

## **JOB DESCRIPTION**

**JOB TITLE:**            **Locality Housing Manager**

**DEPARTMENT:**       **Link Housing Association**

### **PURPOSE OF THE JOB**

As part of the Link Housing Management Team, the Locality Housing Manager is responsible for the delivery of operational and management of all housing functions, which provide excellence to customers.

They are responsible for ensuring that staff have a highly visible presence within the developments and communities. This includes managing and fostering close working relationships with partner agencies in their relevant local authority areas.

The post holder is responsible for overseeing the performance of the area housing team, ensuring the achievement of business objectives to deliver Link Housing Association's Business Plan. This includes ensuring key performance indicators are met each year.

This will include-

- Effective management of rental income/debt in line with Link Housing and Link Group Policy. Circa £10m per area office
- Ensuring effective allocations and relets, minimising void rent loss
- Ensuring the delivery of effective tenancy and estate management by Link housing teams across the locality circa 2000 homes
- Reviewing and reflecting service levels by area housing teams in respect of stock increase numbers and impact on Officer patch sizes (linked to Development newbuild programme)
- Develop partnership opportunities to work together across local authorities

### **MAIN AREAS OR RESPONSIBILITY**

#### **Strategic Management and Leadership**

- A pivotal member of Link Housing Management team.
- Contribute to the development and delivery of Link Housing Strategies, ensuring that these reflect the needs of local communities
- Be accountable for the implementation of the Link Housing Business plan within our areas of operation
- To use quality/performance systems within housing services to drive effective and improved service delivery.
- Lead a strong performance culture.

- Work together with our customers to ensure the delivery of services that meet/exceed customer needs whilst providing value for money.
- Work in partnership with Link Group department managers - Curb-6 and the Sustainability and Asset Planning team in the management and delivery of compliance, planned and cyclical maintenance programmes for Link tenants
- Work together with Curb 6 to deliver effective repairs services to Link housing customers and seek continuous improvement in the customer journey
- Work together with external organisations and agencies to drive joint working initiatives within communities.
- Represent Link at external forums including local authority and sector events
- Project management (investment, planning for office hubs, newbuild)
- Ensure that risks are proactively identified, managed, and reported to Head of Housing as required
- Plan, lead, and implementation of change within locality in response to external and internal operating environment
- Contribute to internal and external audit by co-ordinating the relevant information as part of audit requirements.
- Managing protocols for homelessness and Information Sharing with relevant agencies across local authorities and negotiating changes as required
- Contributing to affordable housing supply programmes in conjunction with development programmes and government initiatives through provision of information on local area demands and housing needs demand analysis
- Management and investigation of complaints specific to team and contribution to the wider Valuing Complaints agenda of Link Group
- Ensure compliance with duty of care in the protection of vulnerable adults, child protection and multi-agency public protection arrangements
- Participate in procurement and contract management
- Have an awareness of business continuity and contingency planning for Link Housing and implement this in response to crisis
- Development and maintenance of locality plans
- Contribute to the review of Link Policies and procedures
- Ensure appropriate support and guidance in relation to housing staff dealing with complex cases under the terms of the Scottish secure tenancy agreement

### **Financial Responsibilities** [OBJ]

- Overall responsibility and management for locality Housing Services budget including preparation, monitoring and analysis on a quarterly and year end basis.
- Responsibility for rent and service charge setting in all new build developments.

- To be responsible for rental income maximisation and debt recovery for the area team
- Financial planning in response to operational or Group changes to ensure effective budget/resource/value for money
- Overview of risk relating to money laundering in line with Link Group policy (rent accounts)
- Management of insurance risk and claims.

