

Recruitment pack



DIRECTOR OF PROPERTY SERVICES JAN 2026

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Welcome Letter

Dear Candidate,

Thank you very much for your interest in joining our team at Thenue. You will find all the information you need to enable you to decide whether you want to work with us, in this recruitment pack.

We are seeking an individual with the character, experience, aptitude, energy and enthusiasm to help drive us forward. We are committed to developing, managing and maintaining a range of affordable quality housing in sustainable communities. Working with our communities and stakeholders our committed people look to continuously improve and adapt our services to meet our customer's needs and aspirations. Our core values, (passion, excellence, respect and connection), help us focus on working together, creating better homes and stronger communities. We have a strong commitment to financial strength and stability that enables us to develop our community-centred ethos in creating communities where people want to live, whilst retaining our social purpose.

The ideal candidate will have an excellent understanding of procuring, leading, co-ordinating and supervising Development, Planned, Cyclical, Compliance and Major Repairs programmes as well as strong people skills. They will provide the CEO and the Board of Management with advice and guidance in respect of Development, Asset Management and Compliance services, to ensure that the Association's investment in new and existing property assets are maintained, enhanced, and protected.

Thenue is a great place to work, and we are genuinely proud of our team. We are an Investor in People Gold accredited organisation. Our aim is to be a first-class organisation that delivers housing and related services to a range of customers and to work with those customers and strategic partners to help to develop communities for us all to be proud of. The successful applicant will share our values and have the drive and enthusiasm to help us succeed in this goal.

If you think you are that person, we look forward to receiving your completed application.

Lindsay Forrest

Board of Management, Chairperson



About Thenue

Overview

Thenue Housing Association Ltd is a Registered Social Landlord (RSL) and was formed in 1979. We have a stock base in excess of 3,100 rented properties; we own 23 supported housing properties, have around 45 sharing owners and offer a factoring service to over 800 owner occupiers. Our housing stock is a mixture of new build houses and flats built between the late 1970s and the present day, Victorian sandstone tenements including a few listed buildings and 1930s 'interwar' flats. They are spread across several locations in Glasgow including Bridgeton, Calton, Cranhill, Castlemilk, Dalmarnock, Scotstoun, Baillieston and Blackhill.

Our operational base and registered office is 423 London Road. We have two Community Centres, (Calton Heritage & Learning Centre and Netherholm Community Hall), which are managed through our subsidiary Thenue Communities. We employ 69 members of staff and have Group turnover of around £25 million.

We operate a group structure: -

Thenue Housing Association Limited: owns the housing, is the parent body with charitable status. Regulated by the Scottish Housing Regulator.

Thenue Housing Services Limited: a wholly owned subsidiary company through which non-charitable consultancy work and other housing related activities are channelled.

Thenue Trust: aims to attract charitable resources for the communities where we work.

Thenue Communities: a charitable subsidiary company that manages our two local community centres providing facilities for learning, training, play or social events.

The Thenue Group

Thenue Housing Association Limited is a registered non-profit making organisation under the Co-operative and Community Benefit Societies Act 2014. The Association is a registered Scottish Charity. The Thenue Group comprises Thenue Housing Association Ltd (the parent) and its subsidiary companies, Thenue Housing Services Limited, Thenue Communities and Thenue Trust. The consolidated statement of comprehensive income for the year 2024/25, was £21.9 million.

Thenue Housing Services was established as a non-charitable wholly owned subsidiary of the Housing Association. Established in 1979, its primary purpose was to provide services to other associations and co-operatives which were either too small to employ their own staff or were newly established and had yet to employ staff. We also provided services to associations undergoing a period of change by the provision of experienced staff, providing a range of services from Officer to Director level. In recent years we have scaled down these services to a minimum level and indeed we had no activity through this subsidiary in 2024/25.

Thenue Trust was established in February of 2002, under a Trust Deed. The purpose of the Trust is to promote further, or support all or any, activities deemed by law to be charitable. The Thenue Trust provides grant support for individuals living within the communities where Thenue Housing operates in the furtherance of

their personal achievement or personal development. These grants are designed to provide financial assistance to support local people in the achievement of excellence and personal development in areas such as, (but not limited to), education, employment, training, sport and the arts.

Thenue Communities is a wholly owned subsidiary of Thenue Housing Association. It is a limited liability company with charitable status: the charitable objectives are: -

- To provide recreational facilities and to organise recreational activities with the object of improving the conditions of the life for persons within the communities and geographical area in which the parent association operates, particularly through the development and operation of the community halls.
- To promote the advancement of citizenship and community development particularly through the promotion of civic responsibility.
- The advancement of education through the promotion of training and education.

The objectives generally are achieved via two community centres (Calton Heritage & Learning Centre and Netherholm Community Hall).

Thenue Housing Association

Our overall anticipated financial profile for the current financial year 2025/26 is summarised:

Budget for the year to 31 March 2026	£ million
Income	£23.476
Expenditure	£19.466
Operating surplus	£4.010
Less non-operating costs, (net interest, goodwill)	£2.125
Projected surplus for the year	£1.885

Our governance structure

The Board of Management, is the Group Governing Body and sets our strategic direction and monitors progress and performance against our strategic objectives as well as overseeing our compliance with Regulatory Standards, statutory requirements and our financial commitments. It meets approximately ten times a year, normally on a Tuesday evening. It currently comprises eight highly experienced individuals, including two tenants and six independent members with a range of relevant skills and experience reflecting the scale and range of services and business activities that we undertake. To enhance this expertise the Board has also appointed two co-optees who provide particular enhanced expertise in particular subject matters. A brief overview of our Board membership can be found on our web site.

The Audit & Risk Sub-Committee, meets four times a year. Its main purpose is to generally assess and review risk and consider various reports from the External and Internal Auditors, as well as oversee the production of our annual assurance statement to SHR.

Our Three Area Associations are our main network of tenant and resident consultation. There is a minute of agreement in place, which gives both the Area Association and the housing association certain responsibilities.

Scottish Housing Regulator

As extracted below, Thenue is currently compliant with the regulatory requirements and that is a position that we intend to retain.

Regulatory status

Compliant

The RSL meets regulatory requirements, including the Standards of Governance and Financial Management.

We don't currently require any further assurance from Thenue Housing Association Ltd (Thenue) other than the annual regulatory returns required from all RSLs.

This briefing pack is designed to give an overview of our organisation and outline the qualities that we are seeking in our new Chief Executive. For more information, please take the time to have a look around [our website](#) where you will find more information about our Board members, Executive Team and the services that we provide. You should also explore and compare our performance on the SHR website.

Job description

Purpose and scope

The Director of Property Services is a key member of the Executive Team, ensuring the delivery of Thenue's vision, values and strategic objectives .

The Director of Property Services is jointly responsible for the day to day and overall strategic direction, governance, risk management and operational management of the organisation. The Executive Team ensures that the Association's strategic objectives and priorities are achieved, values upheld, and resources effectively managed to achieve long-term sustainable performance. providing effective leadership so that we are a first-class housing organisation, that works with customers to develop, manage and maintain communities to be proud of.

The Director of Property Services will provide the CEO and the Board of Management with advice and guidance in respect of Development, Asset Management and Compliance services, to ensure that the Association's investment in new and existing property assets are maintained, enhanced, and protected.

The Director of Property Services will have overall responsibility for procuring, leading, co-ordinating and supervising all of the Association's Development, Planned, Cyclical, Compliance and Major Repairs programmes.

Take specific responsibility for the leadership of the Property Services team, strategy, business planning and service delivery in the following areas:

- ✓ Develop, lead, and deliver an ambitious programme of future new build developments, in line with the Association's Growth Strategy.**
- ✓ Develop and maintain key relationships with stakeholders in terms of funding, statutory consents, and regulatory compliance.**
- ✓ Lead on the acquisition of existing properties, in line with the Association's Tenement Strategy.**
- ✓ Deliver all Major Repairs programmes and Planned cyclical works.**
- ✓ Ensure compliance with all regulatory and legislative requirements, including Landlord Health and Safety.**
- ✓ Ensure the Association has an integrated approach to our Asset Management Strategy, which is fit for purpose, flexible to an ever-changing environment, and supports the Association's objectives.**
- ✓ Promote innovation, in a measured risk appropriate way, to the benefit of our tenants, customers, and our housing stock, that enhances the reputation of the Association.**

- ✓ Deliver value for money through efficient procurement activity, and by improving productivity and business efficiency of external contractors, in order to drive continuous service improvement.
- ✓ Setting, delivering, and monitoring performance to ensure service standards are met, as set out in our Business Plan.
- ✓ Promote good quality relations with tenants, owners, the local community, and other key stakeholders.
- ✓ Establish and review policies, procedures, systems, and controls that will safeguard the Association's assets, and financial wellbeing.
- ✓ Promote the highest standards of integrity and conduct of the affairs of the Association in accordance with the practices, policies and procedures adopted by the Association, and in accordance with the requirements of the Scottish Housing Regulator.
- ✓ Ensure your own continuous development and knowledge is up to date in line with sector related developments. Attending such training courses, seminars, conferences and other learning and development events as the Association may require.

Key relationships

Reports to	Chief Executive
External	<ul style="list-style-type: none"> • Maintenance and other property related contractors and consultants • Glasgow City Council (NRS), GCC Planning; professional advisors; and other partners, Thenue customers
Internal	<ul style="list-style-type: none"> • The Executive Team • Thenue Board of Management • The Property Services team • The wider staff group at Thenue • Resident groups (Area Associations and Scrutiny Panel)
Job outline	Responsibilities and tasks
Executive Team	<ul style="list-style-type: none"> • Be an effective member of the Executive Team, working collaboratively with the CEO, Board of Management, and colleagues, on all matters of corporate strategy to ensure the Association is a sustainable, ambitious, dynamic, and successful organisation. • Contribute to the growth of the Association's business and its positive image. • Develop, lead, manage and resource the Property Services Team, to deliver the strategic objectives and priorities as detailed within the Business Plan and Asset Management Strategy. • Develop partnerships, collaborating with key stakeholders to ensure the effective co-ordination and delivery of services with other organisations, agencies, and partners.
Development function	<ul style="list-style-type: none"> • Supervise the capital development programme, funded with external grant.

	<ul style="list-style-type: none"> Within the context of area regeneration, co-ordinate the promotion of Thenue as a developer including ensuring representation at inter agency strategy groups and liaison with external agencies, private developers and partners. Supervise the planning and monitoring of capital expenditure programmes. Co co-ordinate the production and submission of Thenue's Strategy & Development Funding Plan. Contribute to inter-departmental working and ensure that housing management, maintenance and finance teams contribute to the development function. Ensure that administration systems, policies and procedures are established and maintained for the development function. Ensure that the development function is managed in accordance with regulations, legislation and guidance on good practice and monitored in accordance with the performance indicators set down by Thenue, and the Scottish Housing Regulator. Act as the Association's key representative in discussions, and nurture good working relationships with our development funder, Glasgow City Council. To take responsibility for specific development projects from inception to completion, ensuring compliance with Thenue policies and procedures, external guidance and good practice. Take responsibility for the appointment, management and co-ordination of project development teams. Negotiate and ensure effective liaison with statutory bodies, funding agencies and partners in respect of specific projects.
Asset management function	<ul style="list-style-type: none"> Lead the delivery of the Associations planned, cyclical and 'major repairs' programmes. Responsibility for health and safety and compliance in all the Association's residential and commercial properties, including supported accommodation. Ensure the procurement policy is followed for all tendering and appointment of consultants and contractors. Responsibility for ensuring compliance with all appropriate legislative, regulatory and performance standards and guidance, including the Scottish Social Housing Charter (SSHC), Scottish Housing Quality Standard (SHQS) and the Energy Efficiency Standards for Social Housing (EESSH) and Social Housing Net Zero Standards (SHNZS). To monitor future changes to such standards and ensure the Property Services team is prepared to meet future compliance and legislative requirements.
Performance Management	<ul style="list-style-type: none"> Embed a performance culture, utilising system driven performance data across the range of key performance indicators, with a particular focus on customer excellence and responding to business-critical needs and promoting individual accountability for business results. Prepare and deliver quality reports for the Chief Executive, Executive Team, Board of Management and any Sub-Committees on all areas of service, to ensure effective decision-making.

	<ul style="list-style-type: none"> • Review expenditure on performance against budget on all areas of the Property Services function. • Ensure Value for Money strategy aims, and objectives are at the forefront of all business decisions. • Review and contribute to the Association Risk Planning Strategy. • Assess and appraise solutions and new initiatives to resolve issues, reduce risk, improve services, take advantage of opportunities, and develop the organisation to be the best it can be. • With the other Executive Team members, coordinate the Annual Return on the Charter.
<p>People Management</p>	<ul style="list-style-type: none"> • Responsibility for recruitment of new staff and ensuring that the team have the skills to achieve the right solutions and are empowered to take decisions to meet business requirements. • Ensure all people are led, managed, supported, and developed to provide the best possible service for tenants and customers. • Be an effective role model for the team and provide guidance in all aspects of the services delivered. • Carry out regular team and one to one meetings, including appraisals to monitor and review the performance of the Property Services team. • Ensure staff are supported through learning and development and completion of training plans, also providing mentorship and coaching. • Ensure key behaviours are instilled, encouraged, and developed. • Where necessary, provide strong and decisive management in terms of managing performance issues through the provision of support, identifiable and agreed outcomes and taking the necessary steps to improve performance, in line with the Associations HR policies. • Regularly review and update the Associations succession plans to reflect any changes within the organisation.
<p>General</p>	<ul style="list-style-type: none"> • Participate with the Director of Community Housing Services, Director of Finance, IT and Resources and Chief Executive in the Association's Executive Team. • Be the Association's lead person in respect of Procurement, including annual reporting to the Board of Management and Scottish Government. • Take responsibility for special projects and initiatives, as agreed from time to time. • Ensure all information, reports and statistics are recorded, processed, or produced in line with: GDPR, the Association's Policies and Procedures, and any regulatory requirements, within agreed timescales. • Demonstrate flexibility and a willingness to respond to the dynamic and changing needs of the organisation. • Deputise for members and represent other members of the Executive Team as required. • Participate in the wider housing movement as agreed from time to time.

- Participation in promotional, marketing and community events relating to the Association's work, acting as an ambassador for the organisation.
- Attend, out of normal workings hours, as required re: call outs in relation to emergency situations, meetings in the evening or at weekends, associated with the role.
- Be willing, if required, to become the Thenue appointee on the Board of Thenue Communities and Thenue Housing Services.
- Undertake any other appropriate task as required by the CEO.

Person specification

Knowledge & Experience

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Essential	<ul style="list-style-type: none">• Substantial experience at Senior Management or Director level within an organisation of relevant size and complexity.• Significant senior level experience of managing the delivery of frontline housing development projects, planned maintenance services and associated programmes of work.• Considerable experience of tendering and evaluating contracts and quality assuring arrangements and activities put in place.• Successful track record of meeting performance targets.• Significant experience of leading and motivating complex staff teams.• Experience of producing strategic documents and business planning within a group environment.• Knowledge of good practice in commissioning, procurement, and value for money, in matters relating to asset management.• Knowledge of modern methods of construction and new technologies.• Working knowledge of components and life-cycles in domestic environments.• Strong technical knowledge in terms of domestic properties.• Significant experience of leading risk management within a large company.• Good working knowledge of health and safety and compliance requirements in relation to construction, and specifically gas and electrical regulations.• Considerable experience of effective preparation and delivery of an asset management strategy.• Effective involvement in the corporate financial management of an organisation with substantial budgetary responsibility.• Significant experience of effective partnership working, relationship management and negotiation with external bodies.• High level of diplomatic and leadership skills• Considerable experience of using of skill, knowledge and aptitude within a small team of peers.• High level of experience of working effectively with Board or committee structures.• Proven experience of managing, leading and motivating staff through change.• Good awareness of the regulatory and governance requirements of Registered Social Landlords.
Desirable	<ul style="list-style-type: none">• High level of understanding and experience of commercial approaches to asset management.• Significant experience of successfully securing grant funding opportunities and delivering project outputs.• Experience of working with customers and involving them in shaping and monitoring policy and service delivery.• Experience of leading new business development and evidence of growth and progress.

	<ul style="list-style-type: none"> • Proven experience of developing an effective network of key external influential contacts. • Senior management experience with a successful Registered Social Landlord or housing related organisation. • Experience in the 'not for profit' or public sector environment. • Experience and understanding of corporate governance.
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Skills and abilities

Essential	<ul style="list-style-type: none"> • Excellent interpersonal, written and communication skills together with a high level of emotional intelligence. • Ability to manage, motivate and inspire staff and contractors and building cohesive teams. • Passionate about delivering and cultivating excellent customer service throughout the organisation. • Recognises and values diversity and takes appropriate action when there is evidence of discrimination or inequality. • Ability to skilfully manage conflict with staff and/or customers. • Ability to negotiate and influence. • Ability to develop and implement projects at a strategic level. • Ability to lead and embed change and modernise processes. • Knowledge and understanding of best practice, regulatory and legal framework within the field of social housing. • Innovative approach to problem solving. • Ability to plan and prioritise effectively, in order to meet deadlines. • Ability to interpret and analyse complex data, review alternative solutions and reach well informed conclusions. • Strong verbal reasoning and written communication skills. • Integrity and probity.
Desirable	<ul style="list-style-type: none"> • Understanding and demonstration of organisation's core values. • Able to make sound judgements, confident in own knowledge, able to give advice to others and be accountable for that advice. • Networking abilities, sound political judgement and ability to promote the association. • First class communication skills including report writing, presentation, public speaking.

Education, qualifications and circumstances

Essential	<ul style="list-style-type: none"> • Educated to degree level or equivalent. • Competent in the use of Microsoft Office products, including Word, Excel and PowerPoint and Project, to an 'intermediate' level. • Resilience and stamina required to fulfil a demanding and high-profile role. • Driving Licence. • Demonstration of continual and effective personal development. • Motivate and inspire a positive 'can do' and 'right first time' attitude. • Highly professional, with integrity, high personal standards and honesty. • Willingness to work flexibly to meet the different needs of customers, Board members and the communities within which we work.
Desirable	<ul style="list-style-type: none"> • Second degree or equivalent professional qualification in construction, building or surveying. • Professional membership of RICS, CIH or equivalent body.

- Access to car for occasional business use.
- Committed to strong customer service, involvement and consultation.

Summary of our Employment Terms & Conditions

Thenue offers an attractive rewards package in accordance with EVH, (Employers in Voluntary Housing), terms and conditions including: -

Duration	The role of Director of Property Services is being offered as a permanent contract.
Salary	An excellent renumeration package, commensurate with the leadership, track record and experience of the successful candidate will be offered for this post. This will include generous annual leave provision, sickness benefits, optional private healthcare and contributory pension.
Holidays	Annual leave is 25 days plus 15 public holidays per annum.
Work/Life Balance	Thenue promotes a work/life balance in relation to working hours and we operate a flexible working policy.
Pension Scheme	Thenue provides a Defined Contribution Pension Scheme through the Scottish Housing Association Pension Scheme (SHAPS.) Life cover is also paid by the association in addition to the main pension contribution. Automatic enrolment into the pension scheme we provide is necessary; however, you may opt out if you wish. If you do, we are required to enrol you again every three years. Additional voluntary contributions can be made.
Professional Fees	Thenue will reimburse one set of annual fees paid by employees for membership of professional institutions when such membership is directly relevant to the work of Thenue.
Prescribed Spectacles	Thenue will contribute towards the cost of prescribed spectacles.
Cycle to Work	Thenue participates in the Government's 'cycle to work' scheme to promote healthier journeys and to reduce environmental pollution.

Key Dates and Selection Process

Application

We trust that you have found the information in this recruitment pack both useful and informative. If you wish a confidential discussion on any aspects of this position, then please contact Brian Gannon, Interim Chief Executive, brian.gannon@thenuehousing.co.uk. To apply, please send a comprehensive submission to recruitment@thenuehousing.co.uk, with the position in the subject line. Your email should include which should include:

- Your up-to-date concise CV, including your current salary and notice period. (no more than two sides of A4).
- A supporting statement - providing clear evidence to show how your experience, skills and knowledge match the requirements as well as why you are interested in the role. (no more than two sides of A4).
- Include in your submission the details of two referees, neither of which will we approach without your consent.
- Complete our equality and diversity monitoring form - [here](#).

Applicants will be shortlisted for interview by matching the details given on their CV and supporting documents against the role description and person specification. We would, therefore, ask applicants to provide clear evidence to show how your experience, skills and knowledge match those requirements.

Process

Indicative note of the key dates which will help you plan your diary:

Closing date for applications: 12 noon Wednesday 28 January 2026

The selection panel for shortlist interviews will comprise:

- Thenue Housing Association Chairperson and Vice Chairperson
- Interim CEO

To make sure that the process is transparent, and the appointment is made on merit, the selection panel will declare if they know anyone who has applied for this position. Where an applicant and selection panel member have a close relationship the selection panel chair may decide that a selection panel member should not be involved in the assessment of the applicant concerned and may ask the selection panel member to take no further part in the process. If selected for interview, you will be asked to let us know if and how you know any of these selection panel members. This will help us to come to a view on the appropriateness of your being assessed by one or more of them.