

# Head of Housing

Recruitment Pack



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# Welcome

## Dear Candidate

Thank you for your interest in the role of Head of Housing here at Loreburn.

We're an award-winning, community based registered social landlord with a stock of 2,700 homes across Dumfries and Galloway. We have a strong values-based culture which connects with our social purpose that everyone deserves access to a safe, warm, and affordable place to call home, and to feel part of a community. Our vision and mission is to *'create great places to live'*.

Together, we work to make that a reality, with a strong focus on tenant satisfaction, community development, and a steadfast strategic commitment to meeting the challenges of fuel poverty and providing homes that are high-quality, energy efficient and low cost-in-use.

We have a turnover of c. £13 million, largely generated from rental income.

As an employer, we aim to be as ambitious for our people as we are for our communities. Having secured awards and accreditations, including Team of the Year and Housing Heroes, we're also committed to the principles of Fair Work First, including payment of the Real Living Wage. We have a great package of benefits that support health and wellbeing in the workplace and offer a fantastic work/life balance with flexible options for location and homeworking.

With a new organisational structure currently in development, it's a great time to join our Management Team where your leadership will play a pivotal role in guiding us through the challenges and opportunities ahead.

If you share our values, have the leadership skills to inspire positive change, and the drive to deliver excellent housing outcomes, we would love to hear from you. Read on to explore further details about us and the opportunity.

**Kirsteen McGinn**  
Chief Executive



## Our Homes



Our homes and services span the region: from Langholm in the east to Stranraer in the west.

With a legacy of commitment to quality housing and services, we've been dedicated to creating thriving communities for over 40 years.

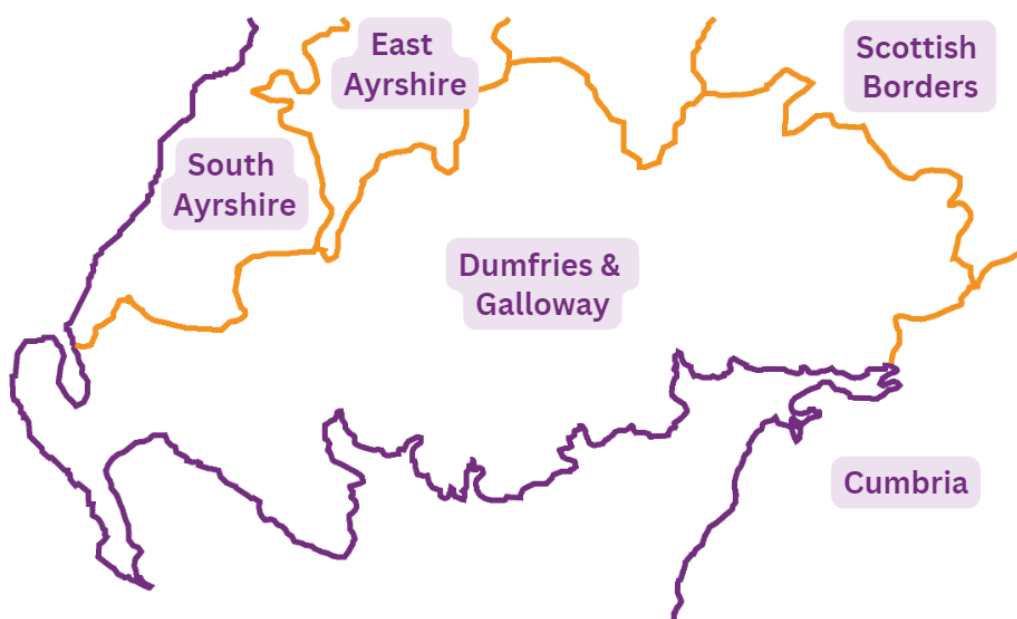
## Our Region

Dumfries and Galloway is a region celebrated for its picturesque landscapes and rich historical legacy. The area boasts an extensive coastline along the Solway Firth. Its numerous heritage sites, ancient ruins and castles tell the stories of Scotland's past to add to its identity and heritage. The region has a thriving arts and cultural scene, hosting various festivals and events throughout the year.

This combination of natural beauty, historical significance, and cultural richness makes Dumfries and Galloway a distinctive and cherished part of Scotland.

- **Demographics:** With a population of approximately 148,000, and around 62% being of working-age, the region features a mix of urban, rural, and coastal communities.
- **Sense of Community:** D&G has 90 established community councils, playing a vital role in representing the view of their local communities.
- **Cultural Festivals:** Notable events include the Wigtown Book Festival, Spring Fling, and the Big Burns Supper. The region celebrates traditional Common Ridings, which are among Scotland's oldest equestrian festivals. These events, deeply rooted in local history and community spirit and are a significant part of the region's cultural heritage, combining history, community, and celebration.

- **National Scenic Areas:** The region boasts three National Scenic Areas - The Nith Estuary, The East Stewartry Coast, and The Fleet Valley.
- **Schools and Education:** The region has approximately 120 primary schools and 16 secondary schools. Further educational opportunities are enhanced by The Crichton campus in Dumfries, a unique academic and research institution that hosts a range of higher and further education courses through partnerships with the University of Glasgow, the University of the West of Scotland and Dumfries and Galloway college.
- **Deprivation Challenges:** Despite its many positives, the region faces challenges related to social and economic deprivation. With 19 data zones within the region identified among the 20% most deprived in Scotland, efforts are focused on improving quality of life and ensuring equitable access to services.



## Work Environment

Everyone at Loreburn is proud to be part of an innovative and supportive organisation. As a values-led organisation we've evolved in recent times to recognise the changing world of work and combine this with our commitment to local service delivery.

We have just under 100 employees in total and the majority of our people work remotely, operating within a **Hub, Home and Roam** philosophy, depending on the needs of their role and service. This makes for a great work/life balance, with flexibility and freedoms to deliver your best.

We are a welcoming and supportive management team, characterised by a culture of accountability and mutual respect, support and trust in one another.

There will be a requirement for frequent travel within the region for you to provide visible leadership to your teams and to ensure the operational functions are well delivered. You will have access to our hub spaces within the region for the times you need access to meeting and desk space.

## What makes us GREAT?

We all have different backgrounds, strengths, and experiences but one thing we share at Loreburn is our values.

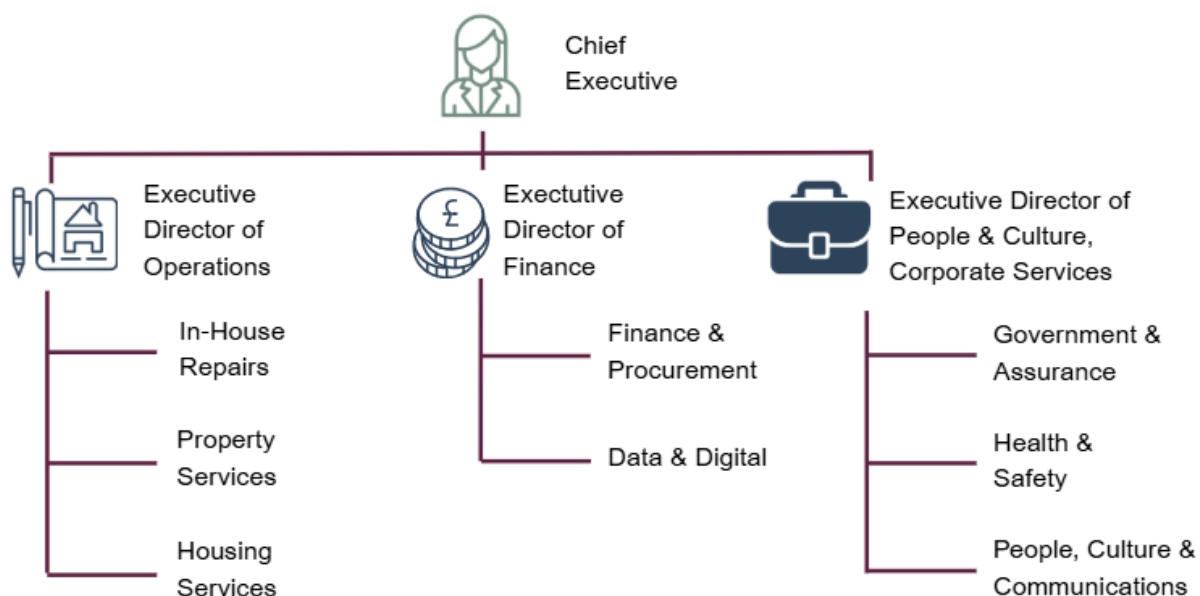
Our GREAT values define who we are and guide all that we do. They reflect our commitment to our tenants and shape our interactions and ways of working:



As a values driven landlord we are looking for talented individuals to join us who share our desire to make a difference and who want to give back through our social purpose to promote community spirit and being a great landlord. We pride ourselves on our healthy workplace culture where we value our people and put wellbeing at the forefront of our ways of working.



# Organisational Structure





# Operations Directorate

We are at an existing time in our change journey as we embed our organisational restructure, which, once concluded, will see the Housing Services Team within the Operations Directorate operate with a total of 31.06 FTE staff outlined in the structure below.

The Head of Housing has three direct reports:

- Housing Team Manager (West)
- Housing Team Manager (East)
- Customer & Business Support (CBS) Team Manager

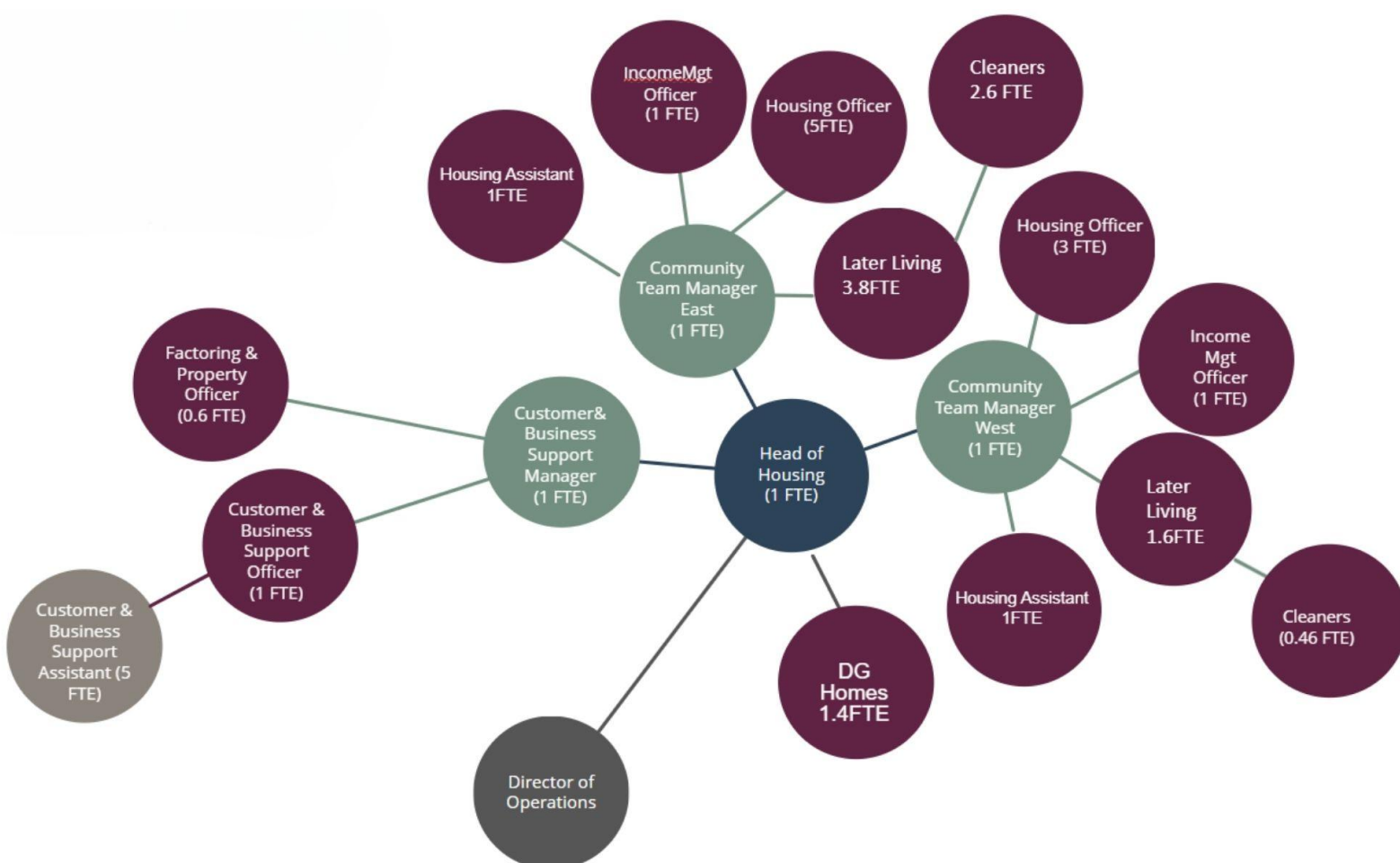
## Operations – Housing Services

FTE 31.06FTE exc. Director & DG Homes

Housing East – 14.4FTE

Housing West – 8.06FTE

CBS – 7.6





# Housing Services

The key core functions of the Housing department include:-

- Tenancy management and sustainment
- Tenant engagement
- Choice based lettings – advertising of properties and allocations
- Income/arrears management
- Anti social behaviour management
- Void management
- Estate management
- First point of contact for enquiries
- Later Living – Our Later Living properties allow tenants to live comfortably, in a safe environment, knowing there is expert help on hand if needed.

The role of Head of Housing has responsibility for the strategic direction of our Later Living Service and you will support the Team Managers in their management of our 8 Developments across the region. More information is accessible here [Later Living - homes for over 55s](#)



**Scott's Way**  
Our newest Later Living  
Development in Castle Douglas

# Executive Team



## Kirsteen McGinn: Chief Executive

Kirsteen joined Loreburn in June 2023 as Chief Executive, having worked in the housing sector in various roles in both housing management and property services for over 30 years.

She started her career as a graduate trainee and then went onto work with various Local Authorities and Housing Associations over the years.

Kirsteen is passionate about the positive impact of providing safe, warm, and affordable homes that our communities can be proud of. She has a strong commitment to working collaboratively with colleagues, our tenants and partners across Dumfries and Galloway, with a real focus on tenant participation.

In her free time, Kirsteen spends her time with her three grown up children and in her garden. She loves travelling, and art and design too, and has a longstanding project away from work renovating her home and garden.



## Elkie Astley: Executive Director of People & Culture, Corporate Services

Elkie joined the Loreburn family in 2018, initially working as a member of the Management Team, and went on to join the Executive team in 2022.

A strong believer that variety is the spice of life, Elkie thoroughly enjoys her position on the team. Covering areas from Organisational Development, Employee Engagement and HR to Health & Safety, Governance and Assurance. Elkie is a Chartered Fellow of the CIPD and serves as a Trustee for Dumfries Advocacy Service, her passion for making a positive difference in the community greatly compliments and shows through in her work.

Elkie believes that the flexible and collaborative approach to working at Loreburn is what makes working there so enjoyable. Although the workforce is dispersed across the region, it really does feel like a close-knit organisation.

When away from work, Elkie spends her free time with her wonderful family and pets. An animal lover, Elkie's weekends are spent walking her beagles and looking after the family pony.



## Tony McInnes: Executive Director of Finance

Tony McInnes has worked in Professional Services, the Construction Sector, Consultancy, Housing Development and Recruitment as a Senior Director and CEO. He is a qualified accountant. He sits as a Non-Executive Director on a well-known housing association board which has been invaluable in

his new role at Loreburn.

He is a retired session guitarist from his youth and still enjoys music and theatre in his spare time.



## Fiona Campbell: Executive Director of Operations

Fiona joined Loreburn in August 2024 as Director of Operations, having worked in the housing sector in a variety of roles in both Housing Management and Property Services for over 35 years.

Fiona has worked for both rural and urban local authorities and housing associations over the years and understands the challenges faced due to locality.

Fiona is committed to delivering excellent customer services, she is an advocate of positive change and innovation, service development and growth. She is enthusiastic and self motivated to continually improve and add value to Loreburn and its continued success as a forward thinking and innovative housing association. Fiona enjoys playing golf in her spare time.

# Management Team



## Vacant Head of Housing

Responsible for leading Housing services to ensure high performance and accountability across the teams with a strong tenant focussed approach.

The management team meet on a regular basis to discuss corporate and operational issues and to collaborate with each other to identify proactive solutions to cross service issues and to ensure strong leadership to the Association. Where matters need to be escalated to the Executive Team the MT will work together to prepare a relevant paper.



## Head of Governance & Assurance:

### Rebecca Wilson

Responsible for leading strong governance and assurance throughout the association, working with our management committee and the Scottish housing regulator



## Head of Repairs & Maintenance (IHR):

### Billy Coupland

Responsible for leading our inhouse repairs team ensuring strong performance and responsive services to our tenants.



## Head of Property Services

### Stuart Mackay

Responsible for leading the property services team in delivery of the asset management strategy and ensuring strong compliance across our housing stock.

# Job Advert, Role Profile and Person Specification

## *Job Advert*

## Head of Housing

**Are you an experienced leader with a passion for making a positive impact in the social housing sector?**

**Loreburn Housing Association is seeking a dynamic Head of Housing who is passionate about making a difference to join the association to provide strong leadership to a newly shaped housing team.**

**Employment Type:** Full time, permanent

**Location:** Dumfries & Galloway (regular travel required).

**Salary range:** £50,798 - £62,049 + competitive benefits package + on call rota payments

**Hours:** 35 hours each week, with general working pattern of Monday to Friday, 9am to 5pm.

### About the Role

**Working alongside a welcoming and supportive management team, you'll lead our mission to create and sustain GREAT places to live across southwest Scotland.**

As Head of Housing you will be responsible for delivering high quality, tenant focussed housing services. You will shape strategy, ensure compliance and drive continuous improvement and service improvement across tenancy and neighbourhood management, community development and tenant engagement.

As a visible and collaborative leader, you will embody our GREAT values and inspire a culture of integrity, accountability and performance. You will be able to work from home but must be within proximity to the D&G region as regular presence will be required. You will build partnerships to enhance community impact while ensuring that your teams deliver services that truly place tenants first.

### Responsibilities

- Provide strategic and operational leadership across all housing services, ensuring compliance with the Scottish Social Housing Charter, regulatory standards and legislative requirements.
- Champion a tenant-first culture, embedding co-production and tenant voice into service design, delivery, and scrutiny.
- Lead the development and implementation of housing strategies, policies, and performance frameworks aligned to Loreburn's corporate priorities.
- Oversee all aspects of housing service delivery, using data and insight to drive performance, mitigate risks, and achieve/exceed KPIs.
- Take accountability for housing budgets, ensuring financial sustainability and value for money.

- Drive service transformation and embed new systems and working practices that improve tenant experience.
- Represent Loreburn externally, influencing policy and building strong partnerships that benefit tenants and communities.

## Key Requirements

We are looking for an experienced and principled housing leader who brings:

- Proven success in leading progressive housing teams, delivering service improvements and achieving performance targets.
- Infrastructure to accommodate home working with access to broadband.
- Participation in the on call rota
- A track record of embedding tenant voice and co-production in service delivery.
- Experience in budget management, risk management and performance monitoring.
- Strong leadership skills, with the ability to inspire, collaborate and drive transformation.
- Excellent judgement, professional integrity, and the ability to balance strategic priorities with operational delivery.
- Proficiency in data analysis and ICT, with the ability to use information to make clear, evidence-based decisions.
- Strong resilience and organisational skills.
- Knowledge of relevant regulations and compliance standards.

## Benefits

We know our people are key to our success. In return for your leadership and expertise, we offer:

- Competitive pay and rewards
- Matched pension contributions up to 8% and life cover of 3 x salary
- Salary sacrifice options for pension contributions
- 8 weeks paid holiday (pro-rata) which includes 12 fixed public holidays and a Christmas closure
- Wellbeing Time – alternative to a 34-hour week. Staff have 49 hours (pro-rata) throughout the year to offer greater flexibility and support to health and work/life balance
- Westfield Health Plan – contributions towards a range of services including dental, optical, therapies, counselling and wellbeing services.
- Employee discounts including Blue Light card, cashback and high street retail and gym discounts
- Family friendly policies
- Flexible working and a Hub, Home and Roam working model
- Support for continuous professional development and protected learning time
- Strong values-based culture offering autonomy and empowerment
- Paid volunteering days
- Long service rewards
- Professional fees - Loreburn 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 Loreburn

If you'd like to discuss the opportunity confidentially and to find out more about the role please contact [peopleandculturehr@loreburn.org.uk](mailto:peopleandculturehr@loreburn.org.uk)



## How To Apply

Apply by completing the online Recruitment Application Form which can be accessed [here](#).

**Closing date for applications:** Friday 3<sup>rd</sup> October 2025

**Interview date:** 23<sup>rd</sup> and 27<sup>th</sup> October 2025

We're committed to making our recruitment practices as accessible as possible for everyone, this includes making any necessary adjustments. If you need us to do anything differently as part of the recruitment process, please let us know.

## Reports & Corporate Information

<https://loreburn.org.uk/resource-library/>



# Role Profile – Head of Housing

|                             |                                                                                                                                                                                                                                                                                                                                          |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Reporting Structure</b>  | Reporting directly to Director of Operations and contributing to Loreburn's Operations Directorate.                                                                                                                                                                                                                                      |
| <b>Salary Band</b>          | <b>Band J: £50,798 - £62,049 + on call rota payments</b><br>Appointment to the salary scale point will be dependent upon skills and experience. Salary progression will occur annually on an incremental basis until the top of the scale is reached, provided delivery of role requirements are demonstrated.                           |
| <b>Contract &amp; Hours</b> | Permanent - 35 hours per week, Monday-Friday. (9am-5pm each day with 1 hour lunch break).<br>Participation in out of hours on call rota is a contractual requirement for which separate payment is made.                                                                                                                                 |
| <b>Workbase</b>             | <b>Home based</b> , with a requirement to attend in person meetings and training events at locations across the region.<br><br>A dedicated home workspace with reliable internet connectivity is essential. Loreburn will provide all necessary IT equipment, including financial help to set up a comfortable and productive workspace. |

## Role Summary

The Head of Housing is a key strategic leadership role with accountability for the delivery, performance, compliance and continuous improvement of Loreburn's housing services, including tenancy and neighbourhood management, community development and tenant engagement. As a member of the Senior Management Team, the role contributes to the organisation's overall strategy, planning and performance, and provides expert advice to the Executive Team and Management Committee.

With a clear mandate to ensure that services are fully compliant with all relevant statutory and regulatory requirements, including those set by the Scottish Housing Regulator and other oversight bodies, the Head of Housing is responsible for assuring the quality and safety of the housing service. This includes the development and implementation of housing strategies and policies and performance frameworks.

This role demands an experienced and principled leader who can inspire a culture of integrity and accountability, rooted in a 'tenant first' ethos. The Head of Housing will lead by example, aligning operational delivery to corporate priorities and ensuring performance management is robust and transparent. The postholder is expected to be visible in upholding Loreburn's GREAT values and model a collaborative leadership style, working closely with other Heads of Service.

Externally, the Head of Housing will represent Loreburn with credibility and influence, building partnerships across sectors to improve community impact and enhance the lives of our tenants. Internally, they will lead transformational change, ensuring new systems and working practices are effectively embedded and widely understood across the service.

Accountable for key performance areas, the Head of Housing will use data and insight to inform decisions and drive continuous improvement, and to proactively manage risk. They will champion the voice of tenants to shape and deliver a forward thinking, tenant focused housing service that delivers our mission to improve lives and communities through the provision of high quality homes, neighbourhoods and services.

## Our Service Commitment

Delivering a great service experience runs through all we do at Loreburn. The Head of Housing is expected to lead with authenticity and cultivate a culture of accountability, empowerment, continuous learning, innovation and service excellence.

## Key Responsibilities

### Strategic Leadership & Service Development

- Provide strategic and operational leadership across all housing services, setting direction and ensuring compliance with all regulatory and legislative standards and the Scottish Social Housing Charter.
- Lead the strategy for our Later Living Service providing guidance and coaching where necessary to teams.
- Collaborate effectively with other Heads of Service to ensure joined up leadership, shared ownership of organisational priorities, and a consistent focus on delivering high performing, tenant centred services.
- Lead the development and implementation of service strategies and plans, ensuring alignment with corporate objectives.
- Inspire and lead a service culture of integrity, accountability and high performance.
- Actively contribute to leadership forums and strategic planning across Loreburn.
- Represent the organisation externally to influence policy, build partnerships and strengthen community impact..
- Lead, develop, effectively implement and regularly review strategies, policies and procedures.
- Ensure those within your remit are clear on expectations and what good looks like having a clear link to their contributions to operational plans and KPI reporting.
- Facilitate and drive any change management processes through developing and maintaining effective working with managers and teams to ensure new processes, systems and ways of working are owned by and embedded in the work of operational teams.
- Support the Executive Team in the delivery of the corporate plan

## Operational Management & Performance

- Oversight and responsibility for the effective delivery of all housing management services.
- Use data intelligently to set, monitor and achieve/exceed internal and external KPIs including income collection, void turnaround, complaints, tenancy sustainment and satisfaction.
- Ensure services are compliant with regulatory, statutory and policy requirements.
- Maintain performance on all relevant KPIs and ARC indicators.
- Manage performance, at an individual level and service level, through clear objectives, regular feedback and effective performance management.
- Report on performance indicators and outcomes to the Executive Team, identifying and monitoring risks associated with indicators and service delivery.
- Ensure robust quality assurance and governance practices are in place across all areas of responsibility, ensuring clear audit trails and evidencing compliance. This includes ensuring accurate and up to date records of all key documents, including instructions, certificates, sign offs, reports, meeting notes and decisions.
- Share relevant information with housing teams via agreed forums and engagement sessions.
- Champion a high-performance culture, ensuring individual and team accountability through clear objectives, regular feedback and effective performance management.
- Fully utilise the skills of your team and develop individuals as part of succession planning.
- Assist the Director of Operations in fulfilling corporate responsibility for health and safety initiatives throughout the Association, collaborating with the in-house Health and Safety Co-Ordinator.

## Tenant Voice

- Set a clear vision for a tenant first culture, championing the voice of tenants and embedding a culture of co-production in shaping and scrutinising services.
- Ensure the tenant voice is central to service delivery, using data and intelligence from complaints, feedback and satisfaction survey results to drive continuous improvement and develop working practices.
- Ensure your teams are proactively encouraging tenants to consider shareholding membership of the Association

## Financial Management

- Hold responsibility for housing service budgets, ensuring financial sustainability and delivering efficiencies where/when required.
- Deliver services in line with organisational business plans, VfM strategies and financial performance targets.
- Identify and manage financial risks, balancing cost control with quality outcomes.

## Governance, Policy & Reporting

- Provide high quality reports and advice to the Executive Team and Management Committee on performance, risk, policy development, improvement, legislative changes and strategic opportunities.
- Lead the development and review of policies and procedures, ensuring they meet all legal and regulatory requirements and support excellence in practice.
- Ensure risks are effectively identified, managed and mitigated.
- Responsible for keeping fully apprised of changes in Association policy, legislation, relevant guidance and models of good practice.

This role profile is not intended to be exhaustive and may not encompass all tasks and responsibilities. Any other responsibilities required will be appropriate to the role and salary grade.

## Person Specification

| Category                              | Requirement                                                                                                                                                                   | Essential or Desirable |
|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| <b>Qualifications</b>                 | Relevant professional qualification in housing e.g. CIH level 4, leadership or related discipline or other degree level qualification with substantial equivalent experience. | E                      |
|                                       | Membership of a relevant professional body, eg. Chartered Institute of Housing                                                                                                | E                      |
| <b>Knowledge &amp; Experience</b>     | Experience of leading and managing housing teams to achieve key performance indicators and service improvements whilst shaping a positive working environment.                | E                      |
|                                       | Experience of embedding tenant voice and co-production approaches into service design and delivery.                                                                           | E                      |
|                                       | Experience of managing budgets, risk and performance frameworks.                                                                                                              | E                      |
| <b>Abilities, skills and attitude</b> | Demonstrates professional integrity, personal accountability and sound judgement, taking ownership for strategic and operational decisions.                                   | E                      |
|                                       | Excellent leadership skills with a collaborative and adaptable approach and commitment to shared success.                                                                     | E                      |

|                |                                                                                                                                                                             |   |
|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
|                |                                                                                                                                                                             |   |
|                | Proven ability in strategic and operational business planning.                                                                                                              | E |
|                | Proven ability to lead change, transformation and performance improvements including knowledge of effective performance management and monitoring.                          | E |
|                | Strong interpersonal skills, collaborative mindset and ability to form strong relationships with partner organisations and other stakeholders.                              | E |
|                | Ability to analyse information and data and make recommendations with clarity.                                                                                              | E |
|                | ICT proficiency, with competence across Microsoft packages including Office 365 Teams.                                                                                      | E |
|                | Ability to manage competing priorities through effective time and activity management, ensuring that reactive tasks and other priorities are managed and delivered on time. | E |
|                | Passionate about delivering exceptional housing services and improving lives with demonstrable success in improving tenant or customer experience and service outcomes.     | E |
|                | Demonstrable commitment to Loreburn's GREAT values.                                                                                                                         | E |
| <b>General</b> | Adequate internet connectivity from home and a suitable space to work from that can be productive, private, and comfortable.                                                | E |
|                | Ability to participate in an out of hours rota and a willingness to work flexibly, including occasional evening/weekend working.                                            | E |
|                | Full, valid UK driving licence (max 3 penalty points) with access to a vehicle for business travel.                                                                         | E |

A basic disclosure will be required for this role.

## Summary of Key Terms & Conditions

- **Salary:** £50,798 - £62,049 with annual progression – appointment to salary scale will be based on experience.
- **Hours:** 35 hours each week – working Monday to Friday, 9am to 5pm
- **Annual Leave:** 8 weeks including allowance for public holidays and we operate a Christmas shut down expect for emergency works.
- **Pension contributions:** 13% - minimum 5% employee contribution and 8% employer contribution with additional option for salary sacrifice.
- **Probationary period:** 6 months
- **Access to broadband** and an adequate space to work from is required of this post

We believe that a healthy work-life balance is essential to the overall health and wellbeing of our people. Alongside some great terms and conditions we offer a range of benefits designed to support everyone at Loreburn, both in and out of work.

## Other Benefits

- Flexible working options
- Employee discounts
- Family friendly policies
- Westfield Health cover and cash plan
- Health and wellbeing initiatives
- Paid volunteering days
- Learning and development culture
- Long Service rewards
- Paid professional fees
- Wellbeing Time – alternative to a 34-hour week. Staff have 49 hours (pro-rata) throughout the year

## Equality, Diversity and Inclusion

We're committed to making our recruitment practices as accessible as possible for everyone, this includes making adjustments for anyone who needs it. If you need us to do anything differently as part of the recruitment process, please let us know.