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# Job Description

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Job Title: **Chief Executive**  
Job Grade: EVH Grade SM10 Pts 26-28  
Reporting to: The Board of Management  
Responsible for: Corporate Management Team and Staff

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## About Glen Oaks

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Glen Oaks Housing Association was registered in 1991 and has built up a strong reputation as an innovative community-controlled organisation that places customer service, financial viability and being an excellent employer at its heart.

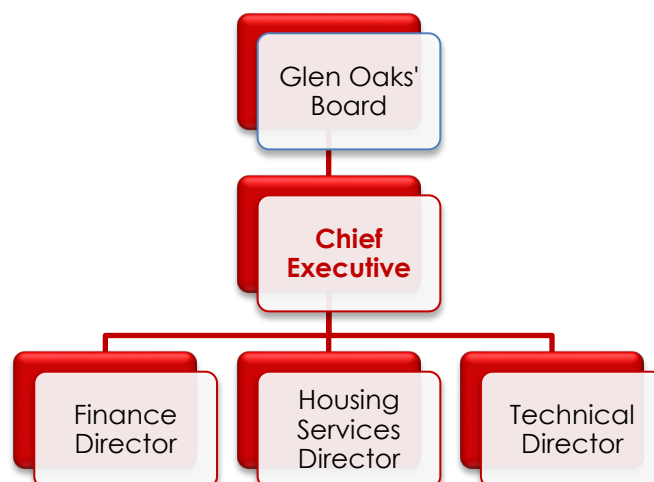
The Association's vision '**Where Communities Thrive**' and our mission statement '**Our aim is to provide good quality affordable housing and an excellent service. We will encourage resident participation and work with other agencies to regenerate our community**' provide the foundation for our commitment to our residents and the communities they live in. This commitment is also demonstrated in the Association's values:

- Dedicated** - we will give 100% commitment to our work
- Aspirational** - we will strive to achieve the best we can for our communities
- Respectful** - we trust and respect our customers and each other
- Transparent** - we will be open and honest about what we do

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## Organisational Structure

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**Job Purpose:**

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As the Association's most senior officer, the Chief Executive has the responsibility for reporting to the Board, working closely with the Chairperson to lead the Association's Corporate Management Team and staff to ensure that Glen Oaks' strategic vision, Business Plan, and values and objectives are delivered to tenants and residents.

The Chief Executive is responsible for meeting the Association's aims of developing, managing and maintaining a range of affordable quality housing in sustainable communities. He/she will work in partnership with funders, regulators and other stakeholders; lead the Corporate Management Team within the values, behavioural and performance framework of the organisation; and maintain a customer-focused approach.

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**Main Objectives:**

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The Chief Executive will:

1. Take overall responsibility for running the Association's day-to-day business, ensuring that Glen Oaks Housing Association is managed in accordance with the values and policies established by the Board, and for ensuring that the work is executed in a professional, effective and efficient manner.
2. Advise the Board on key management, housing, social, economic, political, risk and operational factors and assist the Association to develop and maintain strategies, policies and services.
3. Direct and manage the work of the Association to ensure provision of high-quality homes and a range of housing, community regeneration and associated services.
4. Ensure that Glen Oaks Housing Association carries out its operations in accordance with the Business Plan and policies established by the Board, meets the requirements of the Scottish Housing Regulator, the Financial Conduct Authority, the Ombudsman and other statutory bodies, plus other legal duties.
5. Develop and sustain the role of the Association in the regeneration of local communities, establishing and developing partnership working and building strong and effective relationships with all stakeholders.
6. Promote the Association's brand and develop its profile, to ensure it is seen as a leader within the sector and local communities and that it maintains its excellent reputation.
7. Develop and support an organisational culture that achieves high levels of performance and innovation by ensuring that there are mechanisms in place to support and enable Board and staff members to fulfil their duties, responsibilities and full potential whilst achieving the Association's Business Plan and objectives.

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## **Key Responsibilities:**

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### **1.0 Board and Strategy**

The Chief Executive will:

- 1.1 Manage and direct resources to ensure that the Business Plan, aims and policies of Glen Oaks Housing Association are met in an effective manner, and that the services to tenants, residents, clients and other service users are of the highest standard.
- 1.2 Propose and recommend clear, innovative strategic options that meet the aims of the Association and its stakeholders.
- 1.3 Regularly review with the Board and Corporate Management Team the strategic aims and future direction of all aspects of the Association's business.
- 1.4 Take responsibility for the preparation and monitoring of such planning documents as are required for internal and external purposes, including the Association's long-term Business Plan.
- 1.5 Take overall responsibility for monitoring performance against targets in all areas of activity, taking corrective action and reporting to the Board as required.
- 1.6 Support and service the Board and ensure appropriate servicing of its Committee structure in an efficient manner; provide advice and appropriate information to enable well-informed decisions to result.
- 1.7 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.

