

ROLE PROFILE

Role Title:	Head of Asset Management & Investment	
Service Group:	Housing & Regeneration	
Accountable to:	Director – Housing & Regeneration	
Grade:	N	
Date:	July 2019	
JE code:	JE1816	Competency Level: 4

Role profile

You will:

- Lead and manage the delivery of an outstanding repair, maintenance and estates service across Milton Keynes incorporating planned and responsive maintenance, compliance and long term investment/divestment solutions
- Provide operational leadership and management of the repair, maintenance and estates service, motivating and inspiring your teams to deliver outstanding performance, high customer satisfaction and value for money
- Act as principle client officer of MKC with Partnering Contractor(s) to ensure delivery of an effective repairs, maintenance and property compliance programme
- Work as part of the housing and regeneration leadership team to deliver outstanding asset management and investment services and contribute to the delivery of the Council's strategic objectives.
- Work in partnership with external organisations and foster excellent internal and external working relationship to enhance services.
- Support the Director (Housing & Regeneration) to deliver the Council's and service objectives through joined-up service planning and flexible use of resources.

Purpose of job (outline what, to whom and why)

- To advise and deliver an effective repair, maintenance and estates service to the council's housing portfolio, prepare strategies, devise and implement policies & procedures based on best practise.
- To implement the provision of an effective strategic asset management service for internal and external customers.
- Identify innovative proposals for asset management and use of MKC assets in support of the corporate strategy.
- To ensure the delivery of an effective caretaking and cleaning service to maintain estates and blocks.
- Implement specific projects involving assets, working with external consultants and partners and liaising with all relevant stakeholders.
- To provide performance and cost monitoring reports to MKC panels, Directors and Heads of Service.
- Ensure the MKC housing portfolio meets regulatory legislative standards.

- Ensure the property portfolio is continuously assessed through stock condition surveys and energy assessments
 - Compile annual Asset Management budgets, using Keystone stock condition information and upcoming changes to legislation
 - Ensure that accurate property records are maintained
 - Review and championing the use of digital systems
 - To champion a safe working environment where work practices of staff, contractors and suppliers fully comply with health and safety legislation
 - To identify and agree staff/ team training needs and encouraging, supporting and evaluating staff training and development in line with MKC objectives
 - To undertake such other duties of a similar level of responsibility as may from time to time be reasonably required
 - To create and maintain an Asset Management culture
1. To support the Service Director to develop the Council's strategy, policies and procedures in relation to the long term sustainability of the HRA.

Key Objectives (list what outcomes are essential)

1	<p>Leadership</p> <p>Provide leadership and direction for managers and staff by communicating the vision, objectives and values; give responsibility and authority to others to deliver agreed objectives; represent at local, regional and national forums. Promote and maintain a culture of collaborative and consultative working between services, members and external partners to maximise efficiency and effectiveness. Work through problems and share the success, not the blame. Foster an atmosphere that builds trust and develops partnerships</p>
2	<p>Service Planning and Development</p> <p>Provide direction and advice to your teams, colleagues, elected members and the public on issues relating to the asset management service.</p> <p>Lead on the development and implementation of strategies, policies and plans; ensuring that these are communicated effectively and implemented to meet stated objectives and core values.</p> <p>Lead on the use of business planning within the service to deliver outcome-focussed strategies and contribute to the strategic operation of the wider housing and regeneration service.</p> <p>Provide professional and managerial advice to, and work with, the Service Director to ensure the continuous development of the service.</p>
3	<p>Strategic Plans and Programmes</p> <p>Lead on the development of service strategies and policies within the service area and contribute as part of the management team to</p>

	corporate strategies and policies, working with colleagues in other directorates and partner organisations, such as contractors, Town and Parish Councils and emergency services to meet the Council's objectives.
4	People Management Provide effective leadership to managers and staff, creating a culture of empowerment and openness, ensuring effective processes are in place for recruiting, coaching, developing, appraising, rewarding and retaining staff, and promoting attendance and performance, in line with Council policy. Share lessons learned, exchange best practices, and enter into new collaborative efforts.
5	Communication and Customer Focus Implement and maintain policies and systems to inform and receive feedback (including complaints and suggestions) from councillors, residents, partners, stakeholders and employees; evaluate the feedback received and take appropriate timely action for continuous improvement. Ensure that customer-focus is promoted as a core value. Collaborate with colleagues to embed a customer care philosophy and establish ways to effectively engage the community in service design and delivery.
6	Financial, Contract and Performance Management Undertake effective contract management, to ensure: <ul style="list-style-type: none"> • Contractual processes are developed and followed • Performance is monitored • Value for money is achieved • Contract developments are undertaken as required • All relevant legislation is adhered to Plan, recommend, monitor and review budgets, savings and activity related to the group's remit in order to manage budgets and report performance to the Service Director to enable effective management of the overall budget for the whole Service. Identify potential efficiency savings/gains within the service and take action to realise these in order to maintain the ongoing drive towards continuous service improvement.
7.	Risk Management Contribute to the overall management of risk, ensuring that lines of accountability are clear and well understood and systems are in place for monitoring, evaluating and managing risk to secure the reputation and physical, virtual and intellectual resources of the Council.
8.	Programme and Change Management Manage, plan and implement agreed change programmes ensuring commitment and involvement of all those affected by the changes;

	<p>develop and implement effective communication strategies</p> <p>Support the Service Director in working with residents, commissioners, colleagues and partners to identify future requirements and to forward plan by providing timely advice on all services and developments in relation to the best professional and corporate standards.</p> <p>Work with the Service Director, commissioners, partners and colleagues to support and promote the implementation of change programmes including culture change to transform service delivery and so ensure the consistent availability of services that are capable of adapting to the needs of Milton Keynes' communities.</p> <p>Lead and support the management of allocated projects, including the management of staff, consultants, contractors and service providers. Prepare reports for staff, managers of all levels and steering groups or other bodies as required. Monitor and review progress to ensure that specified projects deliver the required outcomes within agreed timescales, budget and quality standards.</p>
9.	<p>Asset Management</p> <p>Lead, inspire and motivate a team of professionals to ensure that all housing assets are well managed and maintained and that all investment, planned maintenance and repair matters are dealt with in a timely and effective manner. Your principle responsibility is to ensure that customers are happy and safe within the place in which they live.</p>
10.	<p>Compliance</p> <p>Lead, inspire and motivate a team of professionals to ensure the MKC housing portfolio meets regulatory legislative standards. Your principle responsibility is to ensure that customers are safe within the place in which they live and MKC are not in breach of landlord legislation</p>
11.	<p>Partnering</p> <p>Provide strategic guidance and oversight of MKC partnering with main contractor to ensure services are delivered to the highest quality, on time and to budget. Work closely with partners to ensure that expenditure on repairs maintenance and planned investment is targeted effectively and efficiently and that it continues to meet the objectives of the Council on the regeneration of its estates. Your principle responsibility is to ensure sustainability of the HRA through targeted investment.</p>
12.	<p>Estate Services</p> <p>Lead, inspire and motivate the council's estates team and ensure the provision of an effective caretaking and cleaning service so that estates and blocks are well maintained, clean and safe.</p>

Scope

The Asset Management and Investment Service is a critical front line service for Milton Keynes Council delivering effective planned, responsive and compliance services to over 11,200 council tenancies, 1600 shared owners and 1600 leaseholders.

You will ensure the Council complies with all statutory obligations, requirements and codes of guidance with regards to asset management and compliance matters and that correct legal and technical advice is given to all customers and stakeholders.

You are ultimately responsible for policy development within your service area, as well as contributing to wider policy development across the Council. As strategic lead for the service, you will undertake strategic long term planning taking into account the managerial, legislative, regulatory and national/regional/local political context. This means you will work closely with other Heads of Service within Housing and Regeneration, corporately and with Councilors.

The joint venture between the Council and Mears Group, is responsible for delivering an effective repairs, maintenance and planned investment service. Your role will be to act as lead client officer, chairing performance related meetings to ensure it meets the objectives of the Council and needs of customers.

You will represent the service at relevant Cabinet, Scrutiny and Audit Committees, as well as on relevant outside bodies, government bodies and other agencies as appropriate to the Service.

You are likely to be fully professionally qualified and/or possess similar externally accredited theoretical knowledge or experience. You will have a detailed knowledge and/or substantial experience in practical application of the managerial, legislative, regulatory and national/regional/local and political context applicable to the service area.

You will lead a team of up to 40 across a range of professional, technical and operational disciplines, including the housing caretakers and cleaners. You will have direct line management responsibility for a minimum of 2 managers.

