



Chartered  
Institute of  
Housing  
Scotland

# Careers in housing management:

## How to improve routes into the profession



# Contents

<b>Introduction</b>	<b>3</b>
<b>Methodology</b>	<b>4</b>
<b>Size and trend of the housing management workforce</b>	<b>4</b>
<b>Age of the housing management workforce</b>	<b>8</b>
<b>Apprenticeships and succession planning</b>	<b>10</b>
<b>Recruitment approaches and satisfaction</b>	<b>13</b>
<b>Qualification requirements</b>	<b>14</b>
<b>Trade and membership body support</b>	<b>15</b>
<b>Government and national body support</b>	<b>15</b>
<b>Other reflections</b>	<b>16</b>
<b>Conclusions</b>	<b>17</b>
<b>Recommendations</b>	<b>17</b>
<b>Relevant resources</b>	<b>18</b>
<b>Appendix one</b>	<b>18</b>
<b>Appendix two</b>	<b>21</b>

# Introduction

Like any other profession, those working in housing are central to our success. The housing sector readily recruits outstanding people, inspiring and enabling them to be the best that they can be. We need a skilled, engaged, diverse, inclusive, compassionate and adaptive profession that prioritises workforce planning, recruitment and development and one that supports individuals' career aspirations.

However, to date, there has been no systemic approach to recruitment in the social housing sector and instead, practitioners often consider themselves as having 'fallen' into housing. We want to better understand the size and shape of the sector to inform a national workforce strategy.

The sector can be as broad as anyone seeks to define and can appropriately include planners, developers, engineering and craft trade practitioners in the workforce. However, to make this work practical, we have started by considering the **housing management profession**. We decided to focus on housing management (HM) as it is recognised as one of, if not the core part of social landlords' activity, and while some professions within the housing sector already have a national workforce strategy and defined and understood routes into employment, housing management does not.

There isn't an up to date, universal definition of housing management but there are a range of services and functions that have traditionally been seen as 'housing management' which we would all recognise. It starts from the activities required by a social landlord to meet their contractual obligations to rent-paying tenants and extends to activities such as placemaking, community development, helping people to access employment, and tenancy sustainment work. We recognise there is some debate about what housing management is and as part of the survey work, we have provided a non-exhaustive list of what we consider typical housing management functions. This list is being used to shape a discussion rather than set out an absolute definition of housing management.

This report considers the size and shape of the housing management workforce in Scotland, estimates the trends present in recruitment, and is informed by surveys of social landlords and interviews with social housing practitioners. We hope that this report will kick start a discussion about how we can improve pathways into the housing management profession and beyond, and consider the role of both the sector and government to make housing management a career of choice.

Our thanks to the sounding board, Ian McLean, Andrea Finkel-Gates, Brett Sadler, Donna Bogdanovic and Gareth James for their support in providing insight into the drafting of the survey questions, the report determination and recommendations, and in particular, to Kingdom Housing Association for allowing Callum Main to spend three months working on this report as the lead researcher.

# Methodology

## Online survey

To gather data related to the current housing management workforce, an online survey (see Appendix one) was issued to all Scotland Housing Network (SHN) members. These members included all 32 local authorities and 91 registered social landlords (RSL). In addition, the survey was promoted at the CIH Scotland Housing Festival in March 2024 and through CIH Scotland social media channels to encourage social landlords to take part.

The survey asked a series of qualitative and quantitative questions to understand the size of the respective housing management profession and routes into the workforce. The survey consisted of 14 questions, was produced using Survey Monkey, and was live for five weeks from 23 February 2024 until 22 March 2024, although a number of late responses were also accepted. Throughout this period, the survey was promoted through a variety of platforms as noted above.

## Interviews

In response to the data gathered from the survey, 11 interviews were carried out (using the questions in Appendix two) to give a qualitative insight into the housing management profession and which would complement the data gathered in the survey. Questions were similar but tailored to gaps in the survey data. Candidates for the interviews were all senior leaders of social housing landlords who hadn't responded to the survey. The interviews started on 25 March 2024 and conclude on 1 May 2024.

## Survey respondent analysis

As the survey closed, 54 housing providers had responded out of a possible 171, accounting for 32 per cent of social landlords in Scotland (Scottish Housing Regulator, 2024). Of the respondents, the majority were RSLs (41 or 30 per cent) compared to 13 local authorities, however, this figure does reflect 41 per cent of local authorities (13 out of 32). It is important to note that although 30 per cent of RSLs completed the survey they comprise a smaller proportion of RSL stock as a number of respondents were community-based housing organisations.

