

JOB PROFILE

Job Details

Job Title	Head of Housing Services	Service Area	Housing Management
Based	200 Crown Street, Gorbals, Glasgow, G5 9AY <i>(Hybrid working arrangements may be considered, with a minimum of 4 days per week in the office required)</i>	Hours of work	35 hours per week
Report to	Depute Director/Director	Responsible for	Housing Management Team
Grade	EVH Grade 9 (SM14-SM16: £64,656-£67,543)	Date completed	May 2022

Job Summary

The Head of Housing Services will be responsible for the provision of strategic and operational leadership within the Housing Management Team including staff leadership, development and training. The post holder will also develop appropriate plans, strategies and policies to ensure continued, high quality and high performing customer service with effective management of all Housing Management functions including allocations, tenancy sustainment, tenant and resident participation, estate management, arrears control, welfare rights etc.

Behaviours & Competencies

We want our Head of Housing Management to be able to demonstrate the following behaviours and competencies:

- Put customers at the heart of everything we do.
- Remove the barriers that get in the way of delivering excellent customer service.
- Take responsibility for achieving excellent performance results.
- Find good solutions for tenants and other service users.
- Sensitivity in managing relationships with Committee members, service users, stakeholders and staff.
- Strategic thinker, who can turn vision into effective plans.
- Highly skilled listener.
- Excellent communication both written and oral and interpersonal skills.
- Self-aware and self-motivated.
- Excellent organising ability and time management skills.
- Ability to take responsibility for own learning and continuous improvement.
- Ability to represent the Association in a positive and effective manner.
- Strong IT skills to maximise efficiency in working practices and communications.

Person Specification	
SKILLS & ABILITIES	
ESSENTIAL	DESIRABLE
<ul style="list-style-type: none"> • Excellent oral and written communication skills. • Good presentational skills. • Strong organisational and planning skills. • Strong negotiation and influencing skills. • Self-reliant and able to plan, prioritise and work effectively under pressure. • Able to think clearly and strategically. • Alert to risks and opportunities. • Understanding of the needs of a wide service user base including disadvantaged people. • Effective leadership, coaching, mentoring, motivational and conflict resolution skills. • Ability to ensure effective use of IT in service delivery and performance. 	<ul style="list-style-type: none"> • Lateral thinker. • Good at passing on knowledge. • Project Management skills.
EXPERIENCE	
ESSENTIAL	DESIRABLE
<ul style="list-style-type: none"> • Social housing experience at management level including staff development and management. • Developing and delivering customer centred housing services to the highest standard. • Dealing with housing management issues including allocations, arrears, tenancy sustainment, complaints and evictions. • Successfully developing and maintaining a high-performance culture. • Leading, motivating, supporting and developing individual staff members and teams to deliver customer focused service excellence. • Supporting the delivery of successful tenant, resident and community engagement. • Presenting reports and information to Committees or Boards, or similar at senior level. • Formulating and implementing policy and strategy. • Formulating and implementing reporting systems. 	<ul style="list-style-type: none"> • Identifying, developing and managing productive stakeholder and partnership relationships to meet organisational goals. • Rent setting. • Managing a welfare rights service. • Submitting funding applications. • Working in collaboration with volunteers & local groups. • Budget management, control and reporting. • Managing estate-based staff. • Procurement processes and contract management. • Delivering a factoring service to owner occupiers. • Delivering Housing Management services to Mid-Market Rent tenants. • Delivering Housing Management services to sharing owners.

KNOWLEDGE	
ESSENTIAL	DESIRABLE
<ul style="list-style-type: none"> • Knowledge of relevant housing and related legislation and practice. • Knowledge and experience of delivering best practice in Housing Management services. • An understanding of information management, freedom of information and data protection legislation. • Good understanding of the welfare benefit system. • Tenant and resident participation techniques and practice. 	<ul style="list-style-type: none"> • Housing Management software systems. • Model Complaints Handling Procedure/mediation procedures. • Key agencies' policies and practices including knowledge of homelessness issues and initiatives. • Knowledge of the regulatory environment for housing associations.
QUALIFICATIONS	
ESSENTIAL	DESIRABLE
	<ul style="list-style-type: none"> • Educated to Degree level. • A relevant professional qualification.
OTHER	
ESSENTIAL	DESIRABLE
<ul style="list-style-type: none"> • Be honest and reliable, trustworthy and respectful. • Able to work as an effective member of the Senior Management Team. • Understand the aims and objectives of the Association and the role it plays in the local community. • Be committed and resilient and have a flexible and adaptable approach to work requirements. • Be committed to the ethos and values of Community Controlled Housing Associations, community democracy and participation. • Demonstrate professionalism and the ability to maintain confidentiality, and display impeccable conduct. • Demonstrate a commitment to our organisational values, including fairness, equality and diversity. • Be committed to the ethos of housing associations, include equality and diversity. • Able to work constructively within the SMT, Management Committee, and across the Association to deliver organisational objectives. 	

