**Head of Asset Management Recruitment Pack**

**Welcome to ARK Housing Association**

We support people to live good lives, at home and in their community. ARK provides care, support and housing for adults with complex and enduring needs and their families, as well as general needs housing.

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**Advertisement**

**Head of Asset Management**

**Based in Edinburgh – travel required throughout Scotland**

**Salary - £52,678 Inc. car allowance**

**ARK is a major provider of Care and Support to people with long term and enduring conditions such as learning disability, mental health issues, dementia and autism. As a housing association we are one of the smaller providers. Our aim is to ensure that those who use our services get the very best out of ARK to enable them to live a good life and to provide the best quality of housing to our tenants, some of whom we provide support to.**

As a member of the multi-disciplinary Senior Leadership Team (SLT) your primary role is to provide operational leadership that delivers good governance for ARK and to put in place risk managed operational plans that will ensure its continued development within operating models that are both viable and sustainable over the longer term.

The Head of Asset Management is accountable for leading the Asset Management team to develop, deliver and embed an asset management strategy to build an ARK culture that aligns to our values and aims. Integral to this role is the provision of accurate and timely Asset Management performance reports, function KPIs, forecasts and budgets. In addition to this is the ability to analyse, interpret and report accurate and timely property management data; update forecasts and plans based on the learning of in month results and develop options that enable the SLT to take forward operational strategies. Your role is responsible for the development of new property and the redevelopment and maintenance of existing property stock. Essential to this are leadership qualities in performance, development, quality and customer focussed service provision.

You are responsible for the proper safe guarding of public money as it is used in the pursuance of the organisations aims.

The role of Head of Asset Management reports to the Executive team member responsible for property development and maintenance.

If you believe you meet these requirements and are interested in applying for this exciting opportunity with a long standing, successful organisation, please send your application to [recruitment@arkha.org.uk](mailto:recruitment@arkha.org.uk)

**Vision, Mission & Values**

ARK Housing Association is a not-for-profit organisation. We have a clear vision and mission that drive everything we do, and our values are rooted in civil and human rights.

Founded in 1977 by a group of Edinburgh parishioners to help a member of their congregation, we now manage over 400 properties across 13 Scottish Local Authorities, and employ over 1000 staff.

"We support people to live good lives, at home and in their community."

Some people require assistance to lead the life of their choice. For over forty years we have provided community-based care, support and housing for people with learning difficulties and others with complex and enduring needs. We also provide general needs housing.

We believe everyone should have the opportunity to lead a happy, healthy and safe life.

**Our Vision**

“To provide the best regarded care housing and support services in Scotland for families, children and adults of all ages who require support to have a good life. We will build life-long and life-enhancing relationships and promote the right of people to have a life free from poverty and discrimination.”

**Our Mission**

“ARK will play a significant part in improving Scottish society and living environments. We will change lives for the better and will encourage communities to be available and welcoming to people who require support in life.”

**Our Values**

At ARK, we believe in:

* The worth of each person
* Trusting relationships
* Understanding difference
* Challenging oppression
* Personal and organisational accountability
* Caring for the environment
* Enjoyment