The role holder will have overall direct responsibility, via their respective budget managers for each service area, of an annual budget of approximately £35m and exercise budgetary control to ensure the long term sustainability of the HRA. You will also be responsible for staff costs of approximately £400k.

The role will be responsible for the development and implementation of strategy across the service area.

You will promote partnership and collaborative working through joined up service delivery, developing and maintaining key relationships with people inside and outside the council, including (but not limited to) other services and directorates, contractor and constructor partners, registered providers and private landlords and the voluntary sector.

You will deliver corporate financial and performance improvement targets through a programme of continuous service improvement and effective performance, people, project, financial and contract management systems.

You will keep abreast of the local government agenda, in particular national policy and funding opportunities.

Work Profile

STRATEGY

1. Responsible for the leadership of the asset management and investment service, ensuring the Council develops innovative solutions to:
 - keep peoples' homes and the estates where they live well maintained, attractive and safe
 - ensure the MKC housing portfolio meets regulatory legislative standards.
 - deliver effective planned and responsive maintenance services
 - ensure the long term sustainability of the Housing Revenue Account
2. Initiate, develop and implement innovative and creative solutions to problem solving, manage the best use of the resources for all users of the service.
3. Advise senior management and Council on the effects of relevant new or draft legislation, codes of Practice or other initiatives, publications or developments, ensuring that appropriate Members and other interested parties are properly briefed and advised.
4. Respond to national, regional and local consultation from government, statutory, private and voluntary bodies.

PERFORMANCE AND SERVICE QUALITY

5. Lead the development and implementation of service improvements and corporate initiatives to deliver innovative services.
6. Ensure the role and responsibilities of the Services are carried out and developed satisfactorily. This includes ensuring that Council policies and decisions are implemented correctly, having due regard to financial regulations, contract procedures and standing orders of the Council, and ensuring that insurance and statutory requirements are met.
7. Responsible for all aspects of the service, including driving the delivery of outstanding performance, developing and inspiring teams to develop and maximise their potential to deliver cutting edge service delivery for customers.
8. Make recommendations for policy and procedural changes etc. and ensure that decisions are implemented correctly, that all necessary approvals are obtained, and that commissioned works are carried out effectively and efficiently having regard to budgets, Standing Orders, procurement legislation, etc.
9. Comply with the operating procedural requirements, maintaining, reviewing, developing and improving the Service procedures, and monitoring performance output against targets and indicators.
10. Proactively monitor and report on performance within your areas of responsibility, including strategies for addressing areas of underperformance, to ensure effective delivery and high standards are maintained.

RESOURCE MANAGEMENT

11. Provide vision and leadership to your team by managing people, performance, development, health and wellbeing issues and resources effectively and in line with relevant policies and procedures.

12. Manage designated budgets ensuring that value for money is achieved in all circumstances through the monitoring and control of expenditure and the early identification of any financial irregularity.
13. Identify every opportunity for the funding of capital projects, identifying potential schemes, and carrying out feasibility and economic appraisals, with a view to maximising funding opportunities from both the public and private sector.
14. Recruit, supervise and manage staff within the Service so that they are deployed efficiently and effectively. To ensure the supervision, co-ordination and planning of works across all relevant Services in the Council.

CULTURE AND APPROACH

15. Support the development of a positive organisational culture that is outward looking, performance and customer focused.
16. Develop effective partnerships with other services and organisations to deliver joined up services and responses.

COMMITMENT

17. Identify, own and manage risks arising from strategic and operational plans.
18. Attend meetings internal and external to the Council with stakeholders, which may involve working outside of normal working hours.
19. Undertake any other duties consistent with the basic objectives of the post and of the Service.

HEALTH AND SAFETY

20. Manage health and safety issues in your area of responsibility in line with the relevant section(s) of the relevant Health and Safety Policy.
21. Act as a senior responsible manager in the event of major incidents. This will include directing other staff, assisting the Emergency Services or being based in the Emergency Control Centre to ensure a cohesive response is given to the incident.
22. Provide advice and support to the Chief Executive, Directors and the Emergency Management Team in the event of a major civil emergency.
23. Follow the Council's systems for the implementation of the Construction (design and management) Regulations within the Service, maintaining and reviewing monitoring systems aimed at ensuring CDM compliance.