# Size and trend of the housing management workforce

## Staff size

In response to the question "How many individuals currently work as part of your housing management team at your RSL/council and what is your full time equivalent (FTE)?", all 54 respondents answered, totalling a housing management staff of 2,411, and averaging 44 housing management staff per social landlord (table one). Local authorities reported a larger housing management workforce total, with 1,658 from 13 responses compared to 753 from the 41 RSLs who responded. Correspondingly, local authorities' average number of housing management staff was higher at 127, compared to 18 for an RSL.

Overall, local authorities do have more housing management staff, however, that does equate to, on average, larger housing stock compared to housing associations.

RSL/LA	Total staff	Average staff	Median	Min/max	Total FTE	Average FTE
RSL	753	18	852	2/157	352	8
LA	1,658	127	67	19/511	851	106
All	2,411	44	10	2/511	1,188	22

**Table one:** Total staff and average staff per RSL/LA.

RSL/LA	Total stock	Average stock	Median	Min/max
RSL	71,853	4,260	1440	225/9,000
LA	162,926	12,663	11,110	1,704/36,593
All	234,779	4,429	1,445	225/36,593

**Table two:** Size of RSL/LA.

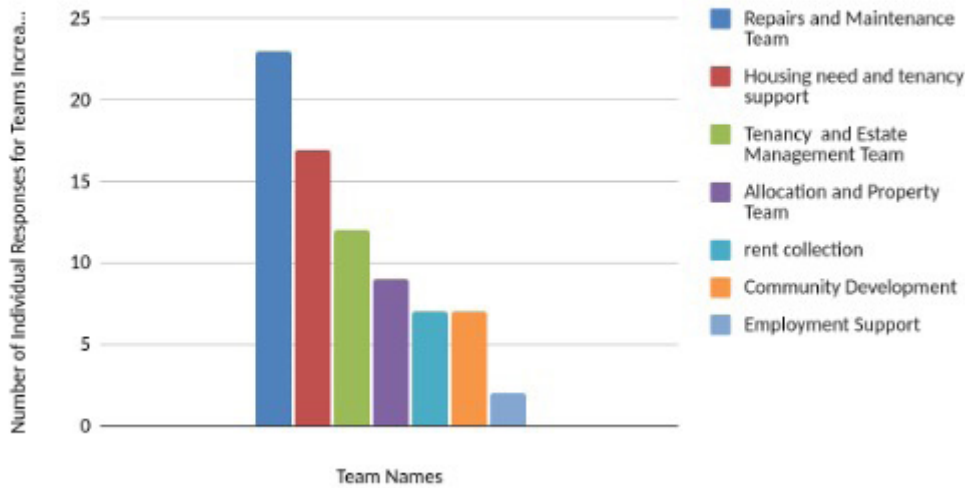
## Trends

Social landlords were asked in the online survey if their housing management team had increased or decreased in the previous five years. Responses from 38 social landlords showed that housing management departments are generally increasing in size, with repairs and maintenance, and housing needs/tenancy support teams noted as having increased the most, and employment support teams increasing the least. The below descriptions were provided to give a guide to survey respondents about the possible different housing management teams:

- Repairs and maintenance
- Rent collection
- Tenancy and estate management
- Allocation and property
- Employment support
- Housing need and tenancy support,
- Community development
- Other (please specify)

