



HEAD OF COMMERCIAL SERVICES

Salary - £57,000.00

WS Estate Services &
WS Property Management

(Part of the Whiteinch & Scotstoun Housing
Association Group)



Welcome to a Role with a clear *Purpose*, a defined *Way* of working and the opportunity to create real community *Impact*

Whiteinch & Scotstoun Housing Association has spent decades building something extraordinary — *not just homes, but community, belonging, dignity and opportunity.*

With the addition of our subsidiaries - WSES, WSPM and TWC - we operate a Group structure that has a clear *Purpose, Way and Impact:*



WS Estate Services (WSES)

A dynamic enterprise delivering exceptional estate management, ground maintenance, cleaning and environmental services — built on quality, responsiveness and our ability to listen to our tenants and our communities.



WS Property Management (WSPM)

A trusted, longestablished factoring organisation serving more than 600 residential and commercial properties across Whiteinch and Scotstoun and the Dumbarton Road corridor.



The Whiteinch Centre (TWC)

A vibrant community hub which became part of the WSHA Group in April 2025. TWC offers a community shop, community learning, community events, employability support, wellbeing programmes, volunteer initiatives, and local partnerships that strengthen community resilience and opportunity. As part of our circular economy the profits from WSES and WSPM are reinvested using TWC's activities to provide direct support to our tenants and communities.

Together, these organisations form a circular social economy:

commercial success generates community investment — and community strength fuels long-term sustainability.

We are now seeking a strategic leader to help drive the next chapter of that journey.

THE OPPORTUNITY

Lead Two Growing Commercial Subsidiaries.

Shape the Future of Local Services. Strengthen a Community.

The **Head of Commercial Services** is a pivotal leadership role within the WSHA Group — a role that blends strategic direction, operational excellence, commercial acumen and deep community purpose.

You will lead **WS Estate Services** and **WS Property Management**, bringing together two unique service models under a unified vision for growth, customer excellence, innovation and sustainability.

You'll guide teams, build partnerships, improve services, modernise systems, strengthen governance,

and ensure financial resilience — all while keeping our core values and community purpose at the heart of every decision.

This is a role that requires:

- Intelligence and empathy.
- Ambition and humility.
- Commercial strength and social awareness.
- Operational rigour and the ability to inspire.

It's a role where your leadership will ripple across homes, streets, communities.

OUR STORY: A COMMUNITY BASED HOUSING ASSOCIATION WITH A COMMERCIAL EDGE



WS Estate Services

Established in 2017 to improve estate standards, WSES has transformed estate management across Whiteinch and Scotstoun. Today it:

- Employs a skilled multidisciplinary team
- Provides placements and training to local young people
- Delivers nearuniversal estate services for WSHA properties
- Has diversified into cleaning, painterwork, bulk uplifts, environmental improvements and more
- Contributes over **£500,000** in gift aid since inception to fund community investment.

WSES is ready for a step-change in growth and innovation and open to explore what opportunities will be part of this exciting next phase.



WS Property Management

WSPM builds on a long tradition of factoring stretching back more than 40 years. It now:

- Manages factoring services for 507 homes and 95 commercial units
- Supports safe, well-maintained, well-governed tenements across the corridor
- Contributes annual gift aid to support local community initiatives
- Plays a pivotal role in the Group's sustainability and governance structure

It is an established business with a strong reputation — ready to modernise systems and deepen customer engagement.

OUR AMBITION: BUILDING TOWARDS 2030

Across the WSHA Group, our shared vision focuses on:

- Thriving neighbourhoods
- Resilient commercial services
- Digital transformation and innovation
- Governance excellence and transparency
- Environmental sustainability and net-zero commitments
- A culture where our people can thrive

The Head of Commercial Services is central to turning this vision into action as the success of WSES and WSPM directly funds the development of projects that are part of this ambitious plan.

You will help us strengthen two key businesses, modernise services, diversify income, and ensure that commercial success continues to support community transformation.