TECHNICAL AND PROFESSIONAL

24. Ensure that relevant legislation, regulations and guidance regarding repairs, maintenance and investment in social housing stock are complied with.

Job Context

PERSON SPECIFICATION

In this section the **Skills, Knowledge, Qualification and Competency requirements to perform the role to a satisfactory standard are set out. The extent, nature and level of the role holder's knowledge and skills should be specified**

Awareness some knowledge or skills sufficient to show aptitude and the ability to learn in the particular work area
Significant knowledge and skills gained through practice and/or qualification sufficient to fulfil the role requirements
Extensive knowledge and skills gained through practice and/ or qualification to fulfil the role requirements and contribute to training others and developing policy and practice in the work area

PERSON SPECIFICATION	Examples specific to role	Required		Level			Method of Assessment application form, interview, testing, reference
		Essential	Desirable	Awareness	Significant	Extensive	
SKILLS AND KNOWLEDGE Technical knowledge and qualifications	Possess a degree level qualification and/or significant relevant experience in a senior leadership role in asset management, property services	X					
	Qualification in a Property related field		X				
	CMI level 5 or above in management or equivalent		X				
	Membership of the Royal Institute of Chartered Surveyors, Chartered Institute of Housing (or similar)		X				
	Extensive experience in the delivery of operational repair services	X					
	Experience of leading, developing, motivating and managing teams	X					

	<p>of staff delivering a variety of services</p> <p>Experience of developing and delivering strategic plans that deliver corporate objectives</p> <p>Experience of implementing and monitoring Performance Management Systems</p> <p>Experience of leading and delivering change within a complex organisation</p> <p>Significant experience of leading outstanding customer focused services</p> <p>Experience of managing complex projects and initiatives</p> <p>Experience of effectively setting and managing budgets and resources</p> <p>Experience of working with and developing new arrangements with partners including elected members and external agencies</p> <p>Experience of reporting to Board /Committees</p> <p>Experience of leading multi-disciplinary teams</p> <p>Working knowledge of housing and property law and related issues</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>					
Planning and organising work	Able to manage high workload and conflicting priorities	X					
Planning capacity and resources	Able to analyse complex data and deliver information to a range of audiences	X					

Influencing and interpersonal skills	Able to act as an ambassador for the Council	X					
	Ability to manage the communication of ideas and strategies to a range of audiences and to apply a range of negotiation and persuasion skills to suit differing circumstances.	X					
PROBLEM-SOLVING Using initiative to overcome problems	Ability to interpret complex, and sometimes conflicting data, in order to develop suitable responses for the delivery of a comprehensive and inclusive service.	X					
	Ability to analyse situations, identify and communicate issues and potential solutions within the service.	X					
Managing risk	Ability to manage and undertake risk assessments and to identify and communicate mitigation measures to colleagues, partners and stakeholders,	X					
Managing change	Able to identify strategic issues and develop future strategic and operational plans	X					
ACCOUNTABILITY and RESPONSIBILITY Undertakes tasks without supervision	Able to work autonomously, managing service delivery and responding to competing requirements including corporate or national directives	X					
Managing people	Able to lead, motivate, develop and inspire teams	X					
	Able to influence, persuade and negotiate to achieve positive outcomes	X					
Managing financial resources	Budget management; monitoring and control skills.	X					
	Prepare, agree and monitor budgets, taking timely action when there are unforeseen financial demands, to ensure value for money and long term financial viability of Housing Revenue Account.	X					

	Able to understands and adapt service to changing demand trends and forecasts identifying opportunities for innovation where possible.	X					
--	--	---	--	--	--	--	--

COMPETENCIES REQUIRED – All post holders must be able to comply with the Council’s core competency requirements, Customer Focus, Communicating and Engaging, Managing Resources and Risk, Organising and Improving Performance, Taking Responsibility, Team Player, and Excellent Leadership

CORPORATE SAFEGUARDING STATEMENT – All post holders must be committed to applying and upholding the Council’s Corporate Safeguarding Policy Statement. Specific safeguarding responsibilities should be detailed in this document.

SPOKEN ENGLISH FLUENCY DUTY REQUIREMENT - The ability to converse at ease with members of the public and provide advice in accurate spoken English is essential for this post

Other information e.g.

- able to travel to meet service delivery requirements
- available to undertake work outside of normal working hours

Signed Line Manager	Signed Service Director	
Print Line Manager	Print Service Director	Date

