



Job Description – Director and Head of Sales H&H Land & Estates

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H&H Land & Estates

Job Title: Director and Head of Sales, Land & Estates

Reporting To: Chief Commercial Officer

Business Streams: Land Agency, Environment & Natural Capital, Rural Property Sales & Management

Overall Job Purpose

To provide management, leadership and vision for H&H's Land & Estates business streams by developing and executing the commercial strategy across Land Agency, Environment & Natural Capital, and Rural Property Sales & Management.

The role is accountable for revenue growth, market development, client relationships, commercial performance and the development of a proactive sales culture across the business. It will lead through Directors, Associate Directors and senior professionals, ensuring each business stream has clear plans, targets, forecasts and accountability for delivery.

This is a strategic commercial leadership role and carries no personal fee-earning target. Success will be measured through sustainable business growth, pipeline development, client acquisition and retention, team performance, market reputation, and the effectiveness of the Sales and Operations partnership.

The role will work in active partnership with the Head of Operations, Land & Estates and the wider Operations function, ensuring Sales defines commercial priorities clearly and Operations provides the people, process, systems and infrastructure required to deliver excellent client outcomes.

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Strategic Direction

- Develop, own and execute the sales and commercial strategy for the three business streams within H&H Land & Estates, aligned to the wider H&H commercial strategy.
- Lead the commercial performance of the Land Agency, Environment & Natural Capital, and Rural Property Sales & Management business streams.
- Translate H&H objectives into clear annual business plans, including revenue targets, growth priorities, market development actions and performance measures.
- Work with the Chief Commercial Officer, Executive Board and senior leadership to define clear goals and deliverables for each business stream.

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- Identify opportunities for growth in existing and adjacent markets, including new services, geographic opportunities, strategic partnerships and routes to market.
- Analyse market trends, competitor activity, policy changes and emerging opportunities across the rural, land, property and environmental sectors.
- Provide timely and accurate market intelligence and strategic advice to the Chief Commercial Officer and Executive Board.
- Represent Land & Estates at senior leadership level and contribute to the wider development of H&H.

Commercial and Financial Performance

- Be accountable for revenue growth, margin performance, market share development and commercial performance across the Land & Estates sales streams.
- Work with Finance and the Chief Commercial Officer to develop budgets, forecasts and commercial plans for each sales proposition that aligns to the sales strategy.
- Establish clear sales targets, KPIs and growth plans by business stream, geography and market segment.
- Ensure robust pipeline management across the business, including opportunity identification, qualification, ownership, conversion and follow-up.
- Monitor commercial performance regularly and take corrective action where targets, activity levels or conversion rates fall below expectations.
- Hold Directors, Associate Directors and senior professionals accountable for sales activity, client development, pipeline quality and delivery of agreed commercial plans.
- Identify risks to revenue, client retention or market position and implement appropriate mitigation plans.
- Ensure commercial decisions are informed by accurate management information, market insight and client intelligence.

Business Development

- Lead major business development initiatives and strategic client acquisition programmes across all three business streams.
- Build a consistent approach to identifying, pursuing and converting new business opportunities.
- Work with Directors and senior professionals to develop plans for priority clients, prospects and sectors.
- Lead, support or coordinate responses to major tenders, frameworks, strategic pitches and significant client opportunities.
- Drive cross-selling across all eight business streams within H&H.
- Establish a culture where business development is a normal and expected part of senior professional responsibility.

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- Ensure opportunities are recorded, followed up and converted in a disciplined and consistent way.
- Support senior professionals in developing stronger commercial habits, including networking, referral generation, client targeting and proposal development.

Client Relationships and Market Leadership

- Strengthen our land agents position as a trusted advisers to farmers, landowners, estates, rural businesses, developers, investors and professional advisers.
- Build and maintain senior relationships with key clients, strategic partners and professional contacts.
- Introduce key account management disciplines to improve client retention, repeat work and revenue growth from existing relationships.
- Ensure priority clients have clear ownership, regular contact and coordinated access to the full range of H&H services.
- Develop client feedback processes and use feedback to improve service, communication and commercial outcomes.
- Promote high standards of client care, professionalism and responsiveness across all sales streams and propositions.
- Maintain a strong external presence in the market, representing H&H at relevant events, meetings and forums.

