

# Deputy Director Strategic Asset Management Job Description

## Our Vision

We provide  
excellent  
services to  
customers

and build  
new homes  
to help more  
people.

We make  
sure our homes  
are safe and  
sustainable

and strive to do  
more by making  
the most of our  
resources.

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## About Paradigm Housing Group

Paradigm Housing Group is one of the South East's leading housing providers. We manage more than 16,000 homes across 33 different local authorities.

At Paradigm, we work hard and strive for excellence. In return we offer a great place to work and an attractive range of benefits, including a Health Cash Plan, bonus potential, a competitive pension scheme and 25 days holiday plus 3 days closure at Christmas.

We welcome applications from all sections of the communities we work in.

## Our Values

### Safer Together

The safety of our customers, colleagues and ourselves is a priority in everything we do.

- Putting safety first •

### Driving Improvement

We seek to do things better and deliver value to our customers.

- Commercial and financial awareness • Change and innovation • Delivery focus •

### Being Clear

We will communicate in a clear and consistent manner so that our customers, colleagues and stakeholders understand the high standards that we work to.

- Managing information • Communication • Planning and organisation •

### Acting thoughtfully

We make ourselves aware of our customers' and colleagues' circumstances and consider this thoughtfully and respectfully, and with attention to the impact on the environment when taking action.

- Involvement and inclusion • Customer focus • Integrity and respect •

### Working As One

We work collaboratively with others and take personal responsibility for delivering outcomes for our customers, colleagues and stakeholders.

- Teamwork and collaboration • Developing self and others •

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## **PARADIGM HOUSING GROUP JOB DESCRIPTION**

**Post:** **Deputy Director - Strategic Asset Management**

**Direct Reports:** Head of Asset Appraisal  
Head of Asset Decarbonisation  
Head of Strategic Asset Operations (role TBC)

**Regular Contacts:** Leadership Team  
Executive Board  
Board and Committee Members  
Stakeholders (incl. resident groups, local authorities, regulatory bodies, funding providers, developers, contractors, consultants, and specialist trade bodies or forums)

**Responsible to:** Executive Director Property

**Job purpose:**

- Accountability as the ultimate “owner of the asset” throughout its lifecycle, ensuring that Paradigm has a clear set of standards for new and existing assets that are up-to-date, consistent with legal/regulatory obligations and meet Paradigm's corporate objectives.
- Develop the Strategic Asset Management (SAM) team as a modern, innovative function based on sound, evidence based, commercial disciplines and processes.
- Drive the delivery of PHG's Asset Management Strategy (AMS), with passion and resolve, innovating and flexing approach to achieve the key objectives and measures within.
- Create a detailed, data driven view of PHG's existing stock that informs a clear approach to investment and disposal.
- Assess, plan, and deliver the necessary interventions within PHG's stock to achieve the government's Carbon Zero target.
- Create a culture of excellence and continual improvement, making the best use of Paradigm's assets and resources to deliver more homes locally, and improve our service offer to customers.

**Key Accountabilities:**

- Deliver the 2021-26 Asset Management Strategy and associated outcomes, continually reviewing assumptions and the impact of any new internal and external factors that will change PHG's approach.

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- Manage all relevant budgets associated with the Asset Management function with clear alignment to Business/Corporate plan assumptions.
  - Constant review and validation of PHG's 5 and 30-year plan, ensuring the investment/divestment assumptions are robust and evidenced.
  - Assess and deliver the requirements for achieving Carbon Zero across PHG's portfolio including EPC C on all assets by 2030.
  - Ensure the outcomes of surveys and feasibility studies are robust, and the resulting retrofit or improvement works are delivered to the highest standards.
  - Responsible for exploring and bidding for external sources of funding such as carbon zero and buildings safety remediation.
  - Key contributor to the delivery of an energy and sustainability strategy that captures the impact of PHG's business and assets on the environment.
  - Direct lead and liaison with relevant PHG departments to intervene when assets do not meet PHG standards (e.g) complex latent defects.
  - Ensure appraisal of assets at a macro or micro level are robust and the best outcomes delivered for PHG and its customers.
  - Ongoing review of Paradigm's portfolio that drives a long-term plan of retention, investment, regeneration, or disposal. Procure and implement software that ensures this task is data led and accurate.
  - Responsible for assessing and recommending stock swap/acquisition opportunities in liaison with the Development and Governance teams.
  - Continue review of all non-freehold, managing agent and complex lease arrangements, delivering a programme of de-risking as required.
  - Drive the continuous improvement of stock condition data, as well as the systems and processes required to analyse and drive proactive decision making. Move PHG to a 5 yearly stock condition rhythm.
  - Maintain and build documented links and accountabilities with Development Team to ensure new assets are delivered to specified standards and integrated into existing asset management systems.
  - Ensure that Employers Requirements continue to meet PHG and regulatory requirements, evolving from the learning on existing stock.
  - Ensure all data relating to new developments or acquired assets is correct and up to date within the relevant system.
  - Ensure that statutory obligations relating to assets are satisfied and that accountabilities are clear, with robust quality checking/controls.
  - Ensure that all aspects of the asset management function are well documented, and performance is regularly monitored and reported.
  - Recruit and retain the staff and requisite skills to implement the AMS.
  - Provide strong leadership, direction, and professionalism to SAM.
  - Cultivate a high-performance culture that champions ownership, delivers results and is obvious in all interactions.

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- Lead procurement activity across the SAM function ensuring key contracts are in place and works commissioned.
  - Foster and drive a culture of safety first for all team members, identifying and providing all necessary assessments and equipment.
  - Oversight in liaison with all PHG directorates of all policies, procedures, guidance, and standards that require SAM contribution and/or ownership.
  - Champion a culture of customer first, ownership and work ethic that enhances our relationship with all parties.
  - Develop and maintain strong relationships with internal and external groups such as Executive Board, non-executive, project boards, local authorities, regulatory bodies, and customer groups, preparing reports and delivering presentations as required.

**Level of authority:**

- Policy/strategy/standards creation and implementation.
- Membership of Leadership Team (LT), Project Appraisal Group (PAG) and representation at Executive Board (ExBo), Investment Committee (IC) and Amalgamated Board as required.
- Leadership of c.20 team members, responsible for recruitment, retention, and development.
- Budget holder/setter to £13m and circa £40m for Carbon Zero (2030).
- Authorised signatory up to £100k.
- Escalated complaints/reviews.

**Required outcomes of the post:**

Success in this post will be measured by: -

- Clear standards set for PHG stock that are regularly assessed.
- Delivery of Asset Strategy and agreed objectives.
- Delivery of Carbon Zero programme.
- Optimised 30-year view of investment/divestment.
- All required asset data in a clear and accurate format, continually reconciled and updated to inform strategic decisions.
- Delivery of stock swap/acquisition opportunities.
- Informing strategic direction for SAM via ExBo / Leadership Team/PAG/Investment Committee.
- Legislative and regulatory compliance.

**Person specification:**

In addition to fulfilling the role in a way that reflects the values and behaviours we expect from all PHG staff, this role requires the following:

- Relevant professional qualification or experience in strategic asset management, sales/acquisitions/disposals, surveying, latent defect managements and/ or, building construction and design. (E)

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- Substantial experience in a commercial or social landlord Property environment with clear application to the planning and delivery of major projects and programmes (E)
  - Knowledge and experience of the Social Housing Sector (P)
  - Detailed understanding of strategic environmental and sustainability issues with the skills to drive the necessary assessment and implementation programmes to deliver our Zero Carbon target. (E)
  - Strong track record of managing and delivering complex and multi-faceted projects including major latent defects (E)
  - Extensive knowledge of Asset Management principles, including building forensics and survey, statutory and regulatory requirements, and working knowledge of major works contracts (E)
  - Proven experience of gathering, assessing, and maintaining data on stock condition, appraisal parameters, values, and viability to inform investment and optimisation decisions(E)
  - Knowledge and experience of undertaking long term asset investment & divestment planning (E)
  - Long and short term business plan setting and reconciliation (E)
  - Experience of contractor management and procurement practices (P)
  - Experience in developing and implementing policies and procedures consistent with statutory/regulatory requirements and best practice (E)
  - Experience of leading a diverse technical team, driving high performance levels with energy and purpose. An ability to inspire; develop and motivate, creating a culture of strong collaboration (E)
  - Experience of being part of a senior Leadership Team and contributing to the wider strategic business direction of an organisation (P)
  - Proven acumen and professional skills to make important commercial and risk-based decisions (E)
  - Experience of portfolio stock swaps or acquisitions (P)
  - Experience of large-scale change management such as new system implementations(P)
  - Being positive and driven to deliver excellent services to customers and achieve desired business outcomes (E)
  - A naturally innovative mindset, applying creativity to challenges; willing to take the initiative with a proven desire to succeed (E)
  - Experience of establishing effective systems and processes of control, reporting and project management with the relevant IT skills (E)
  - Numerate and an excellent communicator verbally and in writing (E)
  - Excellent negotiation and communication skills (E)
  - Hold a full driving licence (E)

Essential criteria = (E)

Preferred criteria = (P)