### **Professional/Technical Management/Development**

- Drive a culture of improvement across housing services for Link customers ensuring value for money and positive customer experiences
- Ensure the appropriate systems of performance and development, communications, equalities measures, risk, monitoring and review, are in place and actively managed.
- Responsible for the allocations and letting of Link housing properties in accordance with the Housing (Scotland) Act and statutory homeless legislation.
- Coordinate and review information and evidence in relation to complaints being managed at Stage 2 of the model Complaint Handling Procedure - including drafting customer response
- Local management of leases and tenure change including buy backs, disposal, and mortgage to rent opportunities
- Providing evidence and feedback on working practice in the review and implementation of existing Policy and procedures
- Ensure the health and safety of staff including review of lone working reporting and ensure compliance with the requirements of lone working policy.
- Reporting and make recommendation to Link's Eviction Panel prior to agreeing enforcement action in the recovery of any Link tenancy
- To ensure that Link's commitment to Equality & Diversity is fully implemented, developed, and delivering improved outcomes for underrepresented groups
- Responsible for negotiating, managing, and reviewing Joint Working agreements with local authorities and external partners.
- Responding to critical incidents and ensuring issues of reputational/other risk in the day-to-day work of Link Housing are identified and managed/escalated as required.
- Work with Link Group Strategy and Business Support team to provide data and review of information in relation to GDPR (General Data Protection Regulation), FOI (Freedom of Information) and Subject Access requests

### **Staff Management and Leadership**

- Leading and management of multi-discipline professional staff teams.
- Responsible for recruitment, induction, investigation, disciplinary and all other human resource matters in line with Link Group policy.
- Coach and lead in the development of a professional, flexible, and motivated workforce within a culture of continuous improvement.
- Manage performance to ensure the effective delivery of services in accordance with Link's values, mission statement and business objectives.

- Support all direct reports through Clear Review, ensuring Continuing Professional development, identification of learning and development needs and supporting the achievement of business and personal objectives
- Ensure staff are compliant with mandatory training through use of Learning Hub.
- Be responsible for the health, safety and wellbeing of the housing team including development and review of safe ways of working and management of lone working and HR systems
- Management of Information Sharing Protocols as part of Multi Agenda Public Protection Arrangements in the management of high risk, violent and sexual offenders. Acting on behalf of Link Housing in each local authority area of operation. Ensuring that referrals and management of personal data are dealt with confidentially and in a sensitive and appropriate manner, and within agreed timescales.

### **External Influence, Stakeholder Engagement, Relationship Management**

- Work with other RSL partner and commercial business areas of Link Group to increase relationships and participation in the communities we operate in.
- Represent Link at internal and external events and develop positive and productive relationships with other organisations.
- Liaise and work in partnership with Curb, Asset Planning and Sustainability teams to ensure effective delivery of investment, repairs, maintenance, and housing service programmes.
- Promote Link positively by establishing and developing strategic partnerships with local authorities and other businesses, statutory and voluntary organisations operating within the sector.
- Relationship building and working internal and external stakeholder including resident groups, other landlords, tenant scrutiny panel, and other community stakeholders.
- Contribution to area and national forums e.g., CIH, Local Authority, SFHA (Scottish Federation of Housing Associations), SHN (Scotland's Housing Network) (Scotland's Housing Network) and to promote and represent Link.

### **GENERAL**

Any other delegated duties deemed reasonable within the remit of the postholder.

To ensure that all data within the remit of the postholder's responsibility is held in accordance with data protection legislation and Link's information management protocols.

### **Key Competencies**

Customer Service  
 Planning and Control  
 Problem solving and reasoning

Innovation  
Leadership  
Teamworking  
Communication  
Influencing and persuading  
Budgetary control/financial management

### **Accountability**

This post is accountable to the Head of Housing Services.

### **Key Relationships (internal and external)**

- Tenants, tenant groups, applicants, and resident associations
- Tenants' scrutiny panel
- Colleagues, including Link Group business partners
- Managers
- Local Authorities
- Partner Agencies
- Funding Bodies
- Regulating Bodies
- Chief Executive, Director, Head of Housing and other Senior Managers, and officers as appropriate
- Community Groups and voluntary agencies
- Link Group partners- Horizon, Larkfield and West Highland Housing.
- Link Living
- Curb-6
- Commercial Services
- MSP and elected members.
- Police Scotland
- Registered social landlords in locality areas.
- Procured contractors

**PERSON SPECIFICATION**

<b>EDUCATION &amp; QUALIFICATIONS</b>	<b>ESSENTIAL</b>	<b>DESIRABLE</b>
Qualified to degree level or equivalent	X	
Hold a professional housing qualification	X	
Current membership of a relevant professional body [CIH, ILM]	X	
<b>KNOWLEDGE / EXPERIENCE &amp; SKILLS</b>		
Demonstrable experience of delivering a successful Housing service	X	
Proven experience of delivering high quality professional and customer orientated services.	X	
Experience within a successful Registered Social Landlord (RSL).		X
Working knowledge and experience of Asset Planning and directing investment through major works programmes.		X
Experience of effective working with voluntary Board or Management Committee.		X
An excellent understanding of RSL business, practices and governance.	X	
Preparation, promotion and implementation of business plans and other planning/bidding documents.	X	
Senior leadership and management experience to inspire and motivate staff to deliver service excellence.	X	
Proven experience of budget preparation, setting, monitoring and financial forecasting.	X	
Possess business acumen and leadership qualities	X	
Demonstrable experience of budgetary and financial control	X	
Full knowledge and understanding of housing legislation and policy pertinent to the Scottish housing sector	X	
Understanding of the regulatory framework provided by the Scottish Housing Regulator, and other sector regulators	X	
Understanding of the political environment which impacts on Link Housing Association and Link Group more generally		X

Ability to build effective relationships with external agencies and other stakeholders and to negotiate in difficult circumstances	X	
Demonstrable experience of delivering services across a number of platforms making best use of technology for customers and the business	X	
Fully versed in the proposed Welfare Reform change and potential impact on customers and business	X	
Evidence of effective and inspiring leadership approaches	X	
Experience of managing an effective Welfare Rights Service		X
Ability to work constructively with others and build effective networks	X	
Demonstrable numerical and written communication skills	X	
Demonstrable reasoning and problem-solving skills	X	
<b>GENERAL / OTHER</b>		
Knowledge of health and safety requirements	X	
Knowledge of equality, diversity and inclusion	X	
Well-developed understanding of data protection legislation and implications for data within the postholder's remit	X	
Use and access to personal transport (including full UK driving licence) or access to equivalent transport that would still enable you to meet the specific role requirements to travel.	X	
Availability to attend evening and weekend functions as required	X	



<b>COMPETENCY MANAGEMENT FRAMEWORK</b>	<b>(ALL ESSENTIAL)</b>
<b>COMMUNICATION</b>	
Communicates ideas and information, both orally and in writing, ensuring messages are clear and understandable. Shares information openly and encourages dialogue. Uses appropriate language and style relevant to the situation and the people being addressed. Capable of persuading and influencing others in a variety of situations. Regularly gives and receives constructive feedback to improve performance and services.	
<b>CUSTOMER CENTRED APPROACH</b>	
Puts the person at the heart of the service and can understand both internal and external customers and service users' needs. Recognises customers and service users are unique. Takes personal responsibility for securing the satisfaction and wellbeing of customers and service users. Shows perseverance and innovation in resolving problems. Encourages and maintains open, positive relationships with a wide range of people. Listens and communicates assertively to ensure mutual understanding. Embodies and demonstrates Link's commitment to equity, diversity and inclusion in approach to internal and external customers, tenants and service users.	
<b>INNOVATION</b>	
Constantly strives to evaluate, question, and improve how things are done. Views improvement as a continuous process. Creatively explores and applies innovative approaches to improve the quality and delivery of services. Values constructive feedback as a way to improve performance.	
<b>WORKING TOGETHER</b>	
Willingness to participate and contribute effectively to the team effort. Will put own interests aside when appropriate to meet the needs of the team.	
<b>LEADERSHIP</b>	
The ability to lead, inspire and encourage others to meet business objectives whilst providing a clear vision and sense of purpose in all activities. Actively participates and contribute towards Project Teams, Committees and other working groups. Is supportive of colleagues including secondees, placements and new employees.	
<b>PERSONAL EFFECTIVENESS</b>	
Takes responsibility for making things happen and achieving results. Presents ideas clearly and persuasively. Willing to take responsibility in challenging circumstances or when things go wrong. The ability to recognise and control own emotions and to respond to situations objectively, even under pressure. The self-confidence and flexibility to adapt own response to suit the needs of the situation or to respond flexibly depending on the other person's approach.	
<b>PROBLEM SOLVING AND REASONING</b>	
The ability to identify and resolve problems by gathering and analysing information from a range of sources and make informed and effective decisions. Draws appropriate conclusions and considers the consequences of these decisions.	
<b>INFORMATION SYSTEMS</b>	
Demonstrates a comprehensive understanding and ability to use Link's core information and communication technology effectively – including Microsoft 365, document storage systems, and corporate and line of business systems. Ability to access and use software and hardware for effective communication and the management of information securely in line with data protection principles and ICT&D Security and Terms of Use	



Policy. Takes proactive steps to update personal computer literacy skills and to support others when required.

## SUMMARY TERMS AND CONDITIONS OF EMPLOYMENT

This is a summary of the general terms and conditions of employment of Link Housing employees. Those quoted apply to full-time posts and part-time staff will be eligible to receive the same employment terms on a pro-rated basis. Employees on fixed term contracts are also eligible, subject to the restriction of their contract. An individual contract may determine additional terms particular to that appointment and employees should also refer to their own contract of employment.

<b>Hours</b>	35 hours per week, normally worked Monday to Friday, however flexible working arrangements will be considered.										
<b>Contract</b>	Permanent										
<b>Location</b>	Post 1 – Bathgate Post 2 - Edinburgh										
<b>Salary</b>	<p>Salary will be dependent on skills and experience. Salaries are paid on the last Friday of each month.</p> <p>Progressing through the salary range will be determined by an assessment of individual performance against an agreed Job Plan and following a recommendation made to the Management Team at each performance year-end.</p> <p>An Inflation-Related Pay Award is normally awarded annually in April.</p>										
<b>Annual Leave</b>	Annual leave is equal to 35 days per year (including public holidays), rising to 40 days. Annual leave will be pro- rata for part-time staff.										
<b>Pension</b>	<p>Link is required by law to automatically enrol eligible employees to its pension scheme. Auto-enrolment rates from 1 April 2019 are:</p> <ul style="list-style-type: none"> <li>• Link: 5% of basic salary</li> <li>• Employee: 3% of basic salary</li> </ul> <p>Employees can opt to increase their contributions:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;">Employee:</td> <td style="width: 10%;">4%</td> <td style="width: 10%;">5%</td> <td style="width: 10%;">6%</td> <td style="width: 10%;">7%</td> </tr> <tr> <td>Link:</td> <td>6%</td> <td>7%</td> <td>8%</td> <td>9%</td> </tr> </table>	Employee:	4%	5%	6%	7%	Link:	6%	7%	8%	9%
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Link:	6%	7%	8%	9%							

<b>Life Assurance</b>	Link provide a Death-in-Service Benefit Scheme [subject to eligibility], providing beneficiaries with up to the value of four times your annual salary.
<b>Travel</b>	Authorised out of pocket travel expenses are reimbursed. Business car miles rate is currently 45p per mile. Authorised passenger rate is currently 5p per mile.
<b>Flexible Working</b>	The Group and its subsidiary companies offer a flexible working arrangement [flexi-time].
<b>Probationary Period</b>	All new employees are required to complete a 6-month probationary period.
<b>Support and Supervision</b>	All staff will participate in our Performance Management System, which includes at least three formal Review Meetings with your line manager.
<b>Smoking</b>	All Link group offices operate a NO SMOKING POLICY. Dependant on your role, you may have to work with people who use our services where there could be an exposure to passive smoking.
<b>Health &amp; Safety</b>	Link promotes a healthy working environment and achieves this aim by supporting an active, staff-led Health and Safety Committee.
<b>Health Care Cash Plan</b>	A non-contributory Healthcare Cash plan scheme for employees and children under 18 years old. [Option to include partners]