

# Role Profile

## **Role Title:** Head of Strategic Asset Appraisal

**Business Area:** Development

**Department/Team:** Strategic Asset Management

**Reports to:** Assistant Director - Strategic Asset Management

**Direct Reports and span of control:** 3 direct reports: 3 x Programme Managers

**Dimensions (budget holder, level of contract/systems etc responsibility):** Budget holder, risk owner, performance and management reporting, service delivery lead, group wide project lead, contractual, financial, and legal responsibilities.

**Created/Reviewed date:** March 2024

## **Role Purpose**

The Head of Strategic Asset Appraisal provides strategic and operational leadership for the evaluation of all Aster Group assets, to ensure we are able to measure financial and social outcomes and impacts for customers effectively and accurately.

Through defined workstreams, including the Options Appraisal Team, the Void Disposal Team, and the Land Enhancement Project Team, lead the delivery of the strategic asset review programme, to ensure that Aster are able to maximise the value created by our assets for the overall benefit of our current and future customers. To generate income through disposal of assets and improve estate quality in accordance with the Group's business plan targets for the overall provision of more new homes.

Provide direct support to the Strategic Asset Management leadership team and colleagues in the delivery of the strategic asset management objectives whilst maintaining a high quality, efficient, customer focussed and professional asset management service.

## **Key Accountabilities**

Asset performance - evaluation and outcomes

- To maintain and further develop an effective asset performance tool, demonstrating the financial and social value provided by each of our assets and asset groups.
- To provide effective leadership, direction, and vision to all programmes to ensure the successful delivery of the teams objectives, liaising with and providing a range of support services to all operating companies within Aster.
- To lead on strategic review programmes to prepare and present reports on stock viability, rationalisation, and options appraisal systems, ensuring management reports routinely report and support a wide range of strategic and operational investment decisions, including acquisition, disposal, stock transfer and rationalisation.
- Where assets are underperforming against the Aster Standard and not able to provide the quality of home that Aster insist on for our customers, to lead the Group's disposal activity through the options appraisal programme, void disposal pool and other approval

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mechanisms to meet Aster's corporate objectives including analysis of routes to market to ensure properties and disposal at the most financial advantageous result for the group.

- Manage risks and opportunities relating to disposals of existing assets, including managing strategic relationships with key stakeholders including solicitors, property consultants, local authorities, and parish councils.
- Provide strategic market intelligence on matters relating to the residential markets, competitor activity and stock disposal activities.
- Lead the teams and provide the necessary guidance to ensure all disposal activities are fully compliant with all relevant financial, legal, and regulatory frameworks, including Homes England and Local Authorities
- Continually review the effective management of all work streams, based on validated outputs from the asset performance tool in order to make informed recommendations through Aster's governance arrangements, including Group Investment & Assets Panel (GIAP), regarding various archetypes, needs categories and asset portfolios.
- Critically evaluate all programs to ensure an effective and efficient operating model delivering best value for Aster and its customers.

## General

- Display positive colleague and leader behaviours as defined within The Aster Way
- Monitor and drive the performance to provide monthly (and as required) performance reports covering forecasts, completions, sales rates and income forecasts.
- Manage and maintain customer and stakeholder communication and consultation, ensuring customer involvement is an integral part of all aspects of the service provided.
- Refine, digitise, and innovate internal processes ensuring value for money, efficiency, and compliance.
- Undertake other duties and responsibilities – including at group level - as may be deemed reasonable by the Assistant Director (SAM) and which are commensurate with the seniority of the role.
- Ensure all members of the team routinely record value for money outcomes, including cashable and non-cashable efficiencies, and regularly report these to the Assistant Director.
- Prepare and present accurate and timely management reports and information for the all Senior Leadership teams and various panels, boards, and committees as appropriate.

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- Maintain accurate operational and financial records and work closely with finance colleagues on all aspects of the portfolio budget areas, including annual budget setting process.
- Promote a culture of openness within all teams where employees share a common sense of purpose, are encouraged to use their initiative and take responsibility for their actions.
- Responsible for own personal development, updating knowledge of changes in legislation, best practice and other developments relevant to the post holders service and which affect the wider business.
- Ensure Aster's policies and standards in relation to equality and diversity are promoted and implemented in all activities.
- Promote and maintain an active approach to health and safety, in respect of yourself, colleagues and customers.

## Experience and Qualifications

- Suitable qualification in building, real estate, valuation or appraisal is desirable but not essential.
- Professional membership or working towards professional membership of relevant industry body
- Experience in managing asset management functions, including options appraisals, asset portfolio reviews, planning and contract management is essential.
- Recent success in management and leading an effective technical/commercial team.
- Project management techniques or accreditation is essential
- Excellent knowledge of options appraisal systems and process.
- Diligent financial modelling, analysis and research skills.
- Confidence in translating technical data; managing risks and opportunities and instructing specialist expertise as necessary.
- Excellent written and communication skills; including the preparation and presenting reports
- Strong IT skills, including experience of using Microsoft packages and asset management systems.

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- Ability to demonstrate commercial awareness and strategic skills when evaluating investment options.
- Focussed and driven on achieving objectives and meeting set financial targets.
- Ability to problem solve and make informed decisions under pressure, providing practical solutions whilst minimising liabilities to the business
- Full driving licence is required as travelling between offices and conducting site visits is a requirement of the role.
- Committed to delivering the highest standard of customer excellence at all times.