**Job Outline**

**Head of Asset Management**

**Responsibilities:**

**Fact Finding and Analysis**

* Contribute to the effective leadership of the organisation and maintain its focus on the vision, mission and aims through rigorous planning, analysis and decision-making;
* Contribute to ensuring that ARK has in place a business strategy that is informed through robust internal and external analysis of stakeholder, political, legislative, regulatory and practice developments;
* Responsible for the regular review and analysis of operational risks to the organisation;
* Assessing the wider environment to anticipate future risks that may impact the operational risk register and deliver solutions;
* Working closely with the Director responsible for property development and maintenance , develop and review work plans to deliver the objectives and outcomes outlined in the corporate strategy and objectives;
* Developing and maintaining a long-term asset management strategy to underpin the organisation’s financial viability;
* Lead on corporate asset management governance via involvement with Board, Finance Committee, Audit Committee and ARK’s subsidiary companies, Ark Services Ltd and Ark Commercial Investment Ltd;
* Lead on corporate asset management governance, planning, decision- making, monitoring, forecasting, reporting, transactions and controls;
* Ensuring that opportunities and risks are fully considered and decisions are aligned with the overall property management and financial strategies;
* Ensuring that the asset management teams financial and performance information is presented and covers resources, asset management strategy, targets and performance is accurate, clear, relevant, robust and objective;
* Supporting and advising the Housing, Finance and Audit Committees and relevant scrutiny groups;
* Contribute to approval process for capital investment, strategic change and policy setting;
* Contribute to due diligence on mergers and acquisitions;
* Contribute technical knowledge and understanding of construction, development and maintenance techniques;
* Demonstrate an up- to-date awareness of technical, statutory and regulatory requirements and best practice in relation to asset management;
* Actively seek ways to encourage tenants and service users in shaping and influencing our asset management services whilst assessing, evaluating and using feedback positively;
* Ability to analyse and diagnose problems and implement effective solutions;
* Ensure regulatory compliance is achieved through effective monitoring, regular review of policy and procedures whilst anticipating future legal or compliance requirements;
* Ensure the department is supported in achieving compliance in reporting to Scottish Housing Regulator and Annual Return on the Charter.

**Job Outline**

**Innovation and Initiative**

* Contribute to ARK’s business development plan, driven by quality improvement and which is responsive to changing internal and external customer requirements;
* Act as the key advisor on all Maintenance matters to the Executive Team, SLT, Board of Management and staff;
* Act as principal advisor on all Asset Management matters to the Executive Team, SLT, Board of Management and staff;
* Developing asset management reporting to enable better decision-making across business;
* Review current processes and propose enhancements to improve efficiencies and remove duplication of effort;
* Effective problem solving ensuring problem definition, generation of alternative solutions, evaluation and selection of suitable solution and implementation;
* Monitoring and reporting on asset management performance that is linked to related performance information and strategic objectives that identifies any necessary corrective decisions;
* Leading and directing the Asset Management function so that it makes a full contribution to and meet the needs of the business;
* Determining the resources, expertise and systems for the Asset Management function that are sufficient to meet business needs and negotiating these within the overall financial framework;
* Reviewing the performance of the Asset Management function and ensuring that the services provided are in line with the expectations and needs of its stakeholders;
* Developing and reviewing, the management of organisational complex projects with problem solving attributes and positive outcomes;
* Provide innovative solutions to improve current service delivery;
* Design, develop and ensure the implementation of Asset Management policies and procedures;
* Prepare action plan to comply with Scottish Housing Regulator’s standards for social housing;
* Creatively explore and apply innovative approaches to improve the quality and delivery of services, whilst viewing improvement as a continuous process;
* Develop systems, procedures and processes that comply with all statutory and regulatory requirements;
* Principal advisor on all construction, development and housing stock maintenance related matters to Board Members, Executive Team and Senior Leadership Team;
* Ability to change and adapt to the internal and external environmental challenges with Scottish Building and Planning standards and compliance requirements.

