OBSESS & EXCEL LIST

What does the person in this specific role need to Obsess over or Excel at in order to be really successful?

1. Lead and motivating people according to our values and behaviours
2. Growth
3. Meticulous attention to detail
4. Skilled negotiator
5. Build strong relationships and partnerships based on trust

Rate against each of the above (+ = strong; +/- = unsure; - = unlikely). Please add helpful comments/notes/observations for others to refer to.

1.	2.	3.	4.	5.
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SPECIFIC SKILLS / QUALIFICATIONS

- Track record originating and executing real estate transactions, with strong preference for UK Social/Affordable Housing and Private Equity experience.
- Modelling and underwriting real estate and alternative transactions.

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What is the expected outcome of their contribution, of the promise they are making to you? How will you know if they achieved the outcome?: Ratings: + = likely to succeed; +/- = unsure; - = unlikely to succeed

Outcomes	Ratings
<p>0-6 months</p> <ul style="list-style-type: none">• Create an agreed plan to build family office structure. Set parameters and goals for the investment platform.• Identify capital partners and their requirements/best fits for us• Create process to oversee current HSPG investment platforms.• High level review and recommendations of current HSPG investment platforms.• Research, underwrite, and prepare a simple business plan model and "HSPG IC paper" for 1 major new investment area.• Hire an analyst to provide support on new investment cases	
<p>12 months +</p> <ul style="list-style-type: none">• Research, underwrite, and prepare simple business plan model and "HSPG IC paper" for more major new investment areas. Execute on the plan (either by platform creation or acquisition of existing).• Grow existing platforms• Grow relationships with capital partners to coinvest alongside HSPG	

- Additional comments / notes:

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FINAL CHECK – do they:

GET IT – understand the role and what it entails?

Yes	No	Maybe	Comments

WANT IT – based on the right package, are they excited to do this?

Yes	No	Maybe	Comments

HAVE THE CAPACITY – in the context of other work and life commitments (or other factors), do you think they are able to fulfil the potential of this role?

Yes	No	Maybe	Comments

Additional comments / notes: