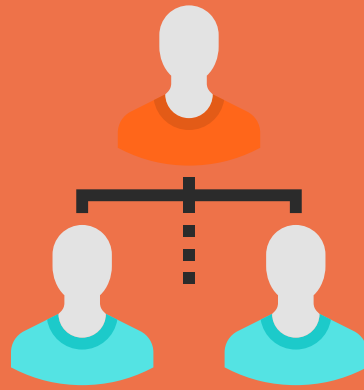




Director of Asset Management

Recruitment Pack

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Welcome to Ardenglen Housing Association



Dear applicant,

Thank you for taking the time to consider our leadership role.

At Ardenglen Housing Association, we have been proud to serve the Castlemilk community for over 35 years, providing high-quality homes, delivering outstanding services, and working hand-in-hand with our tenants to create lasting positive impact.

We are an ambitious and award-winning Housing Association; our values define us as an organisation and our business plan provides clear strategic direction. However, it's our people that provide the energy and creative thinking that makes us a successful, high performing, forward thinking, customer focused organisation.

By joining Ardenglen, you'll have an opportunity to make a difference to the lives of people in our communities whilst working with colleagues that are doing extraordinary things to deliver our Vision: By providing aspirational homes and high-quality services we will transform communities to enhance the quality of life of our customers.

We are now seeking a talented, forward-thinking leader to join our Senior Leadership Team as **Director of Asset Management**. This is a unique opportunity to deliver our ambitious Integrated Asset Management Strategy, driving investment in safe, modern, and energy-efficient homes that meet the evolving needs of our tenants.

You will join a talented, dedicated, and innovative colleague team, supported by a progressive Board that values fresh ideas, champions continuous improvement, and strives for excellence in everything we do. If you are passionate about making a tangible difference in people's lives, this is your chance to lead meaningful change at the heart of our community.

I hope this application pack will inspire you to join us on our journey and showcase the many great things we do to provide quality homes and communities.

Kind regards

David Byfield

Chief Executive, Ardenglen Housing Association



About Ardenglen



Ardenglen was set up in 1990 to provide community-led action to reverse poor housing conditions and neighbourhood decline in East Castlemilk, situated south of Glasgow city centre.

In the 30+ years since, we have grown to own and manage approximately 1000 homes in a way that is closely aligned with local needs. By establishing community ownership of housing in the area, we have managed to keep rents affordable whilst securing investment in services and activities which greatly benefit the community.

In 2021 we launched the Castlemilk pantry, a membership food shop designed to tackle food inequality and reduce waste during the cost of living crisis. Today, membership has exceeded 1000 individuals and has provided the community with much needed support and freedom, whilst providing a springboard to other initiatives and ideas in the area.

We are proud of our achievements which have delivered sustainable regeneration, greatly improved living conditions for residents, and long-term value for the public money invested in our community. Whilst there is much to do as we adapt to fresh challenges, Ardenglen is planning for the future with confidence and ambition.

Everything that we do centres around people and relationships. We aim to continue serving a first-class service to our customers, which is achieved by building a diverse and thriving internal culture where our people are afforded the opportunity to grow and flourish in their work.

Vision and Values

Our Vision

By providing aspirational homes and high-quality services we will transform communities to enhance the quality of life of our customers.

Our Values

-  Customer and Community Focused
-  Accountable
-  Treating our customers with respect
-  Making a Difference
-  Innovative
-  Equal access to services and opportunities for all

Our principles

- Continually improving the quality of our services
- Maintaining high levels of customer satisfaction and being responsive to customer needs
- Ensuring we have the financial resources needed to invest in the future of customers' homes and neighbourhoods
- Maintaining affordable rents
- Being efficient and effective in how we work – for example, using available resources in different ways to better meet our priorities, or reduce costs.
- Ensuring the long-term viability of the Association



People Benefits

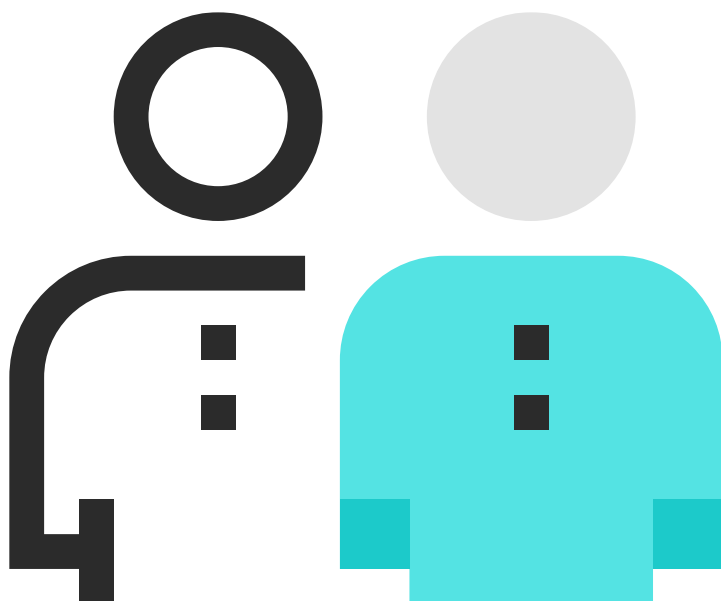
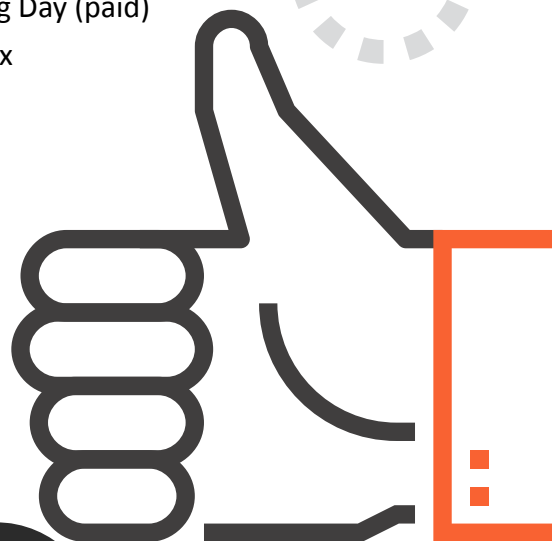
We know our people are committed and dedicated to their work. However, we at Ardenglen seek to prioritise work-life balance and understand the importance of fully supporting our people to achieve this. That's why we've got a range of health and wellbeing benefits to give you some well-deserved perks of being an Ardenglen employee:



- Hybrid and Flexible Working Environment
- Learning and Development Culture
- Family Friendly Policies
- Teambuilding Days
- Lunch and Learns
- Health and Wellbeing Initiatives
- Professional Membership Fees
- Counselling Service
- 9 day fortnight pilot
- Cycle to Work Scheme
- Volunteering Day (paid)
- HSF Perk Box

INVESTORS IN PEOPLE
We invest in people Silver

Glasgow
living wage



Director of Asset Management

Location: Castlemilk, Glasgow

Reports to: Chief Executive Officer

Salary: EVH Grade 9, SM9-SM11, £66,638 - £69,987

Join us in building better homes, stronger communities, and a greener future.

At Ardenglen Housing Association, we're more than just a landlord — we're a trusted community anchor organisation in Castlemilk. For 35 years, we've been providing high-quality homes, delivering excellent services, and working hand in hand with our tenants to create lasting positive change.

Now, we're looking for an **innovative, people-focused leader** to join our Senior Leadership Team as **Director of Asset Management**.

This is a unique opportunity to lead our ambitious **Integrated Asset Management Strategy** — leading major investment in safe, modern, and energy-

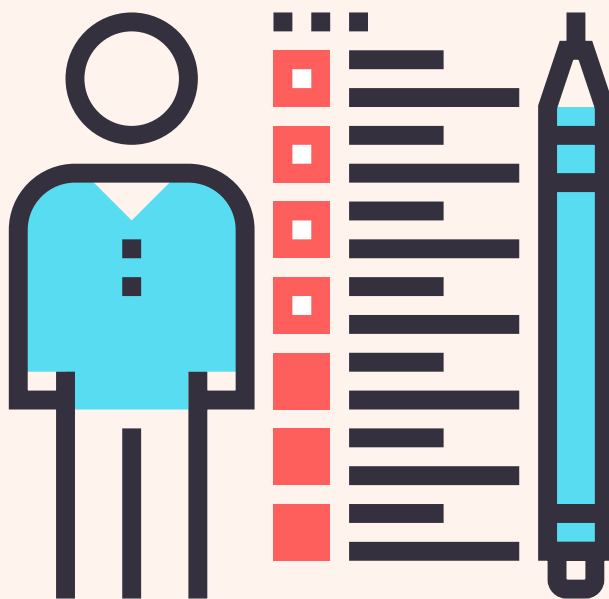
efficient homes that will transform lives and strengthen the community for generations to come.

You'll be part of a passionate and forward-thinking colleague team, supported by a progressive Board that values innovation, champions fresh ideas and is committed to continuous improvement in everything we do.



Why Ardenglen?

- We're a **community-based association** with a big vision: by providing aspirational homes and high-quality services we will transform communities to enhance the quality of life of our customers
- We're investing in **modern, energy-efficient housing** that helps tackle fuel poverty and climate change.
- **We put people first** — from our tenants to our colleagues — and we're proud of our **inclusive and supportive culture**.
- You'll join a **collaborative Senior Leadership Team** with direct influence on business planning, risk management, and corporate strategy.
- EVH Grade 9 SM9-SM11, £66,638 - £69,987, generous wellbeing benefits, and the chance to make a lasting impact in Castlemilk.



Director of Asset Management

The Role

As Director of Asset Management, you'll:

- **Lead with vision:** Drive the delivery of our Integrated Asset Management Strategy, ensuring our homes are safe, high quality, and energy efficient.
- **Deliver excellence:** Oversee all asset management functions — planned and responsive repairs, voids, cyclical maintenance, major works, and compliance.
- **Policy & Procedure:** Develop, implement, monitor and review all relevant strategies, policies and procedures, ensuring compliance with current legislation and regulatory requirements.
- **Shape the future:** Play a key role in delivering Ardenglen's 5-year investment plan and maintaining long-term sustainability through effective independent stock condition data.
- **Champion partnerships:** Build strong relationships with contractors and partners to deliver best value and innovative solutions.
- **Ensure compliance:** Provide Board assurance on Tenants and Residents Health and Safety Compliance, statutory compliance, procurement, and contract management.
- **Lead by example:** Work closely with the CEO, Board, and fellow Directors to deliver Ardenglen's Business Plan and drive continuous improvement across the Association.



Director of Asset Management

About You

We're looking for a leader who is as passionate about **communities and people** as they are about **bricks and mortar**. You'll bring:

- A relevant professional qualification in construction, surveying, or asset management
- Relevant experience in asset management, property services, or housing investment.
- A track record of delivering investment programmes, compliance, and contractor performance.
- Strong leadership skills:
 - Bring energy, openness and a collaborative approach, helping to foster a workplace where colleagues feel valued, supported and motivated.
 - Demonstrate integrity and empathy in how you lead, with a genuine commitment to our values and the communities we serve.
 - Be approachable and adaptable, able to listen, learn and empower others to do their best work.
 - Act as a role model for constructive behaviours – encouraging innovation, championing diversity and inclusion, and building strong relationships across the organisation and with external partners.
- Strategic vision and the ability to influence at Board level.
- A collaborative, customer-focused mindset with a drive for continuous improvement.
- Responsibility for forming and managing the budgets of the Asset Management services.
- Ability to thrive in a leadership role where cultural fit is as important as technical expertise, ensuring that our colleagues continue to feel proud to be part of our organisation.



Compliance & Governance

This role requires:

- Knowledge of housing legislation, compliance, and regulatory standards (Scottish Housing Regulator, SHQS, EESSH).
- Experience of procurement, contract management, and governance frameworks.
- An understanding of the compliance requirements for tenant and resident health & safety compliance.
- Commitment to safeguarding health & safety, data protection, and equality, diversity & inclusion in all aspects of work.
- A basic disclosure check.

The Offer

- **Impact:** Shape the future of housing and community life in Castlemilk.
- **Influence:** A key voice in Ardenglen's Senior Leadership Team.
- **Innovation:** Lead on sustainability and new ways of delivering excellent services.
- **Support:** EVH Grade 9, generous colleague wellbeing benefits, and commitment to your professional development.

Job Description

Job Title: Director of Asset Management

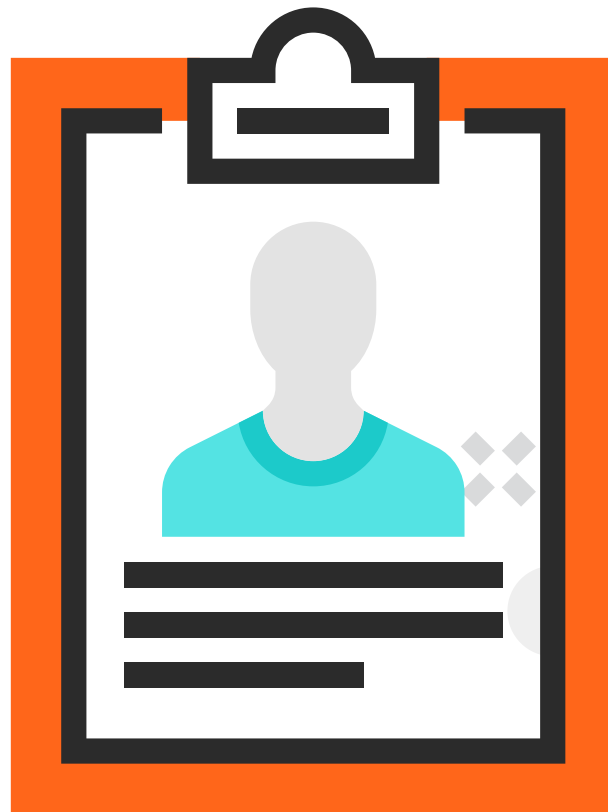
Grade: E.V.H Grade 9

Responsible to: Chief Executive Officer

Job Purpose

To be an inspirational leader providing strategic direction and operational management to the asset management team. You will lead and deliver our ambitious Asset Management Strategy, ensuring the provision of high quality, energy efficient homes. You will be responsible for setting standards and overseeing delivery of our planned, cyclical, day to day maintenance and voids services, ensuring value for money, compliance and excellent customer services.

You will drive performance and continuous improvement throughout our asset management services and seek to enhance existing partnerships and develop new partnerships which will be of benefit to the Association's Strategic Objectives. You will ensure our contractors operate in accordance with our vision and core values and deliver outstanding services to customers in our Castlemilk community.



You will report directly to the Association's Chief Executive Officer and the Board of Management and work collaboratively with the Director of Customer Services and the Director of Finance, Digital and Corporate Services. As part of the Senior Leadership Team, you will contribute directly to the Association's wider corporate strategy, business planning and strategic risk, while driving continuous improvement, innovation and forward thinking solutions to strengthen service and long-term sustainability.



Job Description

Main Responsibilities

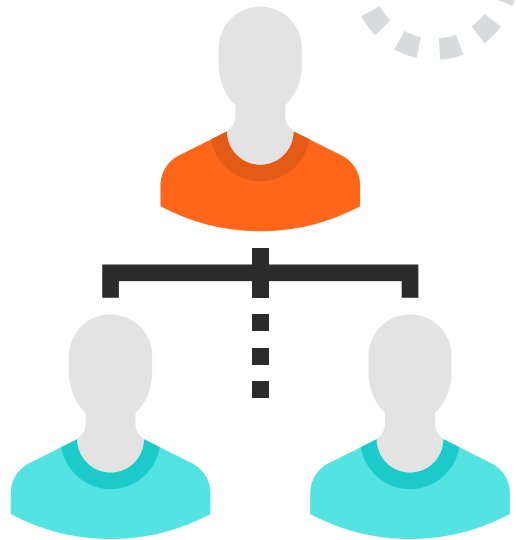
- Lead the strategic development and operational management of the Asset Management Team ensuring delivery of quality property maintenance and repair services that demonstrate value for money and provide excellent customer service.
- Implement a customer, focused repairs, and maintenance performance plan to ensure that key targets are delivered, that the repair's function operates within budget and that a quality service is delivered to our customers.
- Ensure the Association's Integrated Asset Management Strategy is robust, fit for purpose and supports the Business Plan objectives.
- Develop, lead, and deliver operational improvements across responsive, planned, cyclical maintenance and void repairs to ensure KPIs and business objectives are achieved.
- In liaison with members of the Senior Leadership team, develop, implement and review the Association's Procurement Strategy and Procurement Policy.
- Ensure procurement of goods and services relative to the asset management functions is carried out in an open, transparent and accountable manner, meets all legislative and good practice guidance and delivers value for money
- Lead on the effective procurement for asset management services contracts in line with the Association's Financial Regulations, Scheme of Delegation and Standing Orders.
- Take specific responsibility for the leadership of the asset management team, strategy, business planning and service delivery in the following areas:
 - Responsive, planned, major works and cyclical maintenance,
 - Void repairs
 - Statutory Compliance
 - Small scale factoring service and contribute to operation of commercial properties.
- Provide advice and assistance to support the effective delivery of strategic projects as determined and directed by the Chief Executive Officer.
- Responsible for a robust framework of governance supported by a package of reporting to Board to ensure Board oversight of all areas of Asset Management including but not limited to statutory compliance, procurement, contract management and Tenants and Resident health & safety.
- Take responsibility for specific aspects of corporate policy and strategy as a member of the Senior Leadership Team, ensuring the business meets its obligations to its customers, The Scottish Housing Regulator, Local Authorities, and all other stakeholders.
- Deliver performance in the upper quartile of RSLs across Scotland.
- Deliver sound financial and performance management processes to ensure that budget and performance targets are achieved.
- Involve our residents in service delivery and improve customer satisfaction levels.
- Promote excellent quality relations with customers, the local community, and other bodies.
- Ensure relevant statutory compliance and other obligations are adequately maintained to a high level.
- Represent the Association at relevant conferences and forums.
- Ensure own continuous personal development and knowledge is up to date in line with asset management professional bodies.