**Job Outline**

**Interpersonal Skills**

**Internal**

* To be a role model for ARK staff and the embodiment of ARK’s mission, vision, and values;
* Ensuring a highly functioning organisation through the use of well developed competencies in building and sustaining effective individual and team relationships with employees, SLT, Executive Team and the volunteer Board of Management;
* Apply relevant regulatory and professional standards both personal and organisational;
* Show energetic, determined, positive, robust and resilient leadership with an ability to inspire confidence and respect and exemplify high standards of conduct;
* Provide clear, authoritative and impartial professional advice in relation to property management;
* Adopt a flexible leadership style, able to move through visioning to implementation, through collaboration / consultation to challenge as appropriate and able to give and receive constructive feedback;
* Contribute to the SLT and prepare reports/presentations to the team, as required;
* Demonstrate strength of resolve to insist on operational improvements when standards are slipping and to hold people to account (whether they directly report or not) for what they agree to deliver;
* Ability to negotiate in a positive manner and handle problem resolution activities proactively;
* Active listening skills targeted at dealing with business issues and those of the Property Management team;
* Provide accurate and timely performance reports KPIs, and Scottish Housing Regulator reporting information;
* Excellent leadership skills, motivating and challenging staff to deliver continuous service improvements, delivering and achieving high quality and standards;
* Sound knowledge and understanding of statutory and regulatory requirements and their assessment, review and implementation;
* Managing staff, consultants, and contractors in an effective and cost efficient manner, whilst ensuring high levels of quality and standards;
* Monitor and manage breakdown, cyclical, major repair, and development budgets making adjustments where necessary.

**External**

* To be a role model for ARK staff and the embodiment of ARK’s mission, vision, and values;
* Proactively develop and maintain productive relationships with external peers and stakeholders;
* Have a focused customer centred approach, flexible, confident with an assertive manner;
* Significant knowledge of Scottish Housing Regulator’s Annual Return on the Charter, Scottish Housing Quality Standards and Energy Efficiency Standards for Social Housing;
* To liaise and manage design teams, consultants and contractors on all development and major repair projects;
* To procure consultants and contractors in line, and in compliance with associations procurement policy, procedures and legislative requirements;
* Effectively communicate with the Scottish Housing Regulator and other regulatory agencies and external stakeholders;
* Monitor and audit service contracts and contractors ensuring best delivery of services in a cost effective manner;
* Significant knowledge and understanding of Health and Safety Legislation and Construction Design and Management Regulations affecting property, contractors and consultants;
* Ensure compliancy with external auditors, reporting, reviewing and follow up processes;
* Responsible for recruitment into the Maintenance team, including contact with recruitment agencies, selection of candidate, interviewing and appointment of candidates.

**Person Specification**

**Leading and Developing People**

* Ensuring that all staff in ARK are supported and motivated to use their skills and initiative, achieve their potential and seek and develop personal and organisational level improvements;
* Line manage and mentor the departmental team(s) on operational and functional responsibilities;
* Lead, inspire and encourage others to meet objectives and outcomes providing a clear sense of purpose and vision;
* Create, communicate and implement a vision for the asset management department;
* Set and monitor meaningful performance objectives for the asset management department;
* Role model a customer focussed culture within the asset management department;
* Bring an enthusiasm and commitment to providing quality services and meeting standards by motivating staff to continuously improve;
* Responsible for training and staff development and undertake regular appraisals;
* Provide appropriate direction and be a role model for leadership at all levels;
* Promote high standards of ethical behaviour, probity, integrity and honesty;
* Ensure, when necessary, that outside expertise is called upon for specialist advice not available within the asset management department;
* Promote discussion on current maintenance issues and their implications.

**Resources**

* Responsible for income generation and the appropriate allocation of resources to support the aims of ARK’s business strategy;
* Manage departmental and capital development budgets, external funding allocations, monitoring variances and reviewing forecasts;
* Responsible for departmental team along with over one hundred contractors and consultants and budgetary arrangements;
* Responsible for maintenance of asset management system in conjunction with ICT;
* Contribute to the establishment of the organisational budget spend to ensure the delivery of in-year and long-term objectives;
* Accountable for the ARK Group’s physical stock condition.

**Impact on Decisions**

* Responsible for the successful implementation of ARK’s strategic aims and outcomes;
* Delegated responsibility for the health, safety and welfare of ARK employees, service users, visitors, contractors and other third parties ensuring statutory obligations under the Health & Safety at Work Act 1974 are followed;
* From a business and strategic perspective, influence and advise the Board, Executive and Senior Leadership Team on decisions and processes from a property management point of view;
* Ensure the prioritisation of asset management activity at an organisational level;
* Exercise judgement in balancing the demands and resource constraints ensuring strategic aims and objectives are met;
* Set targets, prepare work plans to maintain Scottish Housing Quality Standards and Energy Efficiency Standards in Social Housing to accommodate Scottish Housing Regulator’s areas of compliancy are delivered within the determined timescales;
* Manage the 30-year replacement component plan, stock condition reports and budgets in maintaining the organisation’s property stock;
* Use sound judgement when deciding on the use of resources in order to deliver key objectives within required timescales and achievement of quality;
* Development of talent, succession planning and career development in Maintenance and Payroll departments.

