

## GWAH: ROLE PROFILE

<b>ROLE:</b> Estates and Factoring Manager	<b>GRADE:</b> EVH Grade 8
<b>REPORT TO:</b> Technical Director	<b>DATE COMPLETED:</b> March 2026

### CORE RESPONSIBILITIES

Lead Estates and Factoring (E&F) Services comprising central office and site-based teams, and outsourced services, with a commitment to enhanced customer service and operational compliance through the provision of quality advice and information. Promote investment in shared assets<sup>1</sup>, cultivating mixed tenure support to manage risk and work collaboratively with stakeholders to support the delivery of works programmes and neighbourhood improvement through effective contract management. Fostering a proactive team culture towards the successful delivery and achievement of organisational priorities and operational performance objectives. Reporting to the GWAH Management Committee and subsidiary (Glasgow West Enterprises) Board (GWEn). Engaging in effective, appropriate and professional conduct as part of the Management Team, routinely reporting to the Technical Director with accountability through the Chief Executive to the Management Committee.

### KEY TASKS: Estates and Factoring Manager Role

1. Driving excellent, proactive customer services across E&F functions towards improving service satisfaction with the management of neighbourhoods, our site-based concierge and guard services, well-maintained common areas, and contractor performance.
2. Leading the Factoring Services, ensuring compliance with statutory obligations, operational day to day functions, and proactive homeowner (HO) engagement initiatives (FNIS<sup>2</sup> / GWEn Conference / Surgeries / HO meetings etc)
3. Support of investment in common parts (recording HO participation through Minute of Agreement, and ingathering of associated financial contributions).
4. Responsible for reporting to GWEn board / regulatory submissions, including associated papers / action plans.
5. Contribute to the management and mitigation of strategic and service risk.
6. Management of commercial lease portfolio and associated communication.
7. Promoting the routine mitigation of complaints, effective complaint handling, and leading on FTT<sup>3</sup> hearings.
8. Effective team management and leadership; aligning with organisational and service priorities including SMART Team Plans, regular Team meetings, KPI monitoring, Planning & Supervision Sessions.
9. Leading Estates Services, promoting service quality improvement across internal and external service functions.
10. Steering related procurement and contract administration initiatives within scope of role; including contribution to / and the completion of relevant business case assessments, and the appointment / instruction of works and services within authority levels.
11. Monitoring and reviewing contractors and contracts for compliance, probity, best value and service quality.
12. Developing and implementing effective Estates Management strategies / initiatives / KPIs/ PIs/ policies / procedures, mitigating risk and demonstrating compliance with governance, legislative and regulatory requirements through effective record keeping and communication.
13. Liaising with 3<sup>rd</sup> party stakeholders including property factors, elected members, and local authorities.
14. Assisting with Budgetary forecasting and control.
15. Part of the Out of Hours emergency response group, liaising with residents / duty contractors as appropriate.
16. Assisting and supporting the delivery of property and asset management strategies (inc HO engagement).
17. Ensuring appropriate systems are in place for performance monitoring and reporting on key service areas.

### SCOPE: Towards 2028: Shaping Thriving Communities

A member of the Estates and Factoring Team within the Technical Division. Actively assisting and supporting the delivery of sustainable neighbourhoods, with a focus on Estate and Factoring Services towards the protection of property investment, assets, and preservation of building fabric. Promoting customer service excellence and best value services. Leading and supporting the team to deliver high standards of performance. Flexibility and scope of role to reflect organisational priorities, change, and progress towards 2028 vision.

<sup>1</sup> Mixed tenure: GWAH owned domestic and commercial properties, factored residential and commercial properties.

Stock types include: high-rise, deck access, modern and traditional pre-1919 sandstone tenements.

<sup>2</sup> Formal Notice and Information Sheet (issued quarterly with factoring invoices).

<sup>3</sup> First-tier Tribunal for Scotland (Housing and Property Chamber).

<b>COMPETENCIES</b>	
Leadership	<p>Clear operational leadership and direction, with demonstrable performance in meeting KPI. Embraces and promotes a culture of enhanced services, robust governance structures and optimum performance in the context of organisational strategies, policies, processes and performance management frameworks.</p> <p>Demonstrates a positive, person centred approach to line management, coaching and support. Committed and open to change with demonstrable successful implementation of such.</p>
Team Working	<p>Proactively engages with others to ensure accurate and comprehensive information is shared. Actively contributes to, and participates in, team discussions and activities.</p> <p>Promotes and engages in positive teamwork, respecting the contribution of others. Displays a willingness to assist, support and mentor other members of the team.</p> <p>Highlights issues of importance and keeps team apprised on matters of common interest. Comfortable with lone working and displays awareness of personal safety and risk. Uses initiative and generates ideas.</p>
Knowledge	<p>A high degree of professionalism, and competence to reflect core responsibilities and scope of role including the relevant legislative and compliance frameworks.</p> <p>Awareness of the housing sector, its wider environment and the changing role of RSLs. The ability to make informed judgements based on available operational / technical information.</p>
Professionalism	<p>Operates within the framework of policies and procedures and leading policy review. Displays willingness and enthusiasm in carrying out responsibilities and tasks.</p> <p>Commitment to change, continuous improvement, learning and best practice. Awareness of personal strengths and limitations and seeks support, assistance and intervention as appropriate.</p>
Customer service	<p>Actively promotes a culture of quality, responsive customer service and engagement. Provides accurate and appropriate advice, information, assistance and support to external and internal customers and stakeholders.</p> <p>Mitigates complaints through successful service delivery and interaction.</p>
Interpersonal	<p>Demonstrable social maturity, with confidence to manage difficult conversations. Effective negotiation skills with the ability to influence positive outcomes.</p> <p>Self-motivated, flexible, reliable, adaptable and sociable, demonstrating self-confidence, initiative and drive to ensure common goals are achieved.</p> <p>Willing and enthusiastic about outdoor working in all weather conditions. A positive ambassador for GWHHA and social housing.</p>
Organisational & analytical	<p>Ability to analyse situations and respond with appropriate action. Effectively plans and prioritises work to deliver expectations, achieve high quality and strong performance.</p> <p>Ability to analyse and interpret data. Responsive to changing demands.</p>
Communication & ICT	<p>Displays confidence and professional rapport with internal and external customers. Effective communication, language and letter writing skills.</p> <p>Effective contribution and input to reports, newsletters and corporate publications. Proficient ICT skills: Outlook, Word, Excel, PowerPoint, Co-pilot.</p>
Vision & values	<p>Embraces and promotes GWHHA's Code Of Conduct and values: <b>Inclusive, Considerate, Accountable, Resourceful, and Ethical</b>; promoting equality, value, diversity and sustainability to <b>Shape Thriving Communities</b>.</p>