BRINGING THE ROLE TO LIFE

Key Purpose

Provide strategic and operational leadership of all commercial services, ensuring financial sustainability, excellent service delivery, regulatory compliance, and community impact.

As Head of Commercial Services, you will be the strategic connector between commercial success and community impact.

You will:

- Shape a clear commercial strategy for WSES and WSPM — bold, innovative, financially resilient.
- Lead teams that keep homes safe, clean, wellmaintained and environmentally sustainable.
- Drive improvements in customer satisfaction, service delivery and performance.
- Strengthen governance, compliance, and reporting in line with regulatory and legislative frameworks.
- Modernise digital systems across both subsidiaries, ensuring data-driven insight and seamless customer experiences.
- Embed a culture of safety, quality and accountability — across every job, every process, every regulation.
- Build partnerships with communities, suppliers, regulators and stakeholders that create value far beyond commercial outcomes.
- Uphold the WSHA Group’s Purpose, Way and Impact in every decision, ensuring social value is created as a direct result of commercial strength.

You will lead finances, people, operations, partnerships, governance, risk and strategy — across two businesses with distinct identities but a shared mission.



Important Information

WSHA Business Plan -

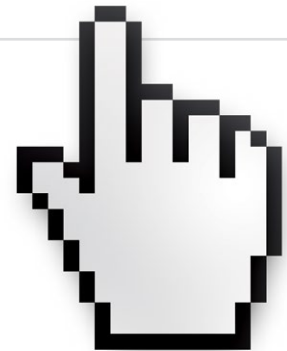
<https://pg.aflip.in/40f0262e1d.html>

WSES Business Plan -

<https://pg.aflip.in/b7adbbd73c.html>

Digital Strategy -

<https://pg.aflip.in/3ad9cb0ddf.html>



JOIN US

If you are a leader who believes commercial success and community impact can — and should — reinforce one another, this is your opportunity.

Join us in shaping the future of commercial services across the Whiteinch & Scotstoun Housing Association Group — and in strengthening the communities we proudly serve.





Job Details:

| | | | |
|-------------------|-------------------------------------|------------------------|---|
| Job Title: | Head of Commercial Services | Service Area: | WS Estate Services and WS Property Management |
| Based: | WSES Offices: Curle Street, Glasgow | Report to: | WSHA Director of Finance & IT |
| Salary: | £57,000.00 (April 2026) | Date Completed: | March 2026 |

Job Summary:

The **Head of Commercial Services** will lead the strategic and operational delivery of all commercial services within **WS Estate Services and WS Property Management**, ensuring financial sustainability, service excellence, and compliance with regulatory and legislative requirements.

The role is accountable for driving commercial services, managing budgets, and delivering high-quality services aligned with organisational objectives and core values.

Key responsibilities include:

- Developing and implementing commercial strategies to achieve revenue and profit targets.
- Overseeing service delivery standards, customer engagement, and tenant-focused initiatives.
- Leading digital transformation and innovation projects to modernise services.
- Ensuring robust governance in line with Scottish Housing Regulator standards for Housing Association subsidiaries.
- Managing procurement, contract compliance, and risk assessment processes.
- Championing sustainability, equality, diversity, and health & safety across all operations.
- Building strong community partnerships and fostering a culture of performance and continuous improvement.

The post requires significant senior management experience, strong commercial acumen, and proven leadership skills to deliver measurable outcomes in financial performance, customer satisfaction, operational efficiency, and governance.

As part of the wider Whiteinch & Scotstoun Housing Association Group this role is integral to delivering the shared group vision of providing safe, sustainable homes and thriving communities.

The Head of Commercial Services will ensure that all commercial activities reflect our **Purpose**—to improve lives through quality housing and services — while embodying our **Way**, which values collaboration, respect, and excellence. By driving innovation, sustainability, and customer engagement, the role contributes directly to our **Impact**, creating financial resilience that supports affordable housing, enhances tenant experience, and strengthens community partnerships.

Core Values:

Our Core Values:

- Customer First
- One Team
- Respect
- Excellence

| Customer First | One Team |
|---|---|
| <ul style="list-style-type: none"> • Ensure customers are at the heart of everything we do. • Always aim to achieve high quality outcomes for customers. • Care about customers. • Engage with tenants and create forums for better customer relationships. • Respond to and deal with service complaints and queries in a timely manner and as per Association policy. • Demonstrate an understanding of customer needs and expectations. • Foster and drive new opportunities and initiatives to facilitate a more holistic tenant/ landlord relationship. • Work cohesively with partner agencies and external agencies to provide robust and up to date services to tenants and customers. • Acknowledge and respect different backgrounds, perspective and beliefs. | <ul style="list-style-type: none"> • Create opportunities for people to make informal and formal ways to collaborate across teams. • Identify opportunities for people to improve delivery through partnerships. • Ask for help when needed and provide support to others. • Look for opportunities to work collaboratively and build relationships across all teams and all levels to develop better solutions. • Generate and seek out ideas from others to specific challenges. • Drive a two-way culture of communication which is open and honest. • Promote open exchange of ideas. • Establish processes for open communication. • Give timely feedback to support performance. • Communicate clearly and openly with others. • Be clear, concise and factual. • Share relevant information in a timely manner. • Be open to and actively seek feedback; listen and respond accordingly. • Be confident to speak up and share views with others. |
| Respect | Excellence |
| <ul style="list-style-type: none"> • Ensure a culture of trust and openness. • Care about colleagues. • Take ownership for behaviour, performance and quality of work. • Understand how behaviour can be interpreted and consider the impact on others. • Listen empathetically to people. • Build and develop trust by being approachable, patient, helpful and supportive. • Acknowledge and respect different backgrounds, perspectives and beliefs. • Treat people with fairness, honesty and dignity. | <ul style="list-style-type: none"> • Recognise and praise achievements; celebrate success. • Promote a culture of empowerment and decision making. • Support, coach and develop people to maximise their individual potential and ensure strong operational performance. • Deliver quality services, tailored to meet the needs of our customers. • Use time and resources wisely. • Ensure Value for Money. • Seek better solutions for our customers by going the “extra mile”. • Have a flexible and adaptive approach to resolving challenges. • Anticipate and manage risk associated with your decisions. |

Person Specification:

The essential/desirable criteria for this post are detailed below:

| | Essential | Desirable | Evidence |
|-------------------------------------|---|---|-----------------------------------|
| Education and Qualifications | Degree-level qualification or equivalent experience in business, finance, facility management or property services (asset management). | | Application Form and Certificates |
| Experience | <p>Significant management experience within commercial services or housing sector.</p> <p>Proven ability to manage financial performance.</p> <p>Track record of leading large teams and managing budgets.</p> | Experience of reporting to a Board | Application Form and Interview |
| Specialist Knowledge | Experience of overseeing Health & Safety, Compliance and Risk Assessment | <p>Knowledge of Factoring Legislation</p> <p>Understanding of Scottish housing sector regulations and governance requirements.</p> <p>Familiarity with procurement legislation, data protection, and FOI compliance.</p> <p>Knowledge of sustainability and ESG reporting frameworks.</p> | Application Form |
| Skills and abilities | <p>Strategic thinker with strong commercial acumen.</p> <p>Excellent leadership and people management skills.</p> <p>Financial literacy and analytical ability.</p> <p>Strong governance and reporting expertise.</p> <p>Effective communicator</p> | | Application Form and Interview |
| Other | Commitment to equality, diversity, and inclusion. | | Application Form |

A Disclosure Scotland check at Level 1 will be required for this post.