**Person Specification**

**Educational Qualification**

* Member of Chartered Institute of Building and/or Royal Institute of Chartered Surveyors or alternative professional body.

**Qualities & Leadership Team Competencies**

This role will be assessed in conjunction with the following competence areas:

* Excellent Service Delivery;
* Conflict Management;
* Communication;
* Leadership;
* Managing Change;
* Interpersonal Understanding;
* Continuous Learning;
* Professional Boundaries.

**Knowledge and Skills**

* Regulatory framework in which ARK operates;
* Understand public service finance and its regulatory environment;
* Legislative framework in Finance function;
* Professional body standards ;
* Strategic management;
* Planning management;
* Project Management;
* Risk management;
* Communications and engagement;
* Change management theory, tools and techniques;
* Excellent interpersonal and influencing skills
* Ability to work under pressure and prioritise workload
* Excellent negotiator and influencer particularly in high pressure situations
* Strong leader with an ability to lead and motivate a team
* Demonstrate leadership in managing staff and projects
* Excellent people manager, with excellent interpersonal skills and collaborative work style and a commitment to getting the job done

**Person Specification**

**Expertise**

* Demonstrate experience of developing and delivering successful organisational business strategies;
* Highly competent and capable in communicating strategic and operational plans and in the use of decision-making and organisational planning tools;
* Able to provide expert knowledge and input in all aspects of maintenance to determine the strategic direction of the organisation to ensure strategic objectives are delivered;
* Apply breadth of experience from working with different organisations across the public and private sectors to develop business focus across ARK;
* Continually develop skills, knowledge and expertise in a structured and monitored way.

**Background/Relevant experience**

* A demonstrated track record in a senior asset management role;
* Experience of working as part of a Senior Team to drive strategy;
* Experience of preparing Board papers and attending Board and other Sub Committee meetings;
* Developing and implementing organisational policy and practice;
* Understand personal and professional strengths;
* Demonstrable leadership experience that inspires and engages both own team and the organisation as a whole;
* Experience in managing and developing staff in order to meet the requirements of the role;
* Significant experience in property management services;
* Significant experience of delivering services within the statutory, regulatory and legal framework surrounding asset management services;
* Significant experience of formal contract management in a property services environment;
* Significant experience of the application of Health and Safety legislation, building and planning regulations and Construction Design and Management regulations;
* Experience of methods of procurement, in respect of organisational frameworks;
* Extensive experience in delivering services in a social housing environment;
* Demonstrable ability to manage and control budgets, forecasting, adjusting and making variances;
* Demonstrable ability to produce results in a demanding working environment;
* Understanding personal and professional strengths;
* Undertake appropriate development or obtain relevant experience in order to meet the requirements of the non-property related areas of the role;

**Conditions and Remunerations**

**Salary and Benefits:**

Salary Package

Salary - £52,678 Inc. car allowance (pay award pending)

Holiday

Up to 36 days paid holiday per year pro rata

Pension

4.4% employer pension contribution

Benefits

A range of working hours designed to offer you a good work-life balance

Confidential employee counselling service, available 24/7

Membership to Capital Credit Union available

**How to apply**

To apply, please download the application pack on the right. You can also email us at recruitment@arkha.org.uk or call us on 0131 447 9027 to request a paper copy or for further information.

Please ensure you quote the reference for the post you are applying for on your application form

**Timescales**

Closing date

**13th March 2020**

Interview date

**Interviews will be held on the 26th March 2020**