### **2.0 Leadership, Decision-making and Governance.**

The Chief Executive will:

- 2.1 Provide inspirational leadership and vision for the management of Glen Oaks Housing Association.
- 2.2 Ensure that the Association has, and retains, the leadership skills and capacity to respond positively and proactively to the political, social and economic environment.
- 2.3 Maintain the quality and membership of the Association's representative structures and governance arrangements.
- 2.4 Ensure that the structure for delegating decision-making to the Sub-Committees, Service Improvement Group, Registered Tenants' Organisations and Corporate Management Team is effectively sustained and developed in the light of changing needs and circumstances.

- 2.5 Deliver excellent governance by ensuring the activities of Glen Oaks Housing Association are carried out to the highest standards of integrity and professionalism in accordance with statutory bodies and regulatory requirements, relevant legislation and best practice.
- 2.6 Ensure Glen Oaks Housing Association's Health and Safety responsibilities are effectively discharged at all times.
- 2.7 Promote Equality and Diversity in all aspects of the Association's business.
- 2.8 Ensure that the Association complies with Data Protection guidance and meets the GDPR requirements.
- 2.9 Ensure that the Association complies with Freedom of Information legislation.
- 2.10 Provide motivational leadership and support to the Corporate Management Team, ensuring that the Association's values and main objectives are effectively communicated through them to the staff team.
- 2.11 Inspire a culture of organisational development by ensuring the regular review of management, performance, learning and development within the Association to:
  - harness the strengths and talents of employees at all levels
  - ensure that the conditions exist for employees to grow and develop
  - ensure that appropriate performance management and development systems, quality standards monitoring and review are used to optimise employee motivation and satisfaction.
- 2.12 Work with the Association's Internal Auditors on Audit needs assessments and lead the follow up work resulting from Internal Audit reports.

### **3.0 Risk Management**

The Chief Executive will:

- 3.1 Make sure that an effective risk management and risk mitigation system is in operation by ensuring that the Association has a systematic approach to identifying, evaluating and responding to risks and providing assurance that responses are effective.
- 3.2 Put in place a framework of assurance from different sources, to show that the risk management processes, including responses, are working effectively.
- 3.3 Report on the effectiveness of the risk management system through the annual production of the Business Plan, including, where necessary, an Action Plan to tackle any significant issues.

## **4.0 Financial and Legal**

The Chief Executive will:

- 4.1 Ensure the Association's financial affairs are properly managed and controlled and that effective financial strategies are in place for supporting and sustaining all of Glen Oaks Housing Association's functions.
- 4.2 Identify possible sources of funding and negotiating such funding with local authorities and other appropriate agencies.
- 4.3 Ensure that Glen Oaks Housing Association meets its statutory obligations and operates properly within the law.
- 4.4 Ensure the effective development and operation of a corporate approach to procurement.

## **5.0 Services**

The Chief Executive will:

- 5.1 Ensure the expectations of the Scottish Social Housing Charter are met.
- 5.2 Ensure the provision and maintenance of high-quality affordable homes and responsive services to tenants and residents in accordance with the Association's policies, Business Plan and budgets.
- 5.3 Ensure that our Customer Service Standards commitments are met by leading Glen Oaks Housing Association in achieving excellence in customer service with a focus on continuous improvement, transforming and innovating services and communities.

## **6.0 Staffing**

The Chief Executive will:

- 6.1 Advise the Board on staff structure and policy.
- 6.2 Promote, manage and develop a positive organisational culture by directing the work of staff through the Corporate Management Team.
- 6.3 Establish effective performance management and appraisal systems that enable staff to assess their personal successes and afford the opportunity for empowerment and personal development.
- 6.4 Deal quickly and appropriately with internal conflict and poor performance in line with the Association's policies and procedures.
- 6.5 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.

## **7.0 External Focus and Promotion**

The Chief Executive will:

- 7.1 Ensure that Glen Oaks Housing Association complies with the guidance and requirements of the Scottish Housing Regulator and other regulatory bodies.
- 7.2 Promote the Association positively by establishing and enhancing relationships with key stakeholders including tenants and residents, other customers, elected representatives, statutory and voluntary organisations engaged in housing and community regeneration activities, local authorities and the Scottish Government.
- 7.3 Lead and support the exploration and development of new business for the Association.
- 7.4 Direct and promote the implementation of tenant and resident participation, ensuring that the structure for delegated decision making to the Service Improvement Group and Registered Tenants' Organisations is developed effectively and sustained in response to changing needs and circumstances.
- 7.5 Represent the Association in any dealings with the media about the organisation's work.
- 7.6 Lead and support the Association's work in relation to external validation through initiatives such as Investors in People and Customer Service Excellence.

## **8.0 Other**

The Chief Executive will:

- 8.1 Take overall operational responsibility for business continuity planning. Define when an emergency exists and act as main co-ordinator in the event of an operational emergency.
- 8.2 Ensure effective communications and public relations on behalf of Glen Oaks Housing Association.
- 8.3 Undertake any other reasonable duties as directed by the Board.