Job Outputs

| Role output: | Includes the requirement to: |
|--------------------------------|--|
| Purpose, Way and Impact | <ul style="list-style-type: none"> • Collaborate with the staff teams across the WSHA Group of companies prioritising a commitment to the core values, and the Purpose, Way and Impact. • Lead on the strategic direction, operational management, financial performance and future growth of WSES and WSPM: • Provide positive leadership and management of the WSES and WSPM staff teams. • Develop ambitious but achievable proposals for services, working consultatively and collaboratively with the Boards of WSES and WSPM and the WSHA Executive Team and other key stakeholders. • Monitor the external environment, particularly the changing demands on services to ensure that WSES and WSPM meets its strategic objectives and operates within financial budgets. • Lead on the development of the people and culture within WSES and WSPM prioritising equality and fairness. |
| Financial Performance | <ul style="list-style-type: none"> • Manage all commercial service delivery, meeting quality, compliance, and performance KPIs. • Oversee budgeting, forecasting, and financial accountability. • Full accountability for the commercial services budget, including preparation, monitoring, and control of expenditure. • Ensure delivery of agreed financial targets (income, surplus, and cost efficiency) within approved budgets. • Lead on forecasting and financial planning for all commercial activities, ensuring alignment with organisational objectives. • Identify opportunities for cost savings and revenue generation while maintaining service quality. • Provide accurate and timely financial reports to the Executive Team and subsidiary boards. • Develop and implement a procurement strategy that supports cost efficiency, quality, and sustainability objectives. • Ensure compliance with all relevant procurement legislation, regulatory requirements, and organisational policies. • Establish robust supplier selection, evaluation, and performance monitoring processes. • Promote ethical and sustainable procurement practices, including social value considerations and carbon reduction targets. • Negotiate contracts and agreements that deliver best value while mitigating risk. • Monitor procurement performance and report outcomes to WSES and WSPM Boards. • Ensure all financial activities are undertaken within the approval limits set out in the Financial Regulations and within the approved budgets for WSES and WSPM. |

Job Outputs

| Role output: | Includes the requirement to: |
|--|--|
| Digital Transformation and Innovation | <ul style="list-style-type: none"> • Lead the development and implementation of digital strategies to modernise the commercial services offered by WSES and WSPM. • Drive adoption of new technologies and systems that improve efficiency, customer experience, and data-driven decision-making. • Ensure robust data governance, cybersecurity compliance, and integration with organisational IT frameworks. • Promote a culture of innovation and continuous improvement through digital solutions. • Monitor and report on digital transformation progress and ROI to the Boards of WSES and WSPM. • Identify emerging trends, technologies, and market opportunities to enhance service delivery and customer experience. • Establish processes for evaluating, piloting, and scaling innovative ideas and solutions. • Monitor and report on innovation outcomes, ensuring measurable impact on efficiency, growth, and sustainability. |
| People and Culture | <ul style="list-style-type: none"> • Foster a culture of creativity and continuous improvement within the commercial services team. • Responsible for conducting regular performance reviews for all direct reports in line with organisational policy. • Ensure objectives and KPIs are clearly set, monitored, and reviewed at least annually, with mid-year check-ins. • Provide constructive feedback and identify development needs, creating tailored training and progression plans. • Address underperformance promptly through coaching, support, and formal processes where necessary. • Contribute to the wider organisational performance management framework by reporting team outcomes and improvement actions to the WSHA Corporate Services Team. |
| Community Partnerships | <ul style="list-style-type: none"> • Develop and maintain strong partnerships with local communities, voluntary organisations, and social enterprises. • Collaborate on initiatives that deliver social value, enhance community wellbeing, and support organisational objectives. • Identify opportunities for joint projects that promote employability, skills development, and economic inclusion. • Represent the organisation at community forums to strengthen relationships and influence local agendas. • Ensure community engagement and partnership activities align with equality, sustainability, and customer service goals. • Monitor and report on the impact of community partnerships, demonstrating measurable benefits for stakeholders. |

Job Outputs

| Role output: | Includes the requirement to: |
|------------------------------|--|
| Health and Safety | <ul style="list-style-type: none"> • Ensure compliance with all relevant health and safety legislation and organisational policies. • Promote a culture of safety across all commercial services operations, including office environments and field-based activities. • Conduct regular risk assessments and implement appropriate control measures. • Ensure staff receive adequate health and safety training and understand their responsibilities. • Report and investigate incidents promptly, implementing corrective actions to prevent recurrence. • Maintain accurate health and safety records and provide updates to the Board as required. • Ensure robust risk management processes are in place across all commercial services operations. • Conduct regular risk assessments for financial, operational, compliance, and reputational risks. • Maintain and update a risk register, identifying mitigation strategies and contingency plans. • Report significant risks and mitigation actions to the Board in line with governance requirements. • Embed a proactive risk culture within the team, ensuring staff understand and manage risks in their areas of responsibility. • Monitor emerging risks (e.g., regulatory changes, market volatility, cyber threats) and adapt strategies accordingly. |
| Compliance Monitoring | <ul style="list-style-type: none"> • Ensure all commercial services comply with relevant legislation, regulatory frameworks, and organisational policies. • Develop and maintain compliance monitoring systems to track adherence across operations. • Conduct regular audits and reviews to identify gaps and implement corrective actions promptly. • Provide accurate compliance reports to the Boards of WSES and WSPM, highlighting risks and mitigation measures. • Embed a culture of compliance within the team through training, guidance, and clear accountability. • Stay informed of regulatory changes and update policies and procedures accordingly. |

Job Outputs

| Role output: | Includes the requirement to: |
|---|---|
| Service Delivery and Customer Engagement | <ul style="list-style-type: none"> • Establish and maintain clear service delivery standards for all commercial services, ensuring consistency and quality. • Define measurable benchmarks for timeliness, accuracy, and customer satisfaction. • Monitor compliance with service standards through audits, performance reviews, and customer feedback. • Implement continuous improvement initiatives to enhance service quality and efficiency. • Ensure all staff understand and adhere to agreed standards, providing training and guidance where necessary. • Develop and implement a customer engagement strategy that enhances satisfaction and loyalty across all commercial services. • Ensure clear, consistent, and proactive communication with customers through multiple channels (digital, phone, face-to-face). • Monitor customer feedback and satisfaction metrics, using insights to drive service improvements. • Lead initiatives to co-design services with customers, ensuring their needs and expectations are central to decision-making. • Promote transparency and trust by providing timely updates on service changes, performance, and sustainability efforts. • Represent the organisation at customer forums, community events, and stakeholder meetings to strengthen relationships. • Facilitate regular consultation and feedback mechanisms, such as surveys, forums, and digital engagement tools. |
| Sustainability | <ul style="list-style-type: none"> • Embed sustainability principles into all commercial services operations and decision-making. • Ensure compliance with organisational sustainability strategy and relevant environmental legislation. • Identify and implement initiatives to reduce carbon footprint, energy consumption, and waste across services. • Promote sustainable procurement practices and encourage suppliers to adopt environmentally responsible approaches. • Monitor and report on sustainability performance indicators, contributing to annual ESG (Environmental, Social, and Governance) reporting. • Support community and tenant engagement in sustainability projects and awareness campaigns. |

Job Outputs

| Role output: | Includes the requirement to: |
|------------------------|--|
| Equality and Diversity | <ul style="list-style-type: none"> • Champion equality, diversity, and inclusion across all commercial services and within the wider organisation. • Ensure compliance with relevant legislation and organisational policies on equal opportunities. • Promote a culture that values diversity and respects individual differences in all aspects of service delivery and employment. • Monitor and report on equality and diversity performance indicators, taking action to address any gaps. • Support initiatives that enhance accessibility and inclusion for customers, staff, and stakeholders. |
| Governance | <ul style="list-style-type: none"> • Regulatory Framework & Standards: Ensure the parent RSL and any subsidiaries operate in line with the Scottish Housing Regulator (SHR) Regulatory Framework and the Standards of Governance and Financial Management, including the latest guidance on group structures and constitutional requirements. Provide assurance to the governing body that group arrangements safeguard current and future tenants and enable effective regulation. • Group Structures & Intragroup Control: Maintain clear governance maps, reserved matters, and intragroup agreements that evidence the parent’s control and oversight of subsidiaries. Notify SHR of proposals to form or join group structures (including unregistered subsidiaries) and ensure tenant consultation/ approval where required under the 2010 Act. • Freedom of Information (FOI): Ensure compliance with FOI(S)A 2002 as extended to RSLs and their subsidiaries since 11 Nov 2019—covering information held on in-scope functions (e.g., management of social housing, supplying information to SHR). Maintain publication schemes, request handling, and training. • Data Protection: Ensure robust compliance with the UK GDPR and Data Protection Act 2018—including records of processing, DPIAs, breach management, supplier due diligence, and data subject rights—across the parent and subsidiaries handling tenant, employee, and contractor data. • Procurement & Contracting: Ensure procurement activity in the subsidiary complies with the Public Contracts (Scotland) Regulations 2015 and the Procurement Reform (Scotland) Act 2014, including sustainable procurement duties, threshold awareness, and transparent award procedures. Oversee compliant contracts, registers, and annual procurement reporting. • Board Reporting & Assurance: Provide clear, timely reports to the parent RSL’s Board and subsidiary Boards covering compliance status (AAS, ARC, notifiable events), Tenant Health and Safety, FOI and data protection performance, procurement compliance, key risks, and remedial actions, ensuring evidence is available for regulatory engagement. • Ensure that the appropriate policies, procedures and systems are in place to underpin the service delivery and follow a robust review timetable for these policies. |
| General | All other duties as directed by the Director of Finance & IT or WSHA Executive Team to support the business needs of the WSHA Group. |

Interdependences:

- WSES Board
- WSHA Executive and Leadership Teams
- WSHA Corporate Services Team
- WSES, WSHA, WSPM, TWC Staff
- Partner Agencies and consultants
- Tenants
- **Reports to: WSHA – Director of Finance & IT**
- **Direct Reports:** Managers and Supervisors responsible for commercial service areas (e.g., factoring, facilities, estates and any subsidiary operations delivered by WSES and WSPM).
- **Board Interaction:** Provides regular reports and strategic updates to the subsidiary boards of WSES and WSPM and contributes to WSHA meetings as required.
- **Cross-Functional Collaboration:** Works closely with WSHA: Corporate Services, Finance & IT, Property Services, Housing and Community Services to ensure integrated delivery of commercial objectives.

Key Performance Indicators (KPIs)

The Head of Commercial Services will be measured against the following KPIs:

1. Financial Performance

- Achievement of annual revenue and profit targets for commercial services.
- Delivery of accurate budgets and forecasts within agreed timelines.

2. Customer Satisfaction

- Maintain or improve customer satisfaction scores (e.g., factoring clients, estates services and tenant).
- Reduction in complaints and resolution within agreed SLA.

3. Operational Efficiency

- Achievement of service delivery KPIs (e.g., turnaround times, compliance rates).
- Cost savings or efficiency improvements delivered annually.

4. Governance & Compliance

- Zero critical audit findings and full compliance with regulatory requirements.
- Timely and accurate reporting to WSES and WSPM Boards and to the WSHA Group in line with the subsidiary governance structures.

5. People & Culture

- Staff engagement scores and retention rates within the commercial services team.
- Delivery of learning and development plans for direct reports.

6. Sustainability

- Carbon reduction targets, waste minimisation achievements.

7. Reporting and Evaluation

- Define and monitor clear performance metrics for all commercial services, aligned with organisational objectives.
- Regularly review and report performance data to the Executive Team and Board, identifying trends and improvement actions.
- Ensure performance metrics are embedded in team objectives and linked to individual appraisals.



Whiteinch & Scotstoun
Housing Association



WS Estate Services Ltd



WS Property Management Ltd



Whiteinch Centre