Job Description

People Management

- Lead the Asset Management Team and ensure they are developed and have the competencies and empowerment to meet standards for service and performance.
- Ensure colleagues are effectively supported to achieve departmental deliverables.
- Develop a team culture across the asset management team, and the organisation.
- Where necessary, provide strong and decisive management in terms of managing under-performance through the provision of support, identifiable and agreed outcomes and taking necessary steps to resolve any performance failures



- Promote the development of colleague skills through personal development discussions and coaching, identifying training needs and providing training either personally or through other external sources.
- Embed Ardenglen Housing Association values and competencies within the team.

Data Management

- Ensure data is accurately recorded and processed in line with Association policy and procedures.
- Ensure data is managed in accordance with the requirements of the UK General Data Protection Regulation (UK GDPR), tailored by the Data Protection Act 2018.
- Ensure requests for information, reports and statistics are responded to within agreed timescales.
- Ensure the integrity of data is sufficient so that it can be leveraged to offer business insight to deliver service improvement.
- Ensure ongoing accuracy of independent stock condition data to accurately drive the Association's 30 year investment need to ensure robust financial forecasts.



- Ensuring data is collated and effectively used to drive decisions, insights and provide assurances to the CEO and Board.

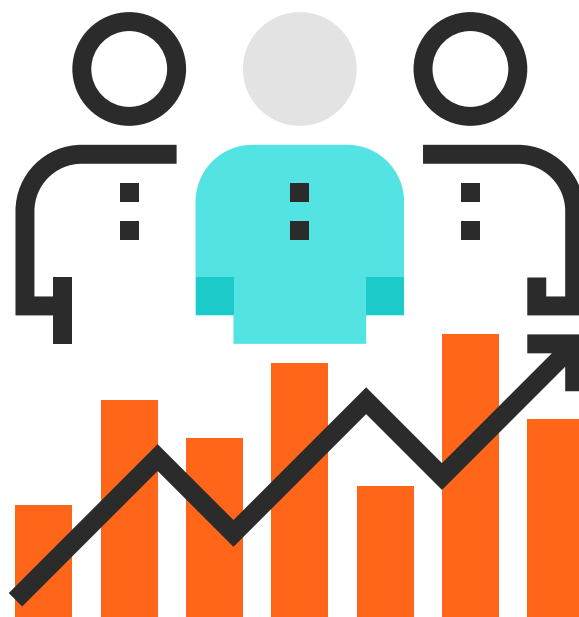
Change Management

- Contribute to the Senior Leadership Team in managing change to the organisation's culture, aims and objectives and services it provides.
- Facilitate service and process change taking into account stakeholder input.

Job Description

Business and Performance Management

- Set, achieve and be accountable for asset management team performance and targets.
- Deliver and monitor performance, to ensure Key Performance Indicators and service standards. This includes ARC and Internal Audit Reporting.
- Effectively communicate relevant business and performance data to the team, customers, and stakeholders where appropriate.
- Regularly analyse and evaluate processes and outcomes to further improve performance.
- Maintain SHQS, EESSH 1 and EESSH 2 expectations.
- Lead the Association's decarbonisation and net-zero strategy, ensuring investment programmes and asset decisions compliance, reduce fuel poverty, and deliver long-term sustainability for homes and communities.
- Deliver the Association's ambitious, 5-year investment plan and maintaining effective stock condition data.



- Analyse complaints identifying strategic and operational solutions while embedding a culture of learning and continuous improvement.

Senior Leadership Team

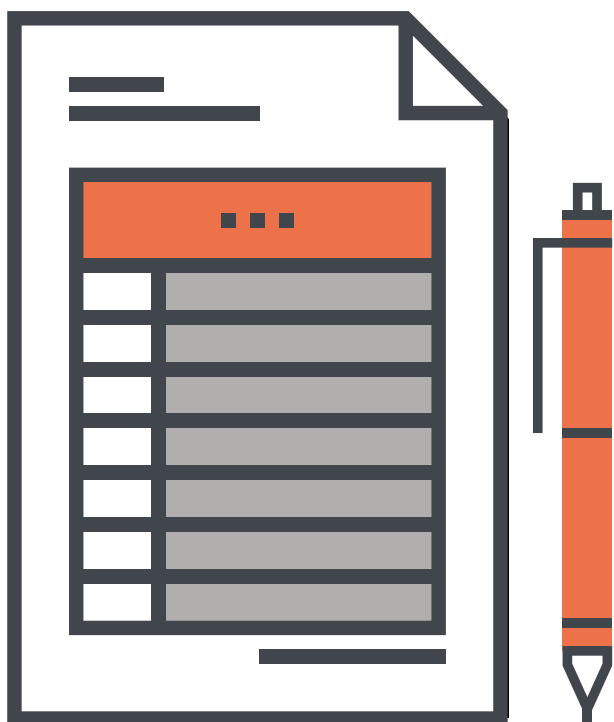
- Participating as an effective member of the Senior Leadership Team of the Association, contributing to the direction of key service areas, embedding a culture of continuous improvement and adopting an 'Ardenglen One Team' approach.
- Drive improvement in key service areas.
- Provide information and support to the Chief Executive Officer and Board of Management that ensures good Governance and effective decision making.
- Ensure that a programme of ongoing self-assessment of compliance with Regulatory Framework and Regulatory Standards of Governance and Financial Management in relation to the asset management functions are carried out to demonstrate compliance and facilitate production of the Annual Assurance Statement.



Job Description

Health and Safety Responsibility

- Maintain an excellent working knowledge of Health & Safety at work legislation, associated regulations and standards particularly in relation to tenants safety aspects including gas safety, legionella, asbestos management, electrical safety and fire safety.
- Responsibility to maintain and evidence legal and regulatory compliance for landlord health and safety for all association assets including properties, offices, commercial units and community facility.
- Develop and oversee appropriate programmes of ensuring high level Tenant and Resident Health & Safety checks are completed within all the Association's homes and offices are conducted in a timely, cost effective and appropriate manner.
- Ensure that contractors have provided appropriate Health and Safety risk assessments for undertaking work within our homes.
- Oversee the development and review of appropriate risk assessments for your team.
- Co-lead the Health, Safety and Wellbeing working group.
- Tenants and Residents Health and Safety Compliance



It shall be the duty of all employees at work to ensure:

- Reasonable steps are taken to safeguard the health and safety of themselves and of other persons who may be affected by their acts or omissions at work.
- Co-operation with the Chief Executive Officer and Board of Management as far as is necessary to ensure compliance with any duty or requirement imposed on the Association, or any other person, under any relevant statutory duties.
- Compliance always with the Health and Safety Policy and procedures and draw to their colleagues, attention any unsafe working practice/conditions.

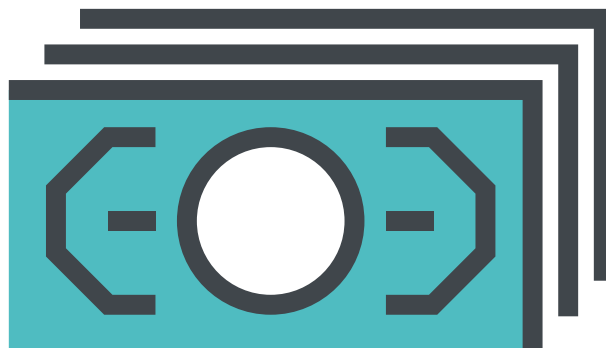
Job Description

Corporate Responsibility

- Recognise and respect the diversity of internal colleagues and external customers and assist accordingly.
- Ensure the values of Ardenglen Housing Association are reflected in your work and that all services provided are delivered in line with our Strategic Map and Business Plan.
- Assist in the development of a 'Continuous Improvement' culture.
- Ensure ongoing compliance with all regulatory requirements.
- Manage risks and health and safety to protect residents, colleagues, and other stakeholders.
- Attend such training courses, seminars, conferences and other learning and development events as the Association may require.
- Represent the association on attendance of any events or external meetings.
- Participate in promotional, marketing and community events relating to the Association's work.
- Attend, as required, call-outs in relation to emergency situations for the Association's office; community centre or other premises owned or managed.
- Attend meetings at evenings or weekends, as required in relation to your role and the Association's work.
- Acting as an Ambassador for Ardenglen Housing Association
- Carry out any other tasks commensurate with your role as directed by the Chief Executive or Board.

Budget Setting and Financial Management

- Lead on the preparation, setting, and ongoing management of property services budgets, including planned and cyclical maintenance, capital investment, and compliance programmes.
- Work closely with the Finance Team to ensure accurate forecasting, monitoring, and reporting of expenditure against budget.
- Develop and maintain robust financial controls to ensure value for money, accountability, and compliance with regulatory and audit requirements.
- Provide clear, timely financial information and analysis to the Board and Senior Leadership Team, supporting effective decision-making.
- Identify efficiency opportunities and cost savings while ensuring the quality and sustainability of services.
- Contribute to the long-term financial planning of the organisation by aligning property budgets with strategic asset management objectives.



Person Specification - Director Of Asset Management

Education & Qualifications	Essential	Desirable
Professional, Technical, or other Construction related qualification within a Building Surveying discipline.	✓	
Membership of a Professional organisation's such as RICS, CIOB or CABE.	✓	
Driving License.		✓
Experience	Essential	Desirable
Minimum of 5 years' experience in asset management or property service areas.		✓
Experience working with Microsoft applications, such as word, excel spreadsheets and the like.	✓	
Confident in using systems and leveraging data/analytics to identify improvements and provide Board assurance."	✓	
Minimum of 5 years managerial or supervisory experience.		✓
Experience of policy and procedural development within the delivery of asset management and property management services.	✓	
Managing 5 year investment plans and 30 year life cycle programmes.	✓	
Procuring of contracts and managing contract administrators in accordance with legislative and association policies.	✓	
Reporting to and presenting reports to a Board of Management.	✓	
Proven record in delivering a high quality and response asset management services	✓	
Establishing successful partnership/working with other like-minded associations to meet Business Plan objectives.		✓
Experience within the asset management/housing sector.		✓
Experience with asset management software systems and continuous improvement planning.		✓

Person Specification - Director Of Asset Management

Skills, Abilities & Personal Attributes	Essential	Desirable
Ability to demonstrate strategic thinking and planning.	✓	
Excellent presentation and communication skills.	✓	
Good interpersonal and team working skills.	✓	
Ability to negotiate and influence others to meet the needs and objectives of Ardenglen Housing Association.	✓	
Highly motivated and a personality that fits the association's drive for continuous improvement.	✓	
Highly proficient within new technology and mobile working.	✓	
Customer focused.	✓	
Ability to plan and prioritise work to meet personal targets and organisational goals.	✓	
Ability to manage a diverse workload and demonstrate good time management to meet challenging deadlines.	✓	
Ability to accept the responsibilities of this senior post and be a problem solver.	✓	
Flexible in approach to work and be innovative and creative.	✓	
Ability to empower and motivate colleagues at all levels.	✓	
Knowledge	Essential	Desirable
Knowledge of statutory compliance.	✓	
Legislative & good practice requirements in Asset Management services.	✓	
Scottish Housing Regulator's regulatory framework and Scottish Housing Charter requirements.	✓	
Asset Management and Business Planning process.	✓	
Microsoft Applications word, excel and PowerPoint.	✓	
Good knowledge of wider role and regeneration opportunities.		✓
Familiar with the housing sector in Glasgow.		✓

Basic Disclosure check may be carried out by the association.

How to Apply



Ready to make a difference?

If you are interested in this opportunity, we would be delighted to hear from you. All the information required to apply for the **Director of Asset Management** role is provided in this section.

Curriculum Vitae (CV)

Applicants are required to submit an up to date CV. This should provide a clear record of your current or most recent position(s), with earlier career history (particularly roles held more than 15 years ago) summarised. The CV must highlight key achievements, demonstrating your skills, experience and professional impact. The document should not exceed two pages in length, with a maximum of three pages permitted.

Personal Statement

In addition to your CV, please provide a personal statement. This should set out your motivation for applying, outline why you are interested in this role and Ardenglen, and how your skills, experience and values connect to what we're looking for in the role. Your statement should be structured, concise and no longer than two pages.

How to submit

The deadline for submissions is Thursday 16 October at noon. Please ensure we receive your application in good time.

Please submit your CV and covering letter to: **recruitment@ardenglen.org.uk**

If you have any issues with your submission please contact Michelle Robertson on **0141 634 8016**.

Informal discussion

We know that applying for a senior role in a new organisation is a big decision, and sometimes you may want to have a conversation before putting pen to paper. If you'd like an informal chat about the opportunity, the role, or our organisation, we'd be delighted to hear from you.

This is a chance to ask questions, get a feel for who we are, and explore whether this could be the right next step for you. To arrange a confidential and friendly conversation, please contact our HR partner, Julie Scott, from Transforming HR on: **07742689121**

TransformingHR 

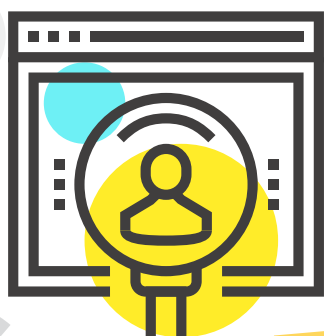


Our Recruitment Process

We want the recruitment process to be as clear and straightforward as possible. Here's what you can expect:

Stage One Interview

This will be a chance for us to get to know each other a little better. We'll focus on your CV, relevant achievements and professional and cultural fit. You'll be asked to complete a short psychometric assessment in advance. The link to the assessment will be sent with your invite to interview correspondence.



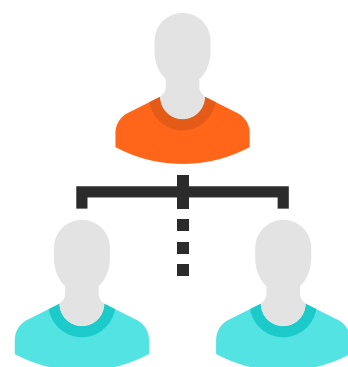
Stage Two Interview

Shortlisted candidates will be invited back for a more in-depth conversation. This stage will focus on strategic capability, judgement and delivery.

You will be asked to present a 10 minute summary of your role in a significant management event from the last two years.

You will have an opportunity to meet our two other Directors, Karen Fee, Director of Finance, Digital & Customer Services and Suzanne Casey, Director of Customer Services for an informal discussion.

Throughout the process, we want it to feel like a two-way conversation. It's as much about you finding out if we're the right fit for you as it is about us getting to know you. We'll keep you informed at every step and make sure you know what to expect. If you have any particular requirements to help you take part fully in the process, just let us know – we'll be happy to accommodate.





Useful information

We want to make sure you have everything you need to get a clear picture of who we are, what we do, and where we're heading. Please find links to some of our key documents:-

- [Business Plan Summary](#)
- [Annual Report](#)
- [Annual Accounts](#)
- [Recruitment Video](#)
- [Organisational Chart](#)
- [Board Profiles](#)

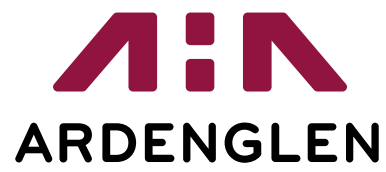
These resources will give you a good sense of:

- Our current priorities and future ambitions.
- Our financial performance.
- The difference we make in our communities.
- How our teams and leadership are structured.

We encourage you to take some time to explore these documents – they'll give you a feel for our organisation, our values, and the context in which this important role will sit.



ARDENGLLEN



Thank you and good luck with your application.

