



Head of Water Row

Briefing Pack



March 2025



Dear Candidate,

Head of Water Row

Thank you for your interest in the role of Head of Water Row. This position offers a unique opportunity to lead a pivotal initiative within the Govan Housing Group, driving community-focused regeneration and economic development in the heart of Govan.

It is an exciting time to join Water Row Company. As a relatively new organisation, we have ambitious plans to grow and make a real impact in Govan. We are establishing ourselves as a key player in community-led regeneration, managing a diverse portfolio of properties while supporting local businesses and social enterprises to thrive. As Head of Water Row, you will have the opportunity to shape the company's future direction, build strong partnerships, and drive forward our commercial and community ambitions.

We are seeking a dynamic and visionary leader with a strong background in property management, real estate, or commercial enterprise. Equally important is a deep empathy and understanding of the people and businesses who rely on our properties and services – from local entrepreneurs and social enterprises to residents seeking high-quality, affordable housing. The ideal candidate will not only bring commercial acumen but also a commitment to ensuring that our developments support inclusive growth and real community benefit.

As a small but ambitious organisation, Water Row Company requires a leader who is comfortable managing a diverse team while also being hands-on when needed. Whether it's overseeing key partnerships, problem-solving operational issues, or supporting team members to deliver the best possible service, you'll play an active role in the company's day-to-day success.

This recruitment pack provides comprehensive information about the role, our organisational structure, and the strategic priorities of the Water Row Company. McGregor Bond is managing this recruitment process on our behalf, and if you require further details or wish to discuss the position informally, please contact them directly.

We look forward to receiving your application and exploring how your expertise can contribute to the ongoing success and growth of the Water Row Company.

Jamie Mallan

Director of Community Enterprises

Govan Housing Group





About Water Row Company

Water Row Company is a community-led social enterprise and a wholly owned subsidiary of Govan Housing Group. Established in 2023, the company was created to manage and develop a diverse portfolio of commercial and residential assets, playing a key role in the long-term regeneration of Govan. Our approach prioritises community wealth building, ensuring that local people and businesses directly benefit from economic growth.

At the heart of our work is a commitment to sustainable economic and social development. We believe that property management and regeneration should not simply be about commercial returns but should also create opportunities for local businesses, social enterprises, and the wider community. Our portfolio reflects this commitment by balancing affordability, quality, and social impact.

What We Do

Water Row Company is responsible for:

- **Providing high-quality, affordable homes** – We manage 92 mid-market rental homes, offering secure, well-maintained housing for working households who may struggle to access social housing but are also priced out of the private rental market.
- **Residential leasing** – We manage 121 leased residential properties, which are rented to organisations that provide specialist services to their client groups. This ensures that people with specific support needs, such as those experiencing homelessness, requiring supported accommodation, or in other vulnerable situations, have access to stable housing through trusted service providers.
- **Supporting local enterprise and economic growth** – We manage a portfolio of community-controlled commercial spaces, providing affordable and flexible opportunities for small businesses, social enterprises, and creative industries to thrive.
- **Delivering high-quality property management services** – Our factoring service covers 1,191 residential and commercial properties, ensuring that local homes and business premises are well maintained and that property owners receive a professional and reliable service.
- **Strengthening financial resilience in the community** – Our money advice service supports residents and businesses with financial guidance, helping them to manage their money effectively and access the support they need.



Our Role in Govan's Regeneration

Water Row Company is at the centre of Govan's transformation, working alongside key regeneration projects that are unlocking new economic and social opportunities for the area. The opening of the Govan-Partick Bridge has already had a profound impact, improving accessibility, increasing footfall, and strengthening links between Govan and Glasgow's West End. This new connectivity is attracting investment and interest, positioning Govan as a dynamic, thriving place to live, work, and do business.

As a community-led organisation, we are committed to ensuring that local people, businesses, and organisations are at the heart of regeneration efforts. We work closely with partners across the public, private, and third sectors to ensure that growth in Govan is inclusive and sustainable, preventing displacement and ensuring that economic benefits are retained within the community.