Leadership and Team Development

- Lead, motivate and develop the Directors, Associate Directors and senior commercial professionals within Land & Estates.
- Provide clear direction, expectations and accountability for commercial performance.
- Build a proactive, commercially focused culture where senior professionals understand their role in generating work, developing clients and growing the business.
- Coach and support Directors and senior professionals in business development, client relationship management, sales leadership and performance accountability.
- Establish regular 1:1s, performance reviews and development conversations with direct reports.
- Work with the Chief Commercial Officer and People team to identify talent, succession requirements and capability gaps across the business.
- Support recruitment, onboarding and development of senior commercial talent where required.
- Address underperformance promptly, fairly and constructively where commercial expectations are not being met.
- Promote a collaborative culture aligned with H&H values, ensuring the business operates as part of One H&H rather than as separate professional silos.

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Marketing, Brand and One H&H Collaboration

- Work with the Marketing team to develop campaigns, content and events that support commercial objectives.
- Ensure marketing activity is aligned to target markets, priority services, growth opportunities and client needs.
- Strengthen the profile of the H&H Land & Estates business streams through events, thought leadership, client communications and professional networks.
- Support the development of clear propositions for Land Agency, Environment & Natural Capital, and Rural Property Sales & Management.
- Encourage cross-referrals between the business streams within Land & Estates, Farmstock, Insurance and any other H&H businesses.
- Share client intelligence and market opportunities across H&H where there is potential wider benefit.
- Act as a visible champion of One H&H, reinforcing collaboration, shared client ownership and group-wide commercial opportunity.

Working with Operations

H&H's Operations function exists to power the performance of the sales teams by providing the people, policy, process, systems and infrastructure that enable commercial teams to perform effectively.

The Director and Head of Sales, Land & Estates will work in active partnership with the Head of Operations, Land & Estates and the wider Operations function. (see Addendum for more detail)

Governance, Compliance and Standards

- Ensure all commercial activity is conducted in line with professional, legal, regulatory and ethical standards.
- Protect the reputation and professional standing of H&H Land & Estates and the wider H&H Group.
- Work with Operations and relevant professional leads to ensure appropriate compliance, governance and risk controls are understood and followed.
- Ensure client commitments, proposals and commercial terms are realistic, deliverable and aligned to H&H standards.
- Support high standards of data quality, CRM discipline, reporting and client record management.

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- Promote safe and professional working practices through visible leadership and cooperation with Operations and Health & Safety colleagues.
- Ensure the business operates within the parameters of corporate governance and with appropriate regard to risk management.

Role Specific

- Lead commercial performance across Land Agency, Environment & Natural Capital, and Rural Property Sales & Management.
- Develop a clear commercial plan for each business stream, with defined priorities, targets and accountabilities.
- Build leadership and commercial capability among existing Directors, Associate Directors and senior professionals.
- Create a stronger link between client relationships, technical expertise, pipeline development and financial performance.
- Lead through others rather than through personal fee generation.
- Ensure H&H Land & Estates remains commercially focused, market-facing and recognised as a trusted rural adviser across its operating areas.

Secondary Accountabilities

- Undertake any additional duties that fall within the scope and capability of the role.
 - Support wider Group initiatives as required by the Chief Commercial Officer or Executive Board.
 - Act at all times in accordance with H&H Group values and promote behaviours that support the One H&H approach.
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Addendum to Job Description

Director and Head of Sales, Land & Estates

H&H Group plc

Working with the Operations Function

H&H's Operations function exists to power the performance of the sales and commercial teams by providing the people, policy, process, systems and infrastructure that enable revenue-generating teams to perform effectively.

The Director and Head of Sales, Land & Estates works in active partnership with the Head of Operations, Land & Estates and the wider Operations function. The purpose of this partnership is to ensure that commercial priorities are clearly defined, operational support is properly aligned, and the business delivers consistent, professional and high-quality client outcomes across all locations and service lines. This mirrors the wider H&H Sales and Operations model, where Sales leads revenue generation and client growth, while Operations enables delivery through structure, systems, resource and operational discipline.

What the Director and Head of Sales can expect from Operations

- Client services, administration and operational support to enable effective delivery of Land & Estates activity.
- Support with office operations, facilities, workplace requirements and day-to-day business infrastructure.
- IT, CRM, data and business systems support to enable effective reporting, pipeline management and client service.
- Recruitment frameworks, HR policy support, onboarding processes and people management infrastructure.
- Compliance, governance, risk and Health & Safety support.
- Project, change and continuous improvement support across the business.
- Operational performance insight to help improve client experience, efficiency and consistency.
- Support in embedding processes that allow senior professionals to focus on client relationships, business development and commercial performance.

