

Role profile



Job Title:	Housing Manager	Service Area:	Housing and Communities
Based:	Whiteinch & Scotstoun Housing Association, 1 Northinch Court, Glasgow, G14 0UG	Report to:	Director of Housing and Communities
EVH Grade:	Grade 9 points SM1 to SM3	Date Completed:	March 2026

Working with the Whiteinch & Scotstoun Housing Association (WSHA) Management Committee, Executive Team and Leadership Team to provide strategic leadership and contribute to the overall strategic direction of WSHA.

The role is part of the WSHA Leadership Team, reporting directly to the Director of Housing and Communities. As a member of the Leadership Team, the Housing Manager is accountable for ensuring that the Housing Management functions of the Association are provided in line with legislative and regulatory requirements.

As a member of the Leadership Team, the Housing Manager is accountable for the strategic objectives attributed to all areas of Housing Management and ensuring that all operations are aligned to the key objectives within the WSHA Business Plan.

Lead on delivering the Association's full range of housing management functions including income and arrears management, welfare advice, Anti-Social Behaviour, allocations and void management, estate management, tenant participation, tenancy sustainment and advice services. Provide accurate and timely information to Corporate Services in relation to staff payroll, absence management and performance management.

To lead on the delivery, monitoring, evaluation and reporting attached to any Housing Management related financial budgets and performance monitoring via KPI's to achieve continuous improvement through effective operational management.

To be responsible for the line management of the staff employed to deliver a high-quality Housing Management service, which meets customers' aspirations and remains in line with WSHA's strategic objectives and business plan.

To work in accordance with the policies, practices, and procedures as laid down by the WSHA Management Committee.

Our Core Values:

- **Customer First**
- **One Team**
- **Respect**
- **Excellence**

Customer First

- Ensure customers are at the heart of everything we do
- Always aim to achieve high quality outcomes for customers
- Care about customers
- Engage with tenants and create forums for better customer relationships
- Respond to and deal with service complaints and queries in a timely manner and as per Association policy
- Demonstrates an understanding of customer needs and expectations
- Foster and drive new opportunities and initiatives to facilitate a more holistic tenant/landlord relationship
- Work cohesively with partner agencies and external agencies to provide robust and up to date services to tenants and customers
- Acknowledges and respects others' different backgrounds, perspective and beliefs

One Team

- Creates opportunities for people to make informal and formal ways to collaborate across teams
- Identifies opportunities for people to improve delivery through partnerships
- Asks for help when needed and provide support to others
- Looks for opportunities to work collaboratively and build relationships across all teams and all levels to develop better solutions
- Generates and seeks out ideas from others to specific challenges
- Drives a two-way culture of communication which is open and honest
- Promotes open exchange of ideas
- Establishes processes for open communication
- Gives timely feedback to support performance
- Communicates clearly and openly with others
- Is clear, concise and factual
- Shares relevant information in a timely manner
- Is open to and actively seeks feedback, listens and responds accordingly
- Is confident to speak up and share their views with others

Respect

- Ensure a culture of trust and openness
- Care about colleagues

Excellence

- Recognise and praise achievements, celebrate success

<ul style="list-style-type: none">• Takes ownership for behaviour, performance and quality of work• Understands how behaviour can be interpreted and considers the impact on others• Listens empathetically to people• Build and develop trust by being approachable, patient, helpful and supportive• Acknowledge and respect others different backgrounds, perspectives and beliefs• Treats people with fairness, honesty and dignity	<ul style="list-style-type: none">• Promote a culture of empowerment and decision making• Support, coach and develop people to maximise their individual potential and ensure strong operational performance• Deliver quality services, tailored to meet the needs of our customers• Uses time and resources wisely• Ensures Value for Money• Seek better solutions for our customers by going the “extra mile”• Have a flexible and adaptive approach to resolving challenges• Anticipate and manage risk associated with your decisions
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The essential/desirable criteria for this post are detailed below:

	Essential	Desirable	Evidence
Education and Qualifications	<ul style="list-style-type: none"> • Educated to Degree level qualification or equivalent experience • CIH qualification to minimum Level 3 	<ul style="list-style-type: none"> • Diploma in Housing Studies or equivalent • Member of the Chartered Institute of Housing 	<ul style="list-style-type: none"> • Application Form • Certificates
Experience	<ul style="list-style-type: none"> • Experience of delivering a housing management service • Excellent working knowledge and experience of preparing and presenting information • Proficient user of data management systems for recording and analysing data. • Proficient in using Microsoft tools such as Excel, Word and Outlook • Experience of meeting demanding targets and deadlines • Experience of compiling and interrogating complex data including performance monitoring data • Experience of leading and managing staff with the ability to motivate people • Experience of working with Boards/Management Committees 	<ul style="list-style-type: none"> • Experience of working within an RSL or Local Authority housing service • Experience of working with Homemaster or similar housing systems • Experience of remote and digital working • Experience of providing KPI reports and those required for the SHR or other regulatory bodies • Experience of strategic planning, the implementation and monitoring of business plans 	<ul style="list-style-type: none"> • Application Form • Interview • References
Specialist Knowledge	<ul style="list-style-type: none"> • Sound knowledge of current housing related issues • Demonstrable knowledge and understanding of 		<ul style="list-style-type: none"> • Application Form • Interview

	<p>impact of Welfare Reform, legislation including the new Housing (Scotland) Act 2025 and the changing housing landscape</p>		
<p>Skills and abilities</p>	<ul style="list-style-type: none"> • Excellent analytical and report writing skills with the ability to think and operate strategically • Excellent written and verbal communication and interpersonal skills • Able to deliver a customer centred approach • Commitment to team working to drive continuous improvement • Ability to work on own initiative and make informed decisions • Problem solver with a proactive approach to problem solving and continuous improvement • Ability to build strong and effective working relationships with the Association's tenants, colleagues and the wider community • Strong track record in community and customer engagement • Involvement in the financial management of an organisation with substantial budgetary responsibility and experience of 	<ul style="list-style-type: none"> • Experience of reviewing and writing policies including completing Equality Impact Assessments 	<ul style="list-style-type: none"> • Application Form • Interview • References

	<p>delivering value for money</p> <ul style="list-style-type: none"> • Excellent negotiating/ influencing skills • Committed to an equal opportunities approach for all • Ability to help promote an effective, positive and constructive team culture, where the work of others is valued and respected 		
Other	<ul style="list-style-type: none"> • Flexible, conscientious approach to work • Driven to achieve and make a positive difference to our customers • Ability to work non-standard hours when required 	<ul style="list-style-type: none"> • Clear understanding of the role of the Scottish Housing Regulator • Access to a car with a full driving licence 	<ul style="list-style-type: none"> • Application Form • Interview • References

A Disclosure Scotland check at Level 1 will be required for this post.

Role output:	
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Purpose of the Role	<ul style="list-style-type: none"> • To work as operational lead with the housing management team, assisting and supporting the Director of Housing and Communities to deliver the Association's housing management functions; including income and arrears management, welfare advice, Anti-Social Behaviour, allocations and void management, estate management, tenant participation, tenancy sustainment, and advice services. • To ensure that the Housing Management team set and achieve targets in all key areas of service delivery. • To support the Housing and Communities Director with the development and implementation of the Association's Tenant Engagement Strategy and corresponding Advice Services. • In conjunction with the Director of Housing and Communities, to ensure the Association's policies meet the requirements of the

	<p>Scottish Housing Regulator and other relevant regulatory bodies, legislation and good practice.</p> <ul style="list-style-type: none"> • Assist in leading the organisation in delivery WSHA’s strategic objectives.
<p>Tenancy Sustainment</p>	<ul style="list-style-type: none"> • To be the operational lead on the development and delivery of welfare benefits and tenancy support services. • To work with Finance to prepare, monitor and control the budgets for the Housing Management Service. • To work alongside the Communities Manager and input into the Community Investment Strategy and associated projects. • To facilitate excellent working relationships with internal and external stakeholders. • Alongside the Communities Manager, identify and seek new funding sources for services and projects. • To ensure existing services, projects and community benefits are promoted and received by our tenants ensuring equal access across our communities and delivered in line with funding requirements. • To participate as a member of the Leadership Team, contribute to the direction of key services and maintain strong and effective inter-departmental working to promote a culture of engagement and collaboration.
<p>Housing Management</p>	<ul style="list-style-type: none"> • To ensure that rent and service charges reflect the Association’s rental and service charge policies. • To ensure that the arrears control and implementation of policy and procedures for arrears recovery is fully complied with. • To oversee the recovery of Rechargeable Repair arrears from both current and former tenants. • To oversee the recovery of Former Tenant arrears. • To ensure bad debts are kept to a minimum and debts are recovered or written off as per policy and procedure. • To ensure that advice and the allocation of new tenancies is in accordance with policy and procedure. • To ensure that WSHA meets its objectives of meeting housing needs and creating sustainable communities. • To ensure the minimisation of void periods and performance against targets set. • To oversee and ensure that incidents of Anti-Social Behaviour are dealt with in line with policy and procedures. • To oversee and ensure that resident involvement is promoted and supported resident involvement, attending meetings where necessary. • To ensure the regular inspection of the common areas of WSHA housing stock and factored properties to ensure a high standard of estate management. • To contribute to the delivery of all aspects of the annual rent review process.

	<ul style="list-style-type: none"> • To establish a culture that values customer satisfaction and champions the customer complaints procedure. • To deal with and respond to complaints from tenants, applicants, customers and service users up to and including Stage 2 complaints. • To ensure the formulation and implementation of policy on resident/customer involvement and engagement that empowers service users. • Organisation of events for Resident and Customer Engagement. • Alongside the Communities Manager, to ensure development and delivery of the Association’s Customer Engagement and Customer Scrutiny framework. • To assist the Director of Housing and Communities to prepare and disseminate information to tenants including liaison with other staff on Tenants’ Handbook, Newsletters, Annual Reports, Information Leaflets, Websites and social media.
Line Management	<ul style="list-style-type: none"> • To deliver effective line management to the Housing Officers, Housing Assistants, Welfare Rights Officers and Energy Advisor in line with WSHA Statement of Terms and Conditions of Service. • To ensure adequate cover for leave and other absences across the team. • To conduct regular 1-1s with staff to identify issues, skills gaps and further training opportunities. • Encourage and empower staff to contribute to internal and external meetings and expand their networks of peer support. • To promote the development of team members’ skills through personal development discussions, coaching and identifying training needs and providing training personally or through other sources. • To take part in the recruitment, training and induction of new staff. • To lead in performance monitoring and reporting for the Housing team. • To ensure the Housing Team are developed and have the competencies and empowerment to meet standards for service and performance and provide an effective and efficient service. • To set, achieve and be accountable for team performance targets. • Provide accurate and timely information to Corporate Services in relation to staff payroll, absence management and performance management. • Keep staff informed.
General	<ul style="list-style-type: none"> • To oversee and report on complaints related to Housing Services in line with the Association’s Complaints Procedure. • To ensure own continuous development and knowledge is up to date in line with sector related developments and that of the WSHA teams. • To prepare reports for Committee, Executive Team and other groups and attend meetings as required. • To participate in in policy and procedure development. • To work closely with the Director of Housing and Communities to agree and implement objectives and targets on an annual basis.

- To oversee and manage the quarterly reporting of all housing management led KPIs.
- To contribute to the completion of and ensure compliance with the relevant sections of the annual returns on the Scottish Social Housing Charter/Annual Return on the Chart (ARC).
- To foster good working relationships within the Association and the wider community.
- To represent the Association at stakeholder events when required.
- To ensure the promotion of initiatives to ensure effective user feedback on the quality of service and act to improve levels of satisfaction in line with feedback.
- To liaise with statutory and voluntary agencies, public representatives, and any other relevant external agency regarding queries.
- To respond, or draft responses, to elected member queries.
- Assist in the reporting of all activities to OSCR, SHR as required.
- To service and attend Committee Meetings as required, ensuring reports are prepared as required.
- To deputise for the Director of Housing and Communities alongside the Communities Manager during periods of absence.
- Willing to work in accordance with WSHA's Social Purpose, Way and Impact. In particular, customer service, value for money, equality and diversity, teamwork and the ability to take personal responsibility.
- To liaise and work closely with colleagues as required.
- Attend and provide information to benchmarking and networking groups and feedback to WSHA.
- Co-ordinate a partnership approach to Housing Management areas through joint working with other RSLs.
- To provide accurate customer data to support the most efficient delivery of WSHA services and granted funded projects e.g. information for WSHA's Social Value Calculator.
- Ensure information across the team is managed and stored in compliance with GDPR, provide information for Subject Access Requests and Freedom of Information requests.
- Undertake any other reasonable duties as required to maintain the organisation's activities and the continued delivery of services.
- WSHA operates in a dynamic environment, so the responsibilities attached to the post may need to change from time to time to reflect and respond to the changing environment and changes within WSHA.

WSHA Executive and Leadership Teams
 WSHA Housing Services Team
 Communities
 WSHA Finance Team
 WSHA Corporate Services Team
 WSHA Property Services Team
 WSHA Management Committee