A Growing and Ambitious Organisation

Although Water Row Company is a relatively new organisation, we have already made significant progress in strengthening our operations and expanding our impact. As we continue to develop, we are focused on:

- **Enhancing our commercial portfolio** – Expanding our property management services and increasing the range of commercial spaces available to businesses and social enterprises.
- **Exploring new opportunities for investment** – Identifying funding and partnership opportunities that support the long-term sustainability of the company.
- **Strengthening our community impact** – Ensuring that our work aligns with the needs of the community, supporting local employment, enterprise, and economic resilience.

We are now looking for a highly motivated and commercially astute leader to help shape the next stage of our journey. This is an exciting opportunity to play a key role in a growing social enterprise, delivering real impact in one of Glasgow's most historically significant and ambitious regeneration areas.

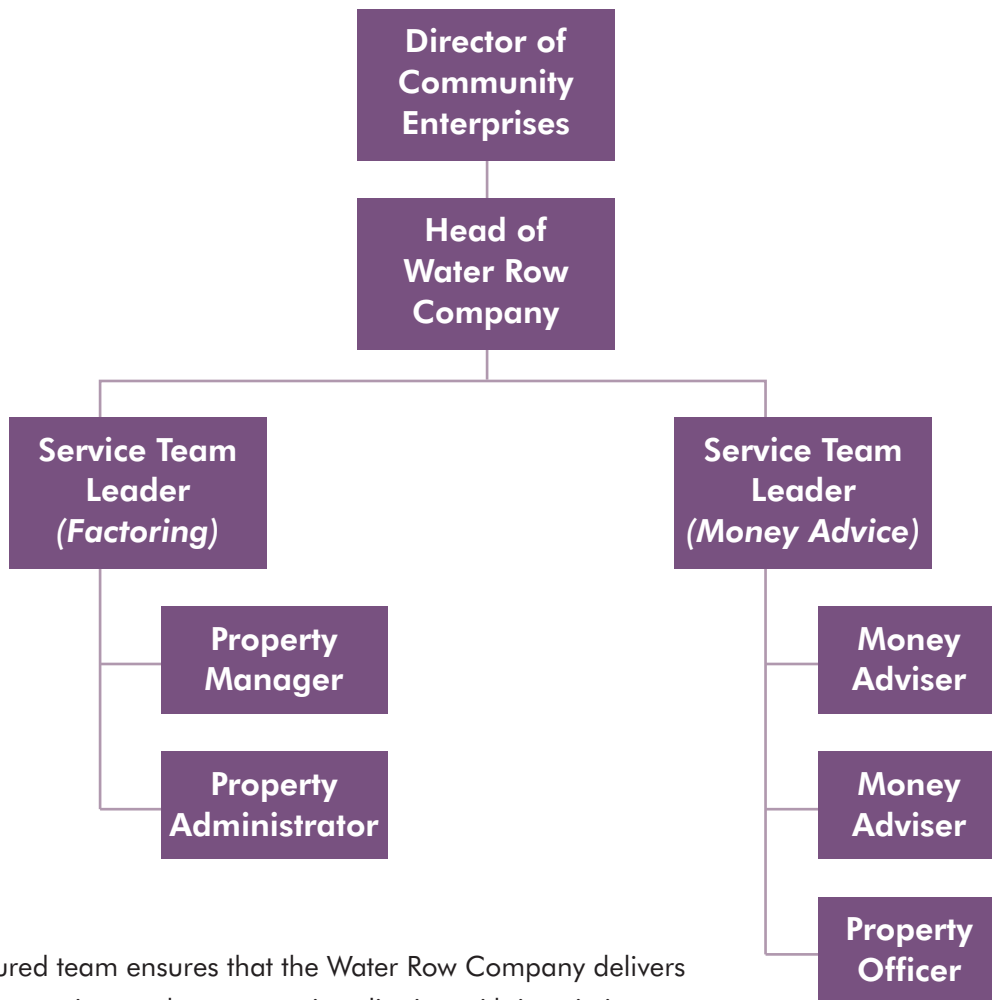
Organisational Structure

The Water Row Company operates under the umbrella of the Govan Housing Group, alongside its sister subsidiary, Govan Home Team. The organisational structure is designed to ensure effective management and delivery of services, with a focus on community-led initiatives and social enterprise.

Govan Housing Group Structure

- **Govan Housing Association:** The parent organisation, responsible for overarching governance and strategic direction.
- **Water Row Company:** A subsidiary focused on managing mid-market rental properties, factoring services, commercial and residential leasing, and providing money advice services.
- **Govan Home Team:** A subsidiary delivering repairs, maintenance, and environmental services.

Water Row Structure



This structured team ensures that the Water Row Company delivers high-quality services to the community, aligning with its mission to foster social and economic development in Govan.





Head of Water Row Job Description

Job Title:	Head of Water Row	Grade:	SM1 – SM3
Reporting To:	Director of Community Enterprises	Salary:	£51,831 - £54,383 pay award pending
Department/ Location:	The Water Row Company	Date:	March 2025

Purpose of Job

As the Head of Water Row Company, your leadership will be instrumental in driving the success of our operations, ensuring excellence in service delivery, and fostering a culture of continuous improvement and innovation. Your commitment to our mission and values will be key in achieving our strategic objectives and meeting the needs of our customers and stakeholders.

Your primary responsibility is to lead the delivery of our portfolio of services, ensuring the effective management and delivery of our Letting Services (which incorporates our portfolio of commercial and residential properties for leasing and our Mid-Market Rental properties).

You will lead the team in delivering a service of the highest quality that aligns with the objectives of Govan Housing Group and meets the needs of our customers and potential clients.

Additionally, you will oversee compliance with all statutory and regulatory requirements across the Water Row Company's operations.

Accountability

The role is part of the Group's Senior Management Team, reporting directly to the Director of Community Enterprises.



Major Tasks and Job Activities

1. Strategic Leadership

- Collaborate closely with the Director of Community Enterprises and other stakeholders to uphold the mission, values, and strategic direction of Govan Housing Group.
- Contribute to the overall strategic direction, including fostering growth opportunities for the Water Row Company.
- Provide visible leadership in organisational initiatives and change processes.

2. Staff Management and Relationship Management

- Directly supervise all staff within the Water Row Company, ensuring effective implementation of HR policies.
- Provide vision, leadership, and management to the staff team, including performance management and development.

3. Performance and Operational Management

- Lead the delivery and development of our diverse range of services to ensure compliance with legal standards and best practice, including accreditations such as SNSIAP.
- Ensure staff meet performance targets set in contracts, including timeliness, budget adherence, and regulatory compliance.
- Efficiently manage resources and support the establishment and control of all functions within the Water Row Company.

4. Policy Development

- Develop and review policies, procedures, and systems to support service delivery in alignment with organisational standards and regulatory requirements.

5. Financial Management and Budgetary Control

- Take overall responsibility for setting and managing budgets, ensuring targets are met while delivering value for money.
- Provide operational input on performance and costs for business/financial planning processes.

6. Governance and Reporting

- Assist in preparing papers/reports for the Board and the Group Executive Management Team as required.

7. Health and Safety

- Implement health and safety policies, procedures, and systems to ensure regulatory compliance and staff awareness of responsibilities.
- Ensure adequate service contracts and internal processes are in place to ensure compliance with health and safety regulations across the diverse range of properties we manage and lease arrangements in place.

Other Tasks and Activities

- Embrace and uphold the Water Row Company's core values, including customer service, value for money, equality, diversity, and teamwork.
- Undertake any reasonable duties necessary to support organisational activities and service delivery, adapting to changes in the environment and within Govan Housing Group.

Note: Whilst this job description attempts to cover the main duties and responsibilities of the post, it is not exhaustive. The post holder is therefore expected to undertake any other reasonable duties within their capabilities and the scope of the post as specified by their line manager.

Head of Water Row Person Specification



Personal Competency	Essential	Desirable
Qualifications	Relevant professional qualification or demonstrable equivalent experience in housing, property management, financial advice, business management, or a related field.	Membership of a relevant professional body (e.g. CIH, IRPM, RICS, or an equivalent in financial advice or property management).
		Leadership or management qualification (e.g. ILM, CMI, MBA).
Experience	Proven experience in a leadership role within property management, social housing or a related sector.	Experience leading or supporting business development initiatives, service expansion, or new income-generating activities.
	Experience managing a multidisciplinary team, including individuals with technical expertise outwith own knowledge base.	Experience working within or alongside social housing, community regeneration, or third-sector organisations.
	Demonstrable experience of financial management, including setting and managing budgets and driving business sustainability.	
	Experience developing and implementing policies, procedures, and performance frameworks to improve service delivery.	
	Experience of risk management, including identifying, assessing, and mitigating operational and strategic risks.	
Skills/ Knowledge	Strong leadership and people management skills, with the ability to inspire, develop, and motivate a team.	Knowledge of social housing, community regeneration or social enterprise business models.
	Excellent problem-solving skills and the ability to manage risk effectively.	Understanding of the strategic challenges facing housing, property management, and financial advice services.



Personal Competency	Essential	Desirable
Skills/ Knowledge (continued)	Excellent financial acumen, with the ability to analyse financial performance, manage budgets, and oversee service viability.	Knowledge of not-for-profit governance structures, risk management, and compliance frameworks.
	Excellent written and verbal communication skills, with the ability to present complex information clearly to different audiences.	Strong governance knowledge, including experience working with a board, preparing reports, and supporting strategic decision-making.
	Strong problem-solving and decision-making skills, with the ability to manage competing priorities in a fast-paced environment.	
Personal Competency	Strategic thinker, able to develop long-term plans while managing operational delivery.	Ability to lead organisational growth and cultural change.
	Confident decision-maker, able to assess risks and act with sound judgement.	
	Adaptability and resilience to lead a team through change and uncertainty.	
	Ability to balance commercial awareness with a commitment to delivering high-quality, ethical services.	
Personal Features/ Qualities	Integrity and professionalism, with a commitment to ethical leadership and governance.	
	A strong commitment to customer service, ensuring high-quality outcomes for homeowners, tenants, and service users.	
	Open-minded, with a willingness to learn from technical experts and adapt to sector changes.	
	Commitment to equality, diversity, and inclusion in leadership and service delivery.	





Terms and Conditions

Contract Type:	Permanent.
Work Location:	Based at the Govan Housing Group Enterprise Hub, 246 Edmiston Drive, Glasgow G51 2YU, with occasional travel for meetings and site visits.
Standard Hours of Work:	35 hours per week, Monday to Friday.
Salary:	£51,831 - £54,383 pay award pending.
Payment Method:	Paid on the 28th of each month by the BACS system into your designated bank account.
Probation Period:	6 months.
Annual Leave:	35 days inclusive of public holidays.
Pension:	The Group currently offers a defined contribution scheme.
Notice Period:	A minimum notice period of one month will apply, in accordance with contractual terms.
Professional Development:	The organisation supports professional development and training relevant to the role.
Equal Opportunities & Inclusion:	Water Row Company is a community-led social enterprise committed to equality, diversity, and inclusion. We welcome applications from all backgrounds and strive to create an inclusive working environment.





Application Process

To apply for the position of Head of Water Row, please submit the following documents:

- **Curriculum Vitae (CV):** Detailing your educational background, professional experience, and relevant skills.
- **Cover Letter:** Outlining your interest in the role, how your experience aligns with the responsibilities, and your vision for contributing to the Water Row Company.

Applications should be emailed to David Bond at david@mcgregorbond.com

Application Timetable

Application Deadline: 9am on Friday 4 April 2025.

Interview Date: Wednesday 23 April 2025.

Interview

The interview panel will consist of the following representatives:

Caron Quinn – Group CEO

Sean O'Connor – Deputy CEO

Jamie Mallan – Director of Community Enterprises

Contact Details

For any inquiries or to discuss the role informally, please contact David Bond at McGregor Bond:

Mobile: 07801 490678

Email: david@mcgregorbond.com

We encourage early applications and look forward to learning more about how your expertise can contribute to the ongoing success and growth of the Water Row Company.