



# Hawthorn Housing Co-operative

## Director

### Recruitment Pack



## Welcome

Thank you for your interest in the role of Director with Hawthorn Housing Co-operative. We hope this pack gives you a strong sense of what it means to be part of the Co-op's team.

We understand that stepping into a new role is a significant decision. At Hawthorn, you'll find a small team of passionate and dedicated colleagues and Committee members who care deeply about the work we do and the community we serve.

Colin Turnbull, our outgoing Director, will be retiring in October/November after ten years with the Co-op, and we are now seeking a new leader to build on our legacy and work with the committee to guide us into the future. However, we appreciate that recruitment is very much a two-way process. We therefore encourage you to learn more about our people, homes, services, and plans. If you'd like to arrange a confidential conversation, please contact Colin ([colin@hawhousing.co.uk](mailto:colin@hawhousing.co.uk)) to find out more.

The Co-op is at the heart of this community in Possilpark and has a track record in partnership working. We pride ourselves on providing high-quality homes and services for our community. Our people are central to our success, and we're looking for a leader who will live by and promote our values and culture, to achieve our strategic objectives.

While technical expertise and experience are essential, we place great value on leadership that will develop our people, our community and continuous improvement. Our ideal candidate will be passionate about people, be committed to delivering value for money and outstanding service.

If you share our vision and values, we would be delighted to receive your application and explore how you can help shape our future.

Cathie Ritchie  
**Chairperson**

## About Hawthorn

Hawthorn Housing Co-operative is a financially strong, fully mutual housing co-operative that owns and manages 364 homes in Possilpark, Glasgow. We are managed by a voluntary Management Committee of tenants who employ staff to carry out the day to day work of the Co-operative.

The Co-operative exists to "lead the creation of a community with excellent homes where people are proud to live". We aim to provide good quality affordable rented housing for future generations and to ensure the Co-operative remains a strong, stable and independent registered social landlord that is completely focused on this community.

The strategic objectives in our 5 year Business Plan are to:

- Provide high-quality and well-maintained homes which are warm, safe and affordable.
- Deliver a wide range of excellent services which continue to meet customers' needs.
- Promote community involvement and local partnerships for the benefit of the local area.
- Ensure robust financial management and sound governance.

Our key focus is to continue to be a caring, locally controlled community-based landlord providing responsive, efficient and effective services. Our continued success will be built upon our commitment to involve our membership in shaping services and the future to deliver our vision of providing quality housing services, working in partnership with our members and others to create a secure, safe, attractive and sustainable community.

## Our Vision and Values

### Vision

*Leading the creation of a community with excellent homes where we are proud to live*

Our core values are:

**Be Open** and honest in our thinking, approach and communications.

**Be Respectful** in how we treat others and their personal information.

**Be Fair** and inclusive, recognising that everyone is important.

**Be Helpful** and willing to go the extra mile.

**Be Loyal** and do the right thing for the community.



## Role Details

- Your core place of work will be at: 23A Finlas St  
Street  
Glasgo  
w G22  
5DB
- 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 25 annual leave days and 15 public holiday days.
- 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

<b>Director</b>			
<i>Job Description</i>			
<b>The Role</b>			
<b>Job Title:</b>	Director	<b>Report to:</b>	Management Committee
<b>Department:</b>	Leadership	<b>Hours:</b>	35 hours per week
<b>Grade:</b>	SMP8 – SMP10	<b>Salary:</b>	£ 68,272 - £ 71,794
<b>Role Summary and Purpose</b>			
<p>The Director will provide clear, visible, and inspirational leadership to Hawthorn Housing Co-operative, working closely with the Management Committee and staff team to deliver excellent homes and services for this community.</p> <p>This post is responsible for the overall management and strategic direction of the Co-op. The Director ensures the effective use of resources, compliance with all statutory and regulatory requirements, and the delivery of high-quality services that reflect the needs and aspirations of our tenants and communities.</p> <p>The Director will support the community to set high aspirations which it can articulate effectively and work with others to ensure these needs and aspirations are met.</p> <p>The Director is the main ambassador for the Co-op, building strong relationships with tenants, regulators, partners and stakeholders, while ensuring the Co-op remains financially sustainable, innovative, forward-looking and controlled by the community it serves.</p>			
<b>Leadership, Governance and Organisational Culture</b>			
<ul style="list-style-type: none"> <li>• Provide inspirational leadership that motivates our people and Committee members to deliver on the Co-op's vision and values.</li> <li>• Model and embed the Co-op's core values in all aspects of the co-op's life.</li> <li>• Build and sustain a positive organisational culture that fosters accountability, team-working, innovation, and continuous improvement.</li> <li>• Advise the Committee on key management, housing, social, economic, political, and operational issues.</li> <li>• Support the governing body in fulfilling its governance responsibilities, ensuring compliance with the Scottish Housing Regulator's Regulatory Framework, and enabling the Committee to maintain a strong, strategic, and informed approach to decision-making.</li> <li>• Develop the staff team, ensuring the organisation has the right capacity, capability, and succession planning to achieve long-term success.</li> </ul>			

- Promote equality, diversity, human rights and inclusion, ensuring that these principles underpin all aspects of the Co-op's work.
- Undertake any other reasonable duties as required by the Committee, expected of a Director.

#### Strategic and Business Planning

- Lead the development and implementation of the Co-op's Business Plan, ensuring that it reflects tenant priorities, community needs, and sector challenges.
- Translate vision and values into measurable objectives, key performance indicators, and clear outcomes for team members and the Co-op.
- Ensure effective planning frameworks are in place, linking financial, asset, and people strategies to support long-term sustainability.
- Anticipate and respond to changes in the external environment, including housing policy, regulatory requirements, economic pressures, and community needs.
- Support the Committee in setting and reviewing strategic direction, ensuring decisions are evidence-based and aligned with the Business Plan.

#### Financial Management and Resources

- Ensure the Co-op's financial strength and sustainability, with robust financial planning, control, and monitoring processes.
- Lead the development of financial strategies that support investment in homes, communities, and services while maintaining value for money.
- Make best use of the Co-op's resources - people, assets, and technology - to deliver services efficiently and effectively.
- Explore opportunities for innovation, collaboration, including new income streams and efficiencies that deliver financial and social value.
- Ensure compliance with statutory and regulatory financial requirements and maintain the highest standards of probity and accountability.

#### Service Delivery and Customer Focus

- Ensure the Co-op provides high-quality, affordable housing and related services that meet tenant and community needs.
- Promote a strong customer service culture, ensuring our tenants/members are at the heart of decision-making and service design.
- Drive digital transformation and modernisation of services, ensuring they are accessible, efficient, and user-friendly.
- Monitor and report on performance against agreed standards, ensuring continuous improvement and value for money.
- Anticipate and plan for future service challenges, ensuring the Co-op remains adaptable and responsive.

#### Risk, Change and Improvement

- Establish and maintain robust risk management systems to protect the Co-op's interests and reputation.
- Ensure strict adherence to Data Protection legislation, Equalities and Diversity, Health and Safety, and the Co-op's Code of Conduct, while upholding best practice in all aspects of employment, including Terms and

Conditions of employment, team structures and people development.

- Lead the Co-op through periods of change, ensuring colleagues and tenants are supported and engaged.
- Promote innovation in service delivery, governance, and organisational development by benchmarking and drawing on best practice from across the sector
- Ensure effective performance management frameworks are in place, with clear accountability at all levels of the organisation.
- Foster a culture of continuous improvement, ensuring learning from feedback, performance results, and external scrutiny.

#### External Relations and Influence

- Act as the Co-op's main spokesperson, representing the organisation with credibility and integrity.
- Build strong and constructive relationships with tenants, partner agencies, local authorities, the Scottish Government, the Scottish Housing Regulator, and sector representative bodies.
- Promote the Co-op's role and achievements locally and nationally, ensuring the Co-op has a positive reputation and is recognised for its contribution to the community.
- Engage effectively with the media, presenting the Co-op's work in a positive and timely manner.
- Influence policy and contribute to sector-wide debates, ensuring the Co-op is well positioned for future opportunities and challenges.
- Work collaboratively with other RSLs and partners to share knowledge, resources, and innovation for the benefit of tenants and communities.

#### Asset Management

- Take the lead role in managing the Co-op's assets.
- Ensuring the Co-op's asset management strategy is fit for purpose and meets best practice.
- Leading on the procurement of asset management contracts.
- Ensuring that the Co-op can demonstrate compliance with all tenant safety legislation.
- Maximising grant income to invest in the Co-op's homes and services.

## Person Specification

<b>Director</b> <i>Person Specification</i>		
<b>Qualifications</b>		
	<b>Essential</b>	<b>Desirable</b>
Educated to degree level or relevant professional qualification in an appropriate discipline	X	
Membership of a relevant professional body or equivalent and evidence of Continued Professional Development	X	
Postgraduate or professional management qualifications in an appropriate discipline		X
Leadership and governance qualifications		X
Qualification in asset management		X
<b>Experience</b>		
Comprehensive knowledge of the Scottish Housing sector including the Scottish Housing Regulator's standards, governance requirements, and regulatory framework.	X	
Proven track record of leading at senior level, setting direction, and delivering measurable outcomes	X	
Experience of developing strategic vision and translating this into successful plans and services	X	
Experience of working effectively with a governing board or equivalent and advising on key management, housing, social, economic, political, and operational factors	X	
Experience of leading, motivating, and developing teams	X	
Strong financial management experience, including budgets and resource allocation	X	
Knowledge of funding sources opportunities relevant to the housing and third sectors		X
Successfully applied for funding to improve homes and/or services		X
Ability to balance commercial awareness with social purpose	X	

Experience in risk management and establishing robust systems to protect organisational interests	X	
Experience of partnership working with external agencies and stakeholders	X	
Experience of building strong networks at a local and national level'	X	
Demonstrated ability to lead organisational change and development	X	
Track record of embedding innovation, embracing technology and continuous improvement	X	
Experience of digital transformation in service delivery		X
Developed and implemented an asset management strategy and procured investment contracts	X	
Proven commitment to community development and empowerment		X
Proven commitment to equality, diversity, and inclusion and human rights	X	
<b>Skills</b>		
Highly effective communicator with ability to convey long-term vision and direction to different audiences	X	
Ability to build strong relationships with a diverse range of stakeholders	X	
Strong ability to organise and prioritise with the capacity to adapt and respond to external challenges	X	
Analytical thinking with a collaborative, solutions-focused approach	X	
Excellent interpersonal skills including demonstrating empathy, compassion and emotional intelligence	X	
Ability to work collaboratively with senior leaders and involve our people in decision-making	X	
Expertise in influencing, negotiating and handling conflict resolution	X	
Willingness to take accountability whilst leading with integrity and transparency	X	
Inspirational leader who motivates with a commitment to developing the workforce and providing opportunities for people	X	
Energy, drive, and personal commitment to the values and ethos of the Co-op	X	

Flexibility and commitment to work evenings and weekends as required, including regular attendance at committee meetings and external events	X	
Media engagement and public representation skills, including acting as an organisational spokesperson		X
Ability to think strategically and develop longer-term plans	X	
Demonstrate the capacity to think creatively and contribute new & more innovative ideas for change & improvement	X	
Strong level of practice in the leadership of change	X	
Commercial focus and have the ability to balance budgets and identify ways to make even better use of available resources	X	
Excellent knowledge of relevant housing policies and legislation pertinent to role , including knowledge of sustainability & climate conscious practices in housing & related services	X	



# Competency Framework

## Competency Framework

### Strategic Leadership

- Sees the 'big picture' and translates vision into action.
- Anticipates future trends and prepares the organisation to respond.
- Makes sound, evidence-based decisions that balance short and long-term priorities.

### Governance and Accountability

- Upholds the highest standards of governance, transparency, and integrity.
- Understands and applies regulatory requirements and best practice.
- Takes ownership of risk, outcomes and holds others accountable.

### Communication and Influence

- Communicates with clarity, openness, and conviction.
- Builds trust and credibility with tenants, team members, Committee, and partners.
- Acts as an effective ambassador, influencing at local and national levels.

### People and Culture

- Inspires, motivates, and develops others to achieve their best and champions personal development opportunities.
- Builds a culture of respect, inclusion, and equality of opportunity.
- Leads change with empathy and resilience, supporting team members through transitions.

### Financial and Business Acumen

- Demonstrates strong financial literacy and commercial awareness.
- Balances efficiency with tenant-centred outcomes.
- Identifies and pursues opportunities for growth, efficiency, and innovation.

### Partnership and Collaboration

- Builds strong, mutually beneficial relationships with a wide range of stakeholders.
- Fosters collaboration across teams and organisations to achieve shared goals.
- Demonstrates political awareness and sensitivity in complex environments.

### Innovation and Improvement

- Challenges the status quo and seeks creative solutions.
- Embraces digital transformation and modern ways of working.
- Champions continuous improvement and learning across the organisation.