



HOUSING AND CUSTOMER SUPPORT MANAGER

Recruitment Pack



www.clochhousing.org.uk

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Welcome



Thank you for your interest in the role of Housing and Customer Support Manager. I truly appreciate you taking the time to explore this opportunity, and I hope this pack gives you a strong sense of who we are at Cloch and what it feels like to be part of our team.

At Cloch, people and community sit at the heart of everything we do. Working here means joining an organisation where colleagues care deeply about their work, where our values guide our decisions, and where collaboration and kindness shape how we support each other and our customers.

Having recently taken up the post of Chief Executive in early 2026, I feel incredibly fortunate to lead a team who are passionate, motivated and committed to delivering high-quality services for our tenants and communities across Inverclyde. It is truly an exciting time to join us in that regard.

This role is a new and influential position within the organisation. You will work closely with our Director of Customer Services and Communities and Housing Manager to drive excellent customer service, strong housing management performance and a positive team culture. Although the post is initially a two-year fixed term position, we fully expect to review this in time, and the successful candidate will have a real opportunity to shape how the role evolves as our services develop.

If, after reading more about the role and who we are, you feel inspired by the chance to make a meaningful impact and contribute to our vision, I would be delighted to encourage you to apply. Should you wish to learn more before doing so, please feel welcome to reach out through the contact details provided — we would be happy to arrange a conversation.

Robert Pollock
Chief Executive

About Cloch

Cloch Housing Association is a registered social landlord operating in Inverclyde, Scotland. In 2028, Cloch will celebrate its 60th year in operation and today, we own approximately 1480 units across the local area. We provide high quality housing and responsive customer service to ensure that we place communities and their people at the heart of everything we do.

We are currently focusing on mitigating the cost-of-living crisis for our customers and prioritising tenant and resident safety. We have also been able to invest in mental health and wellbeing support services for our customers across Inverclyde, following a successful funding bid to the Scottish Government, which has resulted in us working in partnership with other local community groups. Our commitment to being a caring and high-quality customer service has been recognised by Compliance Plus for Customer Service Excellence accreditation.

Our success at Cloch is underpinned by the work, efforts, and innovation of our people. A recent staffing structure refresh has encouraged and empowered staff to provide invaluable input into our key resourcing decisions and the development of our workforce.



Our Vision and Values



Vision

Homes & Services which exceed customer expectations delivered by a strong and resilient organisation.

Values

Be Positive in attitude.

Be Better and always look to improve everything you do.

Be Kind to yourself, to others and in your approach to our services.

Be Responsible for yourself, your customers, and your community.

People Benefits

At Cloch, we consider work-life balance to be paramount to health and wellbeing. Our people are committed and dedicated to what they do, and we understand the importance of having policies and measures in place to fully support them both inside and outside of the workplace. Below is our range of people benefits and perks that Cloch offers:

- Hybrid/Flexible Working Environment
- Learning and Development Culture
- Family Friendly Policies
- Teambuilding Sessions
- Health and Wellbeing Initiatives
- Health Cash Plan
- Counselling Service
- Salary Sacrifice
- Paws Policy (Bring Your Dog to Work)
- Volunteering Days



Role Details

Housing and Customer Support Manager

Salary: £51,075 - £55,259 (Grade 8)

Contract: Temporary (Two-Year Fixed Term)/ Full-Time

Hours: 35 hours per week

Reporting To: Director of Customer Services and Communities

- Your core place of work will be at Cloch HA, 19 Bogle Street, Greenock, PA15 1ER. We operate a hybrid working model, subject to the needs of the team.
- We operate with a flexible working policy enabling you to determine your working pattern in line with operational needs.
- Annual leave entitlement of 8 weeks split between 29 annual leave days and 11 public holiday days.
- All appointments are subject to a six-month probationary period.
- All appointments are subject to satisfactory reference and eligibility to work in the UK checks.
- You will be automatically enrolled into the SHAPS pension scheme and life insurance, providing you meet the auto-enrolment criteria. This is an employer and employee-defined contribution scheme.

Job Description

Homes & services which exceed customer expectations delivered by a strong and resilient organisation.

Housing and Customer Support Manager *Job Description*



The Role

Job Title:	Housing and Customer Support Manager	Report to:	Director of Customer Services and Communities
Department:	Housing and Communities	Hours:	35 hours per week
Grade:	8	Salary:	£51,075 - £55,259

Role Summary and Purpose

The Housing and Community Services team aims to deliver a high quality, customer focused service that encompasses all aspects of housing management and customer support. Our functions include acting as the first point of contact for customer enquiries, managing allocations and void properties, maximising rental income, addressing anti-social behaviour, overseeing estate management, encouraging tenant participation, and providing tenancy support to promote sustainment via the Community Support Team. We are a motivated team committed to continuous improvement, innovation and to upholding the vision and values of the Association.

Your Role:

The Housing and Customer Support Manager plays a key leadership role in supervising both the Customer Support Team and Assistant Housing Officers, ensuring excellent customer service, effective allocations and voids management, coordinated estate management activity and robust performance and compliance standards. You will lead your teams to deliver consistently high-quality services, while driving improvements that enhance customer experience, support regulatory change and embed modern working practices.