What the Director and Head of Sales is accountable for in this partnership

- Providing Operations with timely and accurate commercial plans, forecasts and growth priorities.
- Defining future resource requirements based on pipeline, workload, client demand and business development plans.
- Ensuring Directors, Associate Directors and senior professionals engage properly with agreed systems, processes and reporting disciplines.

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- Flagging commercially significant operational issues promptly so Operations can respond and resolve them.
- Contributing to the joint development of client service standards, CRM usage, reporting routines and continuous improvement initiatives.
- Ensuring client and market feedback is shared with Operations where it affects service quality, efficiency or business performance.
- Participating in cross-functional governance, planning and performance review meetings as required.
- Working constructively with Operations to improve customer experience, consistency and efficiency across all relevant H&H locations.

Leadership Through Others

This role carries no personal fee-earning target. The Director and Head of Sales is accountable for commercial performance through leadership, planning, coaching, accountability and performance management.

The role holder is expected to lead Directors, Associate Directors and senior professionals to deliver growth across:

- Land Agency and rural professional services.
- Environment & Natural Capital.
- Rural Property Sales & Management.

The role holder may personally support strategic pitches, key client conversations or major opportunities where appropriate. However, the primary measure of success is not personal fee generation. It is the ability to build a stronger commercial culture, improve pipeline discipline, develop senior professionals, and deliver sustainable revenue growth through others.

Experience and Knowledge

- Proven track record in commercial leadership, sales leadership, business development or professional services leadership.
- Experience of leading senior professionals and driving performance through influence, coaching and accountability.
- Strong understanding of pipeline management, client development, forecasting, conversion and commercial planning.
- Ability to create a sales culture in a professional, relationship-led business.
- Credibility with senior clients, professional advisers, internal stakeholders and board-level audiences.
- Understanding of rural, land, property, environmental or professional services markets would be advantageous but is not essential.

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- Appreciation of reputation, trust, long-term relationships and the importance of professional standards in H&H's markets.

Skills and Attributes

- Commercially focused, disciplined and performance-driven.
- Able to lead and motivate experienced professionals who may be technically strong but require clearer commercial direction.
- Strong coach, mentor and developer of people.
- Confident communicator with credibility at senior leadership, client and team level.
- Practical, organised and action-orientated.
- Able to turn strategy into clear plans, targets and routines.
- Comfortable holding senior colleagues accountable for activity, follow-up and performance.
- Collaborative by nature and committed to the One H&H approach.
- Able to work effectively with Operations, Finance, Marketing, People and other H&H Central functions.
- Values-led, professional and committed to protecting and strengthening H&H's reputation.

Success Measures

Performance in this role will be assessed against the following areas:

- Revenue growth and margin performance across agreed Land & Estates business streams.
- Delivery of annual commercial plans, budgets and forecasts.
- Quality, value and conversion of the sales pipeline.
- Growth in new client acquisition and repeat work from existing clients.
- Improved client retention and quality of key client relationships.
- Evidence of stronger commercial discipline among Directors, Associate Directors and senior professionals.
- Effective coaching and development of senior professionals in business development and client relationship management.
- Market share development in agreed sectors and geographies.
- Quality and timeliness of commercial reporting, forecasting and market intelligence.
- Progress in developing a proactive sales culture across Land & Estates.
- Growth in cross-referrals and One H&H opportunities across H&H.
- Effectiveness of the Sales and Operations partnership, measured through shared performance indicators, service feedback and issue resolution.
- Progress against agreed leadership, succession and commercial capability development plans.



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Development and Support

H&H is committed to supporting the Director and Head of Sales, Land & Estates to succeed in this role through:

- Clear objectives agreed with the Chief Commercial Officer.
- Regular performance feedback and structured 1:1s.
- Access to the support of the Operations function, enabling the role holder to focus on commercial leadership.
- Support from Finance, Marketing, People and other H&H Central functions.
- Opportunities to contribute at senior management, Executive Board and Group level.
- Support in developing the commercial capability of Directors, Associate Directors and senior professionals.
- Access to relevant leadership development, mentoring and performance management support.
- A clear expectation that the role will help shape and embed the future H&H Sales and Operations model.