Job Description	
Role output	Includes the requirement to:
Customer & Stakeholder Engagement	<p>To ensure that systems that promote tenant and community involvement and empowerment are reviewed and maintained. These include:</p> <ul style="list-style-type: none"> • Ensuring that the Association’s Customer Engagement and Participation Strategy meet statutory requirements, best practice, best value and the Association’s tenant involvement policies. • Ensuring that the Association’s tenant and community involvement and empowerment reporting systems for both internal and external needs are comprehensive, concise, timely and accurate. • Assist in the development and implementation of an annual equality action plan. • Lead on our participation work with tenants and owners including the development and servicing of our tenants panel and other local residents groups. • Develop and co-ordinate customer satisfaction and socio-economic surveys, as required.
Allocations	<p>To ensure that systems of identifying and selecting tenants are reviewed and maintained. These include:</p> <ul style="list-style-type: none"> • Ensuring that the Association’s Allocations Policy meets statutory requirements, best practice, the Association’s lettings criteria and lettings plan. • Ensuring that the Association’s allocation reporting systems for both internal and external needs are comprehensive, concise, timely and accurate. • To act as the lead officer in relation to the Multi Agency Public Protection Arrangements (MAPPA). • Ensuring all new lets and re-lets void periods are minimised through delivery of appropriate letting strategies, processes and controls.
Rent Setting	<p>To ensure that systems of setting, applying and collecting rents and service charges are implemented and maintained. These include:</p> <ul style="list-style-type: none"> • Assisting the Senior Management Team to set rents annually. • Ensuring that the Association’s rental systems meet statutory requirements, best practice, the Association’s rental policies and Business Plan. • Ensuring that the Association’s reporting systems for rental management for both internal and external needs are comprehensive, concise, timely and indicative.

Tenancy Management	<p>To ensure that systems that contribute to sustaining tenancies and communities are implemented and maintained. These include:</p> <ul style="list-style-type: none"> • Ensuring that the Association’s systems for tenancy management meet statutory requirements, best practice and the Association’s policies. • Ensuring that the Association’s tenancy management reporting systems for both internal and external needs are comprehensive, concise, timely and indicative. • Working in partnership with other relevant colleagues and agencies to support the needs of the tenants including health professionals, our Communities Team, the police and social services. • Ensuring that housing staff promote, offer and signpost whatever material and financial assistance that might be available, including support for fuel and food payment, starter packs for new tenants, training and employment opportunities, membership of local groups etc..
Rent Arrears Control	<p>To ensure that systems that minimise rent arrears are implemented and maintained. These include:</p> <ul style="list-style-type: none"> • Ensuring that the Association’s rent arrears prevention & control systems meet statutory requirements, best practice, and the Association’s rent arrears policies. • Ensuring that the Association’s rent arrears reporting systems for both internal and external needs are comprehensive, concise, timely and accurate. • Ensuring pre-action requirements and other legal duties are followed throughout the arrears process. • Responsibility for maintaining processes which ensure there is support for tenants facing financial difficulties whilst also maximising rental income. • Continuing to ensure the welfare rights service delivers wide ranging and excellent services to tenants.
Housing Initiatives – Capital & Revenue based	<ul style="list-style-type: none"> • To assist the Senior Management Team, as appropriate, to implement both capital & revenue-based projects. • Wider Role initiatives – assist in the development of funding applications, liaising with relevant colleagues and community groups to identify initiatives/ projects that meet the needs of the local community.
Housing Support Services, Equalities and Human Rights	<ul style="list-style-type: none"> • To oversee delivery of the Housing Support Living Well service. • To liaise with external housing support service providers as appropriate. • Work with the Senior Management Team on the Association’s approach to equalities and human rights including policy and procedure development in these areas and ensuring compliance in both statutory and good practice requirements. • Ensure Housing Management policies comply with equal opportunities legislation and best practice.