## Changing workforce

Housing Management Teams That Have Increased in Size over the Past 5 Years

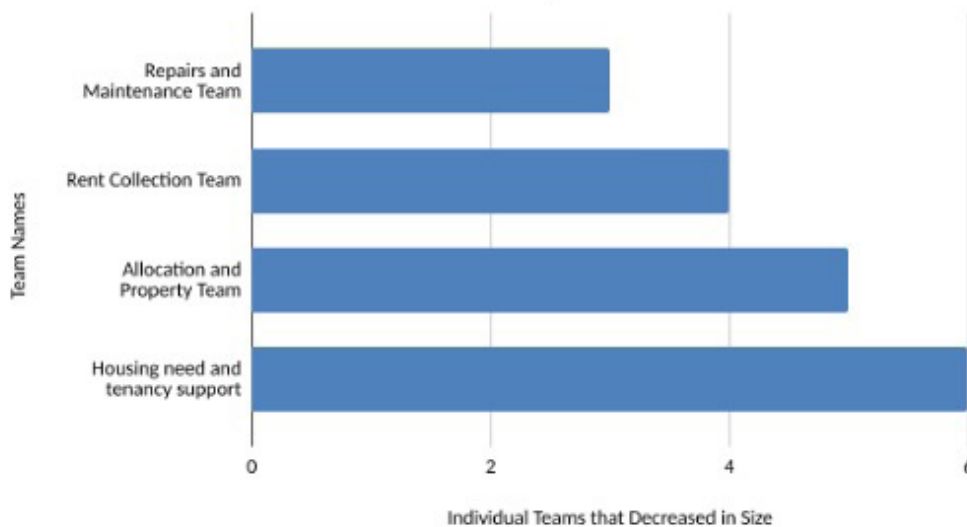


**Figure one:** Teams that have been noted as increasing in size in the past five years.

In contrast, only six social landlords noted that teams were decreasing, with housing need and tenancy support being reported as the only team that has decreased in size over the previous five years.

Twelve social landlords did not respond, which could suggest no meaningful changes in team size or that they did not know.

HM Teams that Decreased in Size for 5 years (from 2019)



**Figure two:** Teams that have been noted as increasing in size from the past five years.

Respondents were then asked, “What do you think has influenced the change in team size (if any)?”

Among respondents who reported an increase in the size of their housing management teams, it was recognised that this was often (i) related to increases in stock size which requires more staff to manage and allocate homes and (ii) the demands that the cost of living crisis has had on tenants.

However, where social landlords reported a decrease in team size, they reported the principal causes as (i) restructuring and (ii) budget cuts.

When questioned on what has influenced the change in team size, those taking part in the qualitative interviews made the following comments:

- *“Lot of recruitment supporting tenants with welfare and universal credit advice”.*
- *“Compliance requirements have increased therefore team size has increased. Would like more HM staff, however we are balancing competing priorities”.*
- *“Increased due to increase in stock size”.*

Landlords whose workforce size remains similar or smaller responded as follows:

- *“Neither larger nor smaller but there has been a significant turnover in staff at all levels since the pandemic. Key personnel have left the organisation”.*
- *“Pandemic making people reflect on their career choices” (after answering that staff turnover is high).*

As per the comments, the interviews also revealed various factors influencing changes in team size within housing management. For organisations experiencing an increase in team size, one of the primary drivers included the need for extensive recruitment to support tenants with welfare advice, particularly concerning universal credit. Additionally, the escalating compliance requirements and regulatory standards necessitated larger teams to ensure adherence and to avoid penalties. Some practitioners also cited a growth in stock size as a reason for expanding their teams to manage the increased workload effectively. However, despite these expansions, there was a common sentiment of wanting even more housing management staff, albeit this aspiration was tempered by the need to balance this against other competing priorities.

Conversely, for landlords whose workforce size has remained relatively stable or decreased, the reasons varied. Some practitioners attributed the stability in team size to a significant turnover in staff at all levels since the pandemic, including key personnel leaving the organisation. This turnover, while not leading to a decrease in team size, has offset potential growth. Furthermore, the pandemic-induced reflection on career choices has increased staff turnover as individuals reassessed their professional trajectories, potentially leading to workforce size adjustments.

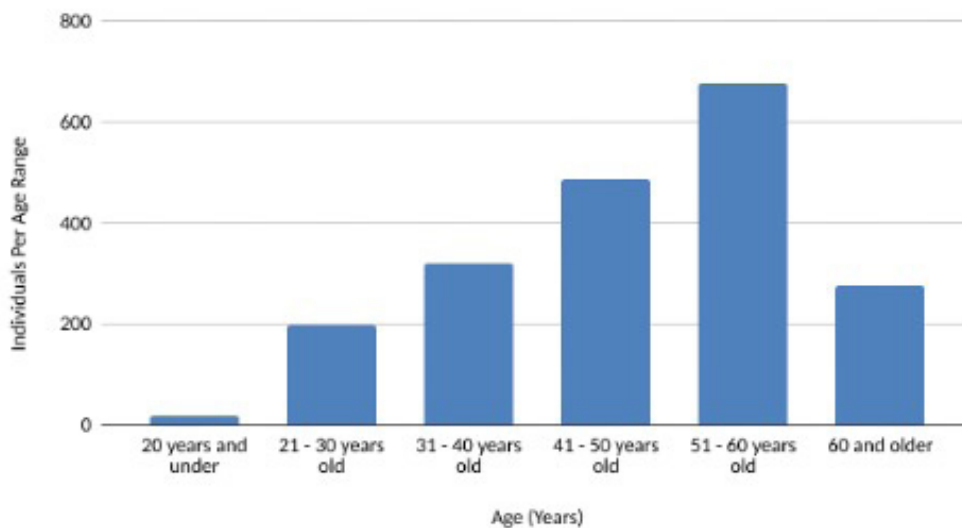
# Age of the housing management workforce