You will oversee the delivery of core housing and customer services, ensuring staff are motivated, well supported and equipped to respond effectively to customer needs. This includes motivating and inspiring staff to deliver high customer satisfaction and value for money services. You will work directly with the Director of Customer Services and Communities and contribute to operational planning, policy implementation, partnership working, and regulatory compliance. You will lead key service developments such as our home visit project, the introduction of AI enabled tools within the Customer Support Team, improvements to our rechargeable repairs process, and the delivery of the Tenant Satisfaction Survey action plan. You will ensure services adapt to changes in legislation,

including new requirements arising from the Housing (Scotland) Act, and that activities reflect best practice and regulatory expectations.

You will also work collaboratively with the Housing Manager, contributing to departmental planning, performance oversight and continuous improvement, with mutual deputising arrangements in place to maintain leadership continuity. The postholder will further support the Association's strategic objectives and build strong partnerships with external organisations, fostering positive internal and external relationships to enhance service delivery.

Through effective leadership, performance oversight and a commitment to continuous improvement, you will ensure the Association delivers accessible, customer focused and value for money services that support strong, sustainable tenancies and positive outcomes for our communities.

Team Management & Supervision

- Provide day-to-day leadership to the Customer Support Team and Assistant Housing Officers, ensuring a strong performance culture and high levels of customer satisfaction.
- Coordinate workload across both teams to maintain service levels and ensure consistent standards of delivery.
- Set and monitor performance targets, conducting one-to-ones, appraisals, coaching and development planning, address both exemplary performance and areas requiring improvement.
- Embed quality standards across all activities, ensuring customer service excellence is consistently delivered.
- Monitor and analyse team performance, including service quality, contract volume, first contact resolution, abandoned call rates and customer feedback and take corrective action where required.
- Lead the planning and introduction of AI-enabled tools within the Customer Support Team, ensuring staff are supported, trained and confident in adopting new approaches that enhance efficiency and customer experience.
- Lead the coordination and delivery of the Association's furniture provision, including the supported accommodation replacement programme and the relaunch of the Cloch Plus furniture scheme, ensuring consistent standards, effective management and timely support for tenants needs.
- Support staff development by identifying training needs and ensuring all team members, including yourself, undertake appropriate learning to enhance overall performance.

Customer Support

- Accountable for ensuring that customer enquiries handled by the Customer Support Team are resolved efficiently and effectively, with a strong focus on first point of contact resolutions and customer satisfaction.
- Oversee call-handling performance, first-contact resolution and the customer feedback process.

- Manage the delivery of customers face-to-face interactions at reception area. Ensuring the team provides a professional and friendly service and aim to resolve enquiries at the first point of contact where possible.
- Strengthen coordination with Property Services contractors, liaising directly when required to ensure that high customer service standards are maintained and clearly understood by contractors.
- Lead continuous improvement across all customer contact processes to enhance accessibility, consistency and satisfaction.
- Review any customer feedback from our repairs surveys and work with other departments to ensure the Association's surveys remain relevant and effective.
- Ensure tenants are being supported appropriately on gas servicing status and report to Property Services on occasions where re-scheduling is required.
- Manage the Customer Support Team's complaint handling process, working with other departments to resolve issues where necessary. Escalate Stage 2 complaints to the Director of Customer Services & Communities when appropriate, ensuring customers are kept fully informed throughout.
- Liaise with external stakeholders such as the Inverclyde Common Housing Register team and other local Housing Associations, as and when required.
- Provide support to the Customer Support Team during staff absences or periods of high demand, which may include assisting with telephone enquiries and helping at reception to handle face to face customer queries in a clear, professional and friendly manner.

Allocations, Voids & Estate Management

- Oversee application management and the property allocation process in line with policy, ensuring effective liaison with partner agencies such as the Inverclyde Common Housing Register, the Local Authority, and Section 5 referral partners.
- Support and coordinate efficient void management to minimise re let times and void rent loss, ensuring robust pre termination checks, void works, and sign-up processes.
- Coordinate and relaunch the Association's programme of routine home visits, ensuring a structured, proactive approach to tenant engagement, tenancy sustainment and early identification of issues.
- Plan, monitor, and ensure delivery of estate inspections to agreed frequencies and standards, with all issues recorded, actioned, and followed up appropriately.
- Ensure tenancy compliance activity linked to allocations or estate management is captured, monitored, and escalated to the Director of Customer Services and Communities where required.

Performance, Compliance & Reporting

- Monitor and report on key service performance indicators across customer operations and the Housing Assistant team (e.g., first contact resolution %, abandoned call rate, complaint SLAs, average re let days, void rent loss, estate inspection coverage), providing insight and recommendations to the Director of Customer Services & Communities.

- Contribute accurate and timely statistical data for internal/Board performance reporting and regulatory returns, including ARC submissions and other compliance requirements.
- Support the implementation of operational changes arising from updates to the Housing (Scotland) Act, ensuring processes, procedures and staff practice are aligned with legislative requirements.
- Lead on the operational delivery of the Tenant Satisfaction Survey action plan, ensuring improvement actions are implemented, monitored and embedded across relevant service areas.
- Ensure full adherence to relevant legislation, policies, procedures and regulatory standards within areas of responsibility (e.g., the Scottish Social Housing Charter, GDPR, and Health & Safety).
- Support internal and external audits, undertake quality checks, and ensure agreed improvement actions are implemented effectively.
- Promote high quality case management and data accuracy across all systems, ensuring information is recorded consistently and supports strong service delivery and decision making.

Systems, Data & Continuous Improvement

- Ensure staff are proficient users of core management systems and databases; champion consistent, accurate case noting and data quality.
- Review processes regularly with staff and contractors to identify waste and improve customer experience and value for money.
- Contribute to procedure updates and briefings for both teams; support SharePoint/intranet upkeep for team resources.
- Work with Finance and Property Services colleagues to review and streamline the rechargeable repairs process, ensuring it is fair, transparent, efficient and aligned with best practice.
- Authorise invoices and payments within agreed limits. Support monitoring of relevant budgets and ensure compliance with financial procedures.

Partnerships & Stakeholder Engagement

- Maintain effective working relationships with Property Services, Corporate Services, contractors/call handling centre and partner agencies to support service delivery.
- Collaborate with the Housing Manager on cross-team matters, handovers and escalations.
- Work closely with Housing Officers on interface points (e.g., customer escalation, ASB/arrears signposting) while not owning arrears or ASB casework.
- Represent the Housing Services Department in meetings, working groups and joint initiatives, both internally and externally.
- Support our customer and wider community engagement activities, contributing to community-focused initiatives.

Deputising & Other Duties

- Promote a collaborative culture and provide mutual deputising cover for the Housing Manager as required.

- Deputise for the Director of Customer Services and Communities when required.
- Undertake any other duties reasonably requested by the Director of Customer Services and Communities or Leadership Team to meet service needs.
- Ensure all information, reports and statistics are recorded, processed, or produced in line with: GDPR, Cloch's policy and procedures and any regulatory requirements, within agreed timescales.
- Contribute actively to the development of the 2027 Business Plan, providing insight, data and operational expertise to inform strategic decision-making.
- Demonstrate flexibility and a willingness to respond to the dynamic and changing needs of the organisation.

Person Specification

Homes & services which exceed customer expectations delivered by a strong and resilient organisation.

Housing and Customer Support Manager <i>Person Specification</i>		
Qualifications		
	Essential	Desirable
Educated to degree level in a relevant discipline or equivalent professional experience.	✓	
Chartered Institute of Housing (CIH) qualification or working towards (desirable).		✓
Experience		
A strong track record of working within a housing or customer service environment, with proven leadership of teams.	✓	
A background that demonstrates hands-on involvement in allocations, void management and estate management.	✓	
A history of leading customer contact operations and driving improvements in service quality.	✓	
A proven ability to use KPIs and data to deliver measurable performance improvements.	✓	
Direct involvement in preparing, supporting or contributing to regulatory returns such as the ARC.	✓	
Experience of working in partnership with external agencies to enhance service delivery.	✓	
Experience engaging with governing bodies or similar oversight structures.		✓
Practical involvement in procurement or contract management processes.		✓
A strong understanding of the Scottish Social Housing Charter, housing legislation and sector best practice.	✓	

A solid grasp of customer service frameworks and complaints handling approaches.	✓	
Awareness of governance expectations and the regulatory compliance environment within the housing sector.	✓	
A clear understanding of GDPR requirements and the principles of effective data management.	✓	
Skills		
Brings excellent interpersonal and communication abilities, with confidence in engaging customers, colleagues and partners.	✓	
Demonstrates the ability to lead, motivate and develop teams, creating an environment where people perform at their best.	✓	
Applies strong analytical thinking and clear reporting skills to support decision-making and continuous improvement.	✓	
Shows confidence in managing budgets and achieving value for money, ensuring resources are used effectively.	✓	
Builds strong, influential relationships and partnerships, both internally and externally.	✓	
Excels in planning, organisation and time management, balancing competing priorities effectively.	✓	
Makes balanced, well-considered decisions, particularly when navigating complex or challenging situations.	✓	
Draws on effective project management skills to deliver initiatives successfully.		✓
Uses advanced housing management system skills to support high-quality service delivery and accurate performance monitoring.		✓

How to Apply

To apply for this post, please submit your CV and a supporting letter outlining how you meet the essential criteria for the role to:

- recruitment@clochhousing.org.uk

The closing date for applications is **12pm on Monday 23rd March 2026.**

Following this, shortlisted candidates will be contacted and invited to attend a competency-based interview with the panel, consisting of the Director of Customer Services and Communities and the Head of People and Culture.

It is anticipated that interviews for the role will be held in early April.

Thank you and good luck with your application.

Cloch Housing Association

19 Bogle Street, Greenock, PA15 1ER

www.clochhousing.org.uk

01475 783637