<p>External Communications</p>	<p>To ensure that systems for external communication are implemented and maintained. These include:</p> <ul style="list-style-type: none"> • The production and submission of statutory returns to regulatory and statutory bodies including the Annual Return on the Charter (ARC). • Work with tenant focus groups etc. to improve the service offered and delivered by the Association. • The regular review of the tenancy agreement and tenant's handbook in conjunction with relevant colleagues. • The preparation of tenant newsletters, annual reports, official openings, press releases and publicity in conjunction with relevant colleagues. • Representing the Association at local and national meetings of other housing bodies as appropriate and agreed with the Depute Director/Director. • Being the named person for the Association in relation to management of registered sex offenders within the locally agreed procedures. Represent the Association at case conferences and strategy development on this issue. • Involvement with local agencies in the strategic development of housing related issues.
<p>Corporate Administration</p>	<p>Contributing to and implementing systems of corporate administration. These include:</p> <ul style="list-style-type: none"> • To assist the Depute Director and Director formulate policy, strategy and planning in respect of housing services issues. • Ensuring that the Association's corporate administration in respect of tenant management systems meet statutory requirements, best practice, best value, Association policies and Business Plan objectives. • Ensuring that the Association's reporting systems for corporate administration in respect of housing services issues for both internal and external needs are comprehensive, concise, timely and accurate. • Compiling and presenting reports to the Management Committee, Sub Committees and New Gorbals Property Management (NGPM) Board. • To be a member the Senior Management Team and contribute to the management of the Association accordingly.
<p>Association Management</p>	<p>To assist the Depute Director and Director manage the Association on a day to day basis and formulate policy, strategy, planning and budgeting, including:</p> <ul style="list-style-type: none"> • Operational running of the Association. • Strategic oversight and contributing to formulation of policy, including the annual Business Plan for approval by the Management Committee. • Co-ordinating and monitoring the implementing of the policies and decisions of the Management Committee and its Sub Committees through staff and to report as appropriate. • Be responsible with the Senior Management Team and the Health and Safety Manager for all aspects of landlord safety systems and plans to ensure best practice and compliance with statutory obligations.

<p>Leadership & Management</p>	<ul style="list-style-type: none"> • To lead, build, develop and sustain the Housing Management Team (including estate-based staff and welfare rights officers), creating a meetings structure and reporting systems as necessary. • To carry out an annual development review in respect of all the Housing Management team. • Manage the absence and attendance of the Housing Management team in line with the Association's policy and procedures. • Recruitment of Housing Management staff, including interviewing. • Take the lead in joint working with other landlords and partners around areas like allocations, tenancy sustainment, homelessness and welfare rights campaigns. • Support and develop operational managers to build strong, motivated, engaged staff teams and seek continuous improvement in service delivery. • Work closely with our Maintenance Team to deliver a customer centred approach to delivering housing services to NGHA and NGPM tenants and owners in receipt of our factoring service.
<p>Other duties</p>	<ul style="list-style-type: none"> • Liaise closely with other members of staff and external bodies/partners. • Assist in the delivery of the Association's Business Plan. • Oversee the administration of leased and managed properties. • Attend seminars or other training events as appropriate • Review policy and procedure as required. • Report to and support the Management Committee and its Sub Committees as appropriate. • Comply fully with the Association's standing orders, policies, rules and procedures. • Undertake other appropriate work, as directed by the Depute Director or Director.
<p>Interdependencies</p>	
<ul style="list-style-type: none"> • Tenants • Owners in receipt of the factoring service • Housing applicants • Other service users • The Management Committee • Director • Depute Director • Senior Management Team • Housing Management Team 	<ul style="list-style-type: none"> • Contractors • Consultants • Glasgow City Council & HSCP colleagues • Elected Members • Partner RSLs and agencies • Scottish Housing Regulator • Other sectional teams including Maintenance, Communities, Communications, Development and Finance