

# wasps\_



## Head of Property Post

Information Pack - December 2019

## Introduction

Wasps, Scotland's leading artist studio provider, has a rarely available opportunity now open to Head up our Property Team. An established social enterprise, this post is a permanent role to oversee the management and maintenance of Wasps portfolio of 20 properties across the length and breadth of Scotland. With around 1000 creative tenants from Orkney to the Scottish Borders, the role will be based in Glasgow. This is an exciting opportunity to develop your property career at a national level, while supporting Scotland's largest cultural community, a network of professional artists, designers and creative industries. This post is supported by a Property Team, based in Glasgow, Perth and Inverness.

## Background

Wasps has been supporting the arts community in Scotland for 42 years. We have grown to become one of the UK's largest studio providers and home to Scotland's largest cultural community. We currently house 1000 visual artists, 35 arts charities and 33 creative businesses at 20 locations from the Scottish Borders to the Shetland Islands. Their work in turn touches the lives of thousands of people across Scotland and beyond.

In addition, our activities support the regeneration of many deprived communities across Scotland. We redevelop redundant, historic buildings into beautiful facilities for artists and creative industries, improving the physical appearance and economy of the communities in which they are located.

Wasps also delivers a range of arts enterprise activity including exhibition, workshop and residencies opportunities, along with professional development support for our creative tenants, delivered across our eight galleries and three residency spaces.

Our plans are exciting! We recently completed Phase 1 of Inverness Creative Academy with Phase 2 commencing onsite in January 2020. Perth Creative Exchange, our 20<sup>th</sup> property, was completed in November 2019 and are we letting spaces there presently.

These projects between them will deliver over 60 new studios for artists and space for 30 creative businesses.. We also have a programme of property upgrades and energy efficiency initiatives planned as part of our five-year Business Plan (2018-23) for our existing estate. The studios across our estate are presently 98% occupied with small amounts of movement managed in any quarter, a position we seek to maintain.

Wasps is a not for profit social enterprise and we are fully self-funded for our core operation from rental income. Key to our long-term future is the successful management and maintenance of our estate, ensuring our buildings remain fit for purpose and continue to provide safe, secure and inspiring spaces for our artists, makers and creative industries to work from. The Head of Property role is key to ensuring we achieve this.



## HEAD OF PROPERTY POST

The Head of Property for Wasps is a key role within the organisation which has now become available. This is an exciting opportunity for an experienced property professional to oversee management, maintenance and letting of Wasps property portfolio of 20 buildings across Scotland. Managing the Property Team the role will involve engaging with Wasps wider staff team, our 20 studio communities across Scotland, our Board, as well as a wide range of stakeholders, development partners and maintenance contractors we engage with on a regular basis. Wasps Board of Trustees includes a number of experienced property professionals who can also support the role. Based in The Briggait, in Glasgow, the Post will report directly to Wasps Chief Executive Officer and has a salary of up to £50,000 pa, dependant on experience.

The Head of Property will be responsible for overseeing the delivery of Wasps five-year Estates Plan to ensure our properties are managed, maintained and fully let. The post is supported by a Property Team as follows:

### **Glasgow Team**

- 1 FT and 2 PT Property Maintenance Officers
- 1 Letting Officer
- 2 PT Receptionists at South Block
- 3 PT Property Cleaning Staff

### **Perth**

- 1 FT Property Manager

### **Inverness**

- 1 PT Property Manager

The post will work closely with Wasps Finance Team in managing rent collection, leasing, utility management and property maintenance investment. The post will also work closely with Wasps Projects Team, who deliver the new capital developments which become operational studio buildings for the Property Team to manage. The post is also supported by a network of studio representatives based in each building across the network who monitor and report on property matters on a regular basis.

## Wasps Estates Plan Objectives 2018-23

### **Purpose**

Core to the Wasps Business Plan over the next five years is the need to sustain Wasps long term by generating sufficient income to look after our estate and to support our tenants. The Estates Plan is focussed on this principle and sets out themes and a programme of activity for the 5-year period (2018-2023) in line with this Key Priority. Wasps Estate and how it is managed is set out in the Estates Plan along with proposals for implementation of the Estate Plan.

The top two priorities in Wasps Estates Plan are:

- A. **Maintain Our Estate** - *Retain and support our tenant base in maintained, safe, secure, sustainable, affordable studios.*
  - a. 25 year Planned Preventative Maintenance Plan for full estate established, delivered and reviewed
  - b. Consolidation & Re-Alignment of the Estate
  - c. Streamlined management and maintenance processes

- d. Review and enhance operational resources – financial and staff resources
- e. Customer relations processes developed

**B. Maximise income/ Improve Operational Margin** throughout the estate - *to invest in sinking fund and management and maintenance long term*

- a. Achieve full cost recovery for each property to minimise the disparity between rental income and occupational costs.
- b. Improve areas to help maximise income generation from galleries, cafes, meeting rooms and events across the Estate and ensure they are fit for purpose.
- c. Develop and deliver sustainability and energy efficiency strategies

## **Job Description**

The Head of Property will report to the Chief Executive Officer to deliver a strategic Estates Plan for Wasps which ensures that we retain and support our tenant base in maintained, safe, secure, sustainable, affordable studios. The post holder will seek to maximise income and improve operational margins throughout the estate to invest in a sinking fund to deliver management and maintenance long term for all our buildings. The role is supported by a team based in Glasgow, Inverness and Perth and will be required to line manage staff to effectively operate Wasps estate across Scotland. The post will be part of Wasps Senior Management Team and will work closely with Wasps Projects Team who deliver our capital development programme. The duties of the post will be:

1. Facilities management of all the company's properties ensuring they are appropriately managed, maintained and occupied.
2. Overseeing ongoing repair and maintenance planning and delivery, including budgeting, managing spend, procurement of external contractors, plant maintenance and repair, managing annual maintenance contracts and compliance
3. Overseeing the leasing of studios within Wasps properties for artist and creative industry tenants to ensure maximum occupancy is maintained across the estate and that new properties become occupied early in their operational stage.
4. Overseeing health & safety compliance, fire safety and other legislative requirements within the company's properties and report on these to Senior Management Team and Wasps Board on a regular basis.
5. Overseeing tenant enquiries regarding the repair and maintenance of the company's premises; responding appropriately and promptly to maintenance issues as they arise, resolving them efficiently, and cost effectively
6. Designing and implementing cyclical and planned property maintenance programmes for the company's properties
7. Overseeing regular property inspections and visits and preparing condition reports on the company's properties in relation to leases and management of the estate
8. Developing briefs and preparing outline budgets for operational efficiency projects, refurbishment works and other property upgrades in conjunction with the Head of Projects, Chief Executive and other staff
9. Supporting the Chief Executive and Head of Projects in procuring and managing design teams and other external consultants
10. Procuring external market valuations, building condition reports and other property related consultancy from external surveyors

11. Supporting the Chief Executive to manage legal processes for acquiring or leasing property, appointing consultants or letting building contracts, working with external solicitors and project managers
12. Maintaining complete and accurate records manually and electronically on Wasps CRM database and reporting on performance of the estate on a quarterly basis to Wasps Board on property related matters
13. Liaise with Wasps Projects Team in the design and delivery for operation of new studio developments and refurbishment of the existing estate
14. Managing Wasps Meanwhile pilot in partnership with Wasps Projects Team, Wasps CEO and commercial and public sector property owners
15. Line management of Wasps Property Team, based both in Glasgow and across the estate, including performance appraisal
16. Any other duties as required by the Chief Executive Officer.

### **Person Specification: Essential Skills and Attributes**

1. Educated to degree level or relevant professional qualification in property, estate management or surveying.
2. Experience in facilities management, leasing and property compliance.
3. Excellent communication skills (both oral and written), with the ability to communicate complex information to stakeholders in a format appropriate to each.
4. Ability to manage budgets and report on expenditure to senior management team and Wasps Board
5. Excellent administrative and organisational skills with the ability to develop organisational policy and procedures
6. Excellent computer skills, including Excel, Word and databases.
7. An interest in the arts and creative industries.
8. Ability to work well with internal and external stakeholders, collaboratively and in a team-oriented way
9. Full, clean driving licence.

### **Place of Work**

The post will be based at Wasps Head Office at The Briggait, 141 Bridgegate, Glasgow, G1 5HZ.

### **Hours of Work**

35 hours per week. Monday to Friday 9 - 5 pm