Social landlords were asked in the survey how many staff in each of the following age categories currently work in the housing management team:

- 20 years and under
- 21 - 30 years old
- 31 - 40 years old
- 41 - 50 years old
- 51 - 60 years old
- 60 and older

46 social landlords responded to the survey and the answers show that housing management teams are mostly made up of people aged 51 and over. Those under 20 years of age are significantly underrepresented within this workforce, followed by 21-30 year-olds. This may show challenges with recruitment in these age categories or that those in their early career stages (below 20 years of age) may need greater signposting to housing as a career choice, as shown by the results in figures three and four.

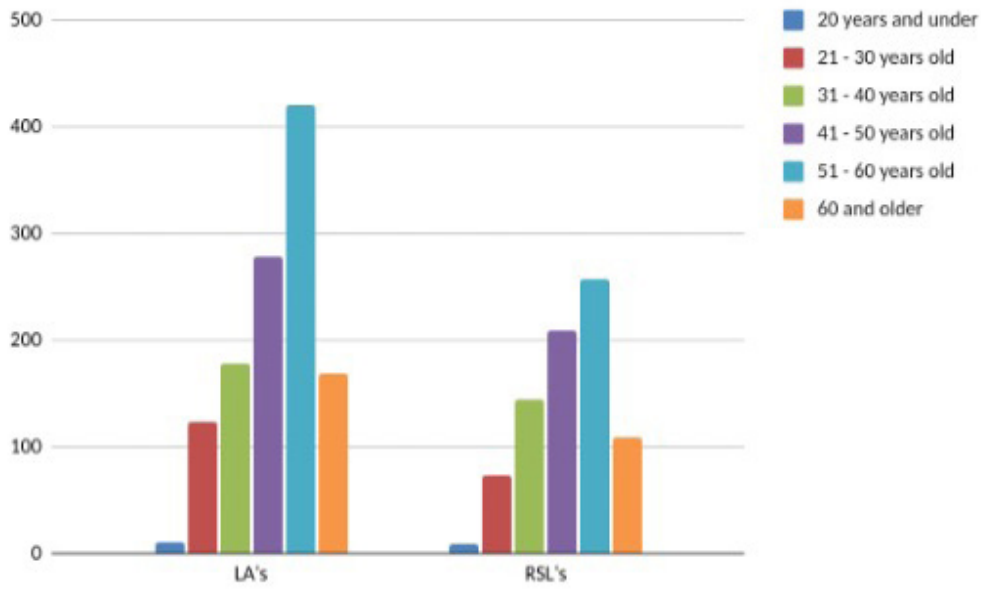
Age Breakdown of the Current Housing Management Teams



**Figure three:** Number of people in each age category currently working in a housing management team.



While the same trend is present across both RSLs and local authorities.



**Figure four:** Number of people in each age category currently working in a housing management team.

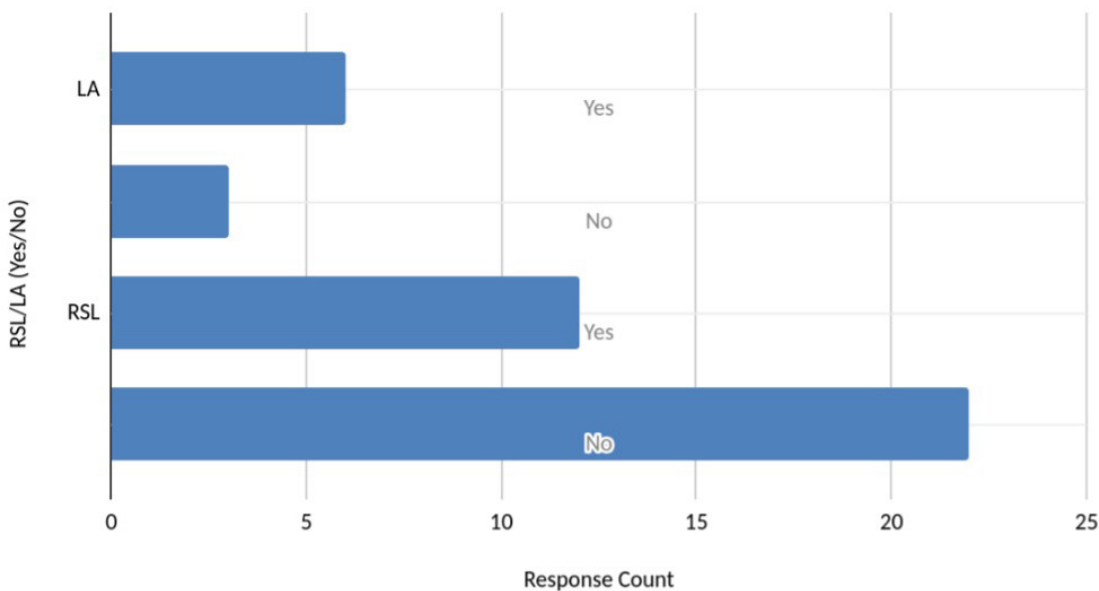


# Apprenticeships and succession planning

43 social landlords responded to the survey question "Do you offer apprenticeships/traineeships into housing management roles?" Feedback shows an almost even split, with 52 per cent reporting that they offer this pathway compared to 48 per cent who do not. A total of 59 traineeships and apprenticeships were reported by the 43 social landlords who answered this question.

When comparing housing associations and local authorities, more local authorities offer an apprenticeship/traineeship than not, whereas fewer housing associations are likely to offer this.

Comparison of Apprenticeships Offered by LA and RSL's



## Interview questions

In the qualitative interviews, social landlord practitioners were asked:

*"As far as you know do you offer apprenticeships/traineeships into housing management roles?"*

Responses included:

- "In the past we offered modern apprenticeships, but we couldn't offer a job after it was completed"
- "Have done so sporadically over the years"
- "Three modern apprenticeships over the last 18 months".

**“How satisfied are you with your organisation’s approach to supporting apprenticeships or traineeships? Is there more you think you can or should do?”**

Responses included:

- “Would like to do more but no jobs available due to low staff turnover”.
- “We would like to do more but we are a small association and think these things should be coordinated regionally/nationally by relevant agencies and organisations”.
- “I would like to see apprenticeships in housing management developed leading to the job of a housing officer”.

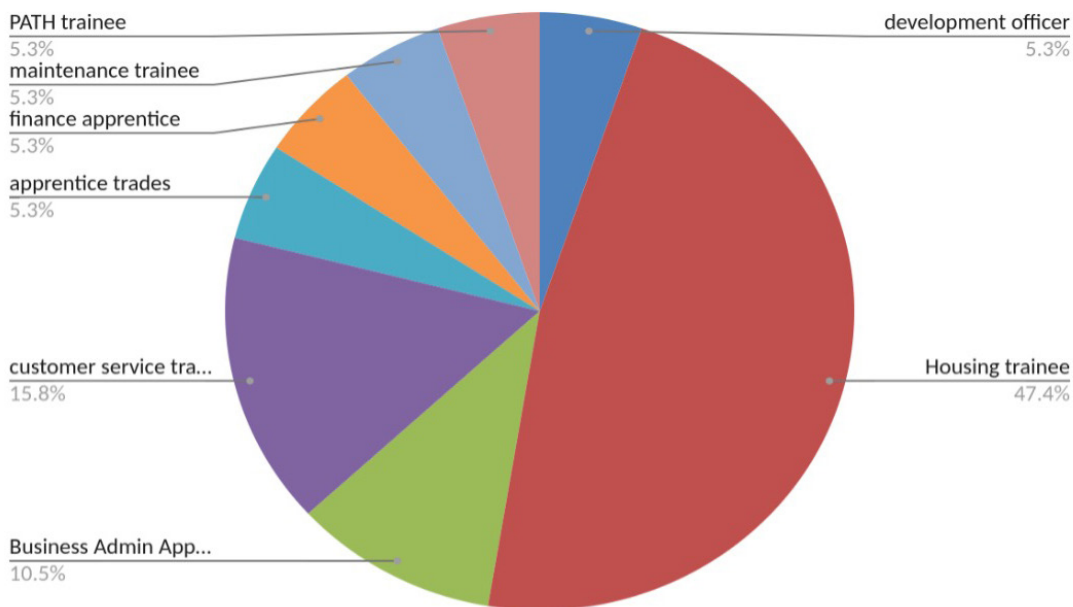
**“Do you offer clear pathways/training into senior HM roles?”**

Responses included:

- “Yes, we do. We offer and support staff to study and qualifications that may help their career development. But slow turnover of senior staff blocks opportunities until at least 2026”.
- “Succession planning is key. There is a changing shape of senior personnel over next five to 10 years. We need knowledge transfer to next generation of leaders”.

Overall, the responses from senior leaders regarding apprