

## Job Description

### Purpose and scope

Provide leadership and vision for the Grampian Group, working with the Board to develop Grampian's future strategic direction, growth and development, whilst ensuring that we grasp further opportunities and meet the challenges which emerge to ensure that the organisation's strategic vision, business plan, and goals are delivered for tenants and other stakeholders.

Meeting Grampian's aims of developing, managing and maintaining a range of affordable quality housing in sustainable communities.

Working with our people to improve all our services and supporting our tenants and other service users.

Ensure that the Association, and the wider Group, carries out its operations in accordance with the business plan and direction established by the Board and that we meet all of the requirements of the Scottish Housing Regulator, our lenders, our partner organisations and our legal duties.

Share our purpose: To provide great homes, great places to live, great services and great opportunities

Live our values: **Respect | Integrity | Commitment | Empathy**

Achieve our strategic objectives of:

- We provide local customer focussed services;
- We are a flourishing housing association;
- We provide affordable great quality homes now and in the future;
- We are a great employer to work for.

### Key relationships

**Reports to** Grampian Housing Association Chair

#### External

- The Scottish and UK Governments
- Scottish Housing Regulator and the Office of the Scottish Charity Regulator via the Memorandum of Understanding.
- Main funders, Aberdeen City Council, Aberdeenshire Council, Moray Council, Scottish Government and other relevant funders.
- External and Internal Auditors, lenders, financial institutions, professional treasury management organisations and fiduciary contacts and consultants.
- Key influential organisations (e.g. SFHA, CIH, Scotland's Housing Network) and political stakeholders (e.g. elected members, MSPs, MPs).
- UNISON Trade Union

#### Internal

- The Executive and Operational Management Teams
- Grampian Board and subsidiary Board members
- Count me in, customer panel
- Wider staff in the Grampian Group

**Job outline****Responsibilities and tasks****Board and strategy**

- 1) Manage and direct resources to ensure that the business strategy aims and policies of the Grampian Group are met in an effective manner and that the services to tenants and other service users are of the highest standard.
- 2) Regularly review with the Board and Executive Team the strategic aims and future direction of all aspects of Grampian's business.
- 3) Take responsibility annually for the preparation and monitoring of such planning documents as are required for internal and external purposes, including, periodically, Grampian's long-term business plan.
- 4) Take overall responsibility for monitoring performance against targets in all areas of activity, taking corrective action and reporting to the Board as required.
- 5) Support and service the Board and committees in an efficient manner; provide advice and appropriate information to enable well informed decision-making.
- 6) Maintain and keep under review appropriate policies and procedures that impact upon the Board's role as employer, including salaries, staffing structures, staff training and development and all other conditions of service.
- 7) Ensure Grampian has an appropriate suite of governance and operational policies and that these are reviewed and updated timeously.

**Job outline****Responsibilities and tasks****Leadership, decision-making and governance**

- 1) Lead the Executive Team, ensuring that corporate goals and values are effectively communicated to and met by the Operational Management Team and through them to their staff. Nurture close working relationships between the Executive Team, Operational Management Team and Board.
- 2) Provide leadership, purpose and direction for the staff and organisation, ensuring that clear and tangible improvements in performance and quality of services are achieved.
- 3) Maintain the quality and membership of the Association's governance structures.
- 4) Ensure that the Association's financial affairs are properly managed and controlled and that effective financial strategies are in place to support and sustain the Association's functions and future plans.
- 5) Ensure an effective risk management system is in operation. Have a systematic approach to identifying, evaluating and responding to risks and providing assurance that responses are effective. Maintain a framework of assurance from independent sources, to show that the risk management processes, including responses, are working effectively. Ensure that the level of risk reflects the Board's risk appetite.

**Job outline****Responsibilities and tasks****Leadership, decision-making and governance**

- 6) Ensure a high awareness of Scottish Housing Regulator's Regulatory Framework and provide assurance of compliance and governance through evidence provided to the Board.
- 7) Ensure that the structure for delegated decision-making to tenants and other representative groups is effective, sustained and developed in accordance with changing needs and circumstances.

**Job outline****Responsibilities and tasks****External focus and promotion**

- 1) Ensure that Grampian complies with the guidance and requirements of the Scottish Housing Regulator and other regulatory bodies.
- 2) Promote the Association positively by enhancing relationships with tenants, other service users, the Scottish Housing Regulator, the Scottish Government, local authorities and lenders.
- 3) Promote the Association to relevant businesses, statutory and voluntary organisations engaged in housing and community support activities.
- 4) Take a lead role or support the exploration and development of new business for the Association and its subsidiary companies.
- 5) Direct and promote the enhancement of tenant and resident participation.

**Job outline****Responsibilities and tasks****Staffing**

- 1) Advise the Board on staff structure and policy. Promote, manage and develop a positive organisational culture by directing the work of staff through the Executive and Operational Management Teams.
- 2) Ensure effective performance management and appraisal systems, linked to Grampian's strategic objectives and values, are in place to enable staff to assess their personal successes and afford the opportunity for empowerment and personal development.
- 3) Deal quickly and appropriately with internal conflict and poor performance.
- 4) Uphold the Association's commitment to diversity and equal opportunities. Ensure that equalities are reflected in all policies and are followed by staff in every aspect of their work, including the work of contractors and consultants.

**Job outline****Responsibilities and tasks****Finance & legal**

- 1) Ensure the Association's financial affairs are properly managed and controlled and that effective financial strategies are in place and met for supporting and sustaining all Grampian's functions and future plans.
- 2) Ensure that the Association's legal obligations are met, including but not limited to, laws on resident and staff health and safety, employment, procurement, data protection and equality and diversity.
- 3) Ensure that legal advice is sought in relation to Grampian's business needs, particularly on matters of legal and regulatory compliance and other matters where higher risks have been identified.
- 4) Ensure that the role of Secretary for the Association and its subsidiaries is executed appropriately.

**Job outline****Responsibilities and tasks****Planning & control**

- 1) Maintain an effective performance management framework, taking account of all legal, regulatory and corporate performance targets and indicators.
- 2) Agree targets and performance management measures, review and monitor progress and organise resources to ensure successful performance outcomes across all areas of our work.
- 3) Keep performance against the business plan under review to ensure that performance is reported properly to the Board and take appropriate steps to ensure that corrective action is taken where necessary, and that the business plan goals and targets are revised as required.
- 4) Ensure there is an effective Internal Audit function in place.
- 5) Be responsible for provision of good financial planning, reporting and control arrangements needed to manage risk effectively.

**Job outline****Responsibilities and tasks****General**

- 1) Take overall operational responsibility for business continuity planning and organisational resilience. Define when an emergency exists and act as main co-ordinator in such events of either a national pandemic situation or a local operational emergency.
- 2) Undertake any other reasonable duties that may be asked by the Board.
- 3) To carry out all duties of this post in accordance with the relevant Group policies and procedures including Equal Opportunities Policy.