

**Ferguslie Park Housing Association
Group Chief Executive
Job Description**











Salary	Fixed at £75,000
Responsible to	Board of Management, Ferguslie Park HA
Reporting to	Chairperson, Ferguslie Park HA
Objective	The effective leadership of the Ferguslie Group towards our vision of fully realising the potential of Ferguslie Park

1. The Ferguslie Group

The Ferguslie Group consists of the parent; Ferguslie Park Housing Association Ltd (FPHA) and the subsidiary; The New Tannahill Centre Ltd (NTC). The Group's purpose is to work together to regenerate Ferguslie Park and to work with partners to channel ideas, actions and investment.

The Group Chief Executive post includes Company Secretary duties for Ferguslie Park Housing Association, governance advisory responsibilities for The New Tannahill Centre Ltd and responsibility for all staff in the Group.

2. Required Behaviours

-  Pro-active, enthusiastic
-  Active in continuous self-development
-  Committed to social housing and social justice
-  Committed to furthering equalities and human rights
-  Determined to deliver improved lives for our customers
-  Open-minded about methods and structures to achieve overall aims
-  Demonstrating professional and personal integrity
-  Respectful, reliable and dependable for colleagues and for our customers
-  Flexible, adaptable, compassionate and responsible
-  Promoting attitudes & culture consistent with our values

3. Purpose of the Job

The Group Chief Executive will provide effective leadership, deliver excellent performance and will facilitate good governance and continuous improvement throughout the Group. This will be in line with the approved business and other plans and within the responsibility delegated by the Management Board. The job includes actively pursuing opportunities to collaborate with others rather than seeking to achieve all expertise and objectives in-house.

The Group Chief Executive will manage relationships and ensure effective communication with all key stakeholders including tenants, other customers, partners, funders, regulators, politicians, consultants, major contractors/suppliers, membership bodies and internally with staff, management team and governing body members.

In particular, the Group Chief Executive will ensure that:

- ✚ The Board of Management of FPHA, the Executive Committee of the New Tannahill Centre and their Sub Committees are empowered to control the affairs of the companies and the group.
- ✚ The Group makes an effective, innovative and supportive contribution to meeting housing and community needs throughout its area of operation with a focus on customer led activity.
- ✚ The Management Team, with its governing bodies, provides clear and effective corporate leadership.
- ✚ The work of the Group is planned, executed, controlled and monitored in order to meet its strategic objectives and protect its resources.
- ✚ The ongoing viability of the group companies is assured.
- ✚ The Group delivers value for money including by the effective management of staff and overheads, procurement of loans, goods and services and the appropriate use of outsourced services and partnership working.
- ✚ The group companies develop partnerships and relationships to maximise the skills, efficiencies and funding available to invest in achieving their strategic aims.
- ✚ The Housing Association supports opportunities for the provision of housing and high quality housing services suitable for the residents and potential residents of Ferguslie Park.
- ✚ The Group has motivated, supported and effective staff teams working in safe environments.
- ✚ The Group has an inclusive approach to Business Planning and delivers the promises in its Plans.
- ✚ The Group has suitable Risk Management and Financial & Treasury Management strategies, and associated protocols, in place and in operation.
- ✚ Performance in service delivery, all areas of activity and customer satisfaction is above peer averages.
- ✚ The Group is represented and promoted well to members, customers, stakeholders, other organisations and the general public.
- ✚ The Group companies meet all regulatory standards; comply with their Rules, Intra Group Agreements, Standing Orders and policies.

Key Duties

1. Corporate Management

- a) Ensure the Group Management Team has a clear team role and function, and individual leadership expectations are reflected in job roles.
- b) Lead and line manage the Management Team, ensuring that the group companies' aims, values and priorities are effectively communicated to them and, through them, to all staff.
- c) Use the Business Plan to agree objectives with Management Team members and regularly appraise their performance.
- d) Ensure that the Group Business/corporate Plans are reviewed annually for approval, in accordance with the business planning protocol.
- e) Take the lead in the development of strategies and policies, and provide an effective framework for their implementation and review, for the approval of the parent Management Board.
- f) Take overall responsibility for monitoring, achieving and reporting performance against targets/objectives in all areas of the Group's activities, taking appropriate action and reporting as required.
- g) Ensure the Group delivers the promises made to stakeholders in the Business Plans and other documents, e.g. policies and service standards.
- h) Ensure all records for the Association are retained in accordance with a protocol to meet legal and good practice requirements.
- i) Ensure the Information & Communication Technology meets the Association's changing needs and is regularly reviewed.

2. Governance; Ensure that:

- a) The Group governing bodies are supported to undertake regular self-assessments of their compliance with required standards and to agree and implement plans to achieve and maintain compliance.
- b) The Group governing bodies and their Committees/working groups are serviced effectively, properly advised and provided with plans, policy proposals, financial and other information to enable them to make well-informed decisions.
- c) Minutes of all meetings are prepared, approved and retained in accordance with the protocol.
- d) Required Registers are kept securely and up to date, e.g. membership, loans, tenders, gifts and hospitality, payments and benefits.
- e) All company secretarial, statutory, audit and regulatory obligations and returns are properly prepared and submitted on behalf of the Group governing bodies.
- f) Governing body members are trained, supported and informed to enable them to play effective roles as non-executives of their group company.
- g) Internal Controls are operated and reviewed, e.g. risk management, external audit and internal audit.
- h) The arrangements for the group Chief Executive's annual appraisal are in place and implemented.

3. Finance; Ensure that:

- a) Financial and Treasury expertise is obtained and taken account of in the financial parts of the Business Plans and annual reviews.
- b) The group companies meet their financial targets in the Business Plans.
- c) The covenants and requirements of loans and financial instruments are planned for, met and reported to the Parent and Group governing bodies.
- d) Relationships with lenders and other funders are managed at an appropriately senior staff level.
- e) Policies, regulations and procedures are regularly reviewed, communicated and implemented.
- f) External Auditors are in place and their appointment regularly reviewed.
- g) Financial and taxation affairs are properly controlled through the setting of annual budgets, production of annual accounts, management accounts, appointment of budget holders and regular monitoring reports.
- h) Appropriate funding arrangements are maximised and in place in advance of any future major investment or building development.
- i) The requirements of regulators and funders for regular returns, claims and reports are fulfilled.
- j) The Annual Financial Statements and associated documents are approved in advance of the Annual General Meeting.
- k) Appropriate insurance arrangements are in place for all the Association's activities and regularly reviewed.
- l) Invoicing and payments are managed, implemented, approved, recorded and records retained in accordance with the approved budgets, Financial Regulations, good practice and commitments made to creditors.
- m) Performance and internal/external customer satisfaction are objectively measured, managed and reported to the Group governing bodies and to the Group Audit & Risk Committee.

4. Housing & Housing Property Management; Ensure that:

- a) Strategic Housing management and Property management expertise is obtained and taken account of in the Business/corporate Plans and annual reviews.
- b) Engagement and participation strategies enable FPHA tenants and NTC customers to play an effective part in the management of their homes and facilities and the policy-making processes in the Group.
- c) Policies and procedures are regularly reviewed, communicated and implemented.
- d) All letting, tenancy and property matters are managed according to policies and to encourage tenancy and community sustainment.
- e) FPHA housing and business properties are repaired, maintained, improved or disposed of in line with an asset management strategy and within budget.
- f) Performance and customer satisfaction are objectively measured, managed and reported to the Management Board.

5. NTC management, Leases and Property Management; Ensure that:

- a) The Intra Group Agreement is understood, implemented, and reviewed as necessary, by the governing bodies and staff.
- b) Engagement and participation strategies enable NTC users and volunteers to play an effective part in identifying and achieving the aims of the Centre.
- c) Engagement strategies effectively inform leaseholders and enable them to influence the management of their premises and the common areas.
- d) All appropriate policies and procedures for managing the community services are in place, regularly reviewed, communicated and implemented.
- e) All leaseholder matters are managed according to policies and to encourage community sustainment.
- f) The centre and its environment are repaired, maintained and improved in line with an asset management strategy and within budget.
- g) Performance and customer satisfaction are objectively measured, managed and reported to the Executive Committee.

6. Health & Safety; Ensure that:

- a) A culture of respect for and adherence to a high standard of health and safety is promoted among governing bodies, staff and contractors/suppliers/consultants etc. to enable them to meet their obligations as employers and service providers.
- b) Expert and current advice is obtained and taken into account in planning, strategies, policy and procedures.
- c) Appropriate and sufficient group staff members are allocated Health and Safety Administrator duties, trained in first aid and other safety matters and that these accreditations are kept up to date.

7. Human Resources; Ensure that:

- a) Effective employment and human resources policies to recruit and retain the calibre of staff needed to meet the Group's objectives are in place, implemented and regularly reviewed.
- b) Approved staff structures and conditions of employment are implemented fairly and consistently.
- c) Performance and staff satisfaction are objectively measured, managed and reported to the governing bodies or Staffing Committee as appropriate.
- d) The Business/corporate Plans are used by Management Team members to agree objectives with their staff and to regularly appraise their performance.
- e) The staff appraisal system is used and regularly reviewed.

8. Regeneration

- a) Maintain and develop the local FLAIR partnership with neighbouring social landlords to maximise the skills, efficiencies and funding available for achieving the Group's aims.

- b) Lead in managing relationships with the local authority, national government, membership bodies and other key stakeholders to influence the agreement of joint goals which reflect needs and aspirations in Ferguslie Park.
- c) Participate in key groupings to promote the Group and to secure resources to achieve the Group's housing and other objectives for the community, e.g. Community Planning, and membership bodies such as SFHA and GWSF.
- d) Devise and implement local strategies and partnerships to maximise the impact FPHA and the Tannahill Centre can have together on the economic and social wellbeing of the community.

9. Conduct

- a) Lead by example, act with integrity, declare and manage conflicts of interest and conflicts of loyalty, comply with the Associations Rules and policies and comply with standards generally expected of people in positions of trust in public life.
- b) Maintain a high awareness of all appropriate regulatory requirements, through appropriate proactive self-development.
- c) Act and, advise the Group governing bodies to act, in accordance with public expectations of Charity Trustees and their employees.
- d) Advise the Group governing bodies when they should take independent expert advice, e.g. on notifiable events, matters concerning the Group Chief Executive's employment terms or on other matters which the Group Chief Executive is not in a position to advise.
- e) Ensure that the Group's Equal Opportunities and Human Rights Policy is fully implemented and actively promote and develop the aims of the policy.
- d) Carry out any other duties appropriate to this post as necessary or as requested by the Management Board.

This job description will be kept under review by the FPHA Management Board.

FERGUSLIE PARK HOUSING ASSOCIATION PERSON SPECIFICATION		Essential	Desirable
Group Chief Executive			
EDUCATION & QUALIFICATIONS			
University Degree in a relevant subject			✓
Degree or Diploma in Housing, recognised by CIH		✓	
Management Qualification, e.g. MBA			✓
Corporate Member or Fellow of CIH			✓
KNOWLEDGE & EXPERIENCE OF	The governance issues for an organisation operating as a charity, industrial & provident society and social enterprise	✓	
	Substantial senior leadership with significant staff management responsibilities	✓	
	The environment and policy framework, including for regeneration, in which Scottish Social Landlords operate	✓	
	The political and policy environment in which The Ferguslie Group operates		✓
	Strategic and operational finance and treasury issues	✓	
	The role of social landlords in strengthening their communities	✓	
	Employment and Health and Safety	✓	
	More than one sector (within voluntary, public, private)		✓
	Service as a voluntary governing body member in a relevant sector		✓
	Devising, implementing and adapting effective control systems including risk management, financial regulations, policies and internal audit	✓	
SKILLS	Analysing information, making sound judgements, appraising performance and managing risk	✓	
	Clear, concise and objective report and minute writing on complex issues	✓	
	Public relations and media management		✓
	Excellent verbal and written communication, including presentations, for a variety of audiences.	✓	
	Managing relationships with critics, reluctant partners	✓	
TRACK RECORD	Achieving significant service improvement	✓	
	Successful management of a major project	✓	
	Effective leadership of Change management at a senior level including culture change	✓	
	Developing and obtaining funding for social impact activity		✓
	Business Planning to regulatory standards	✓	
	Achievement of governance and financial management regulatory standards		✓
	Achievement of EFQM or similar performance accreditation		✓
	Resilient and able to fulfil a demanding role	✓	
PERSONAL ATTRIBUTES			
Committed to social housing and social justice		✓	
Honest and trustworthy		✓	
Respectful, reliable and dependable for colleagues and customers		✓	
Flexible, adaptable and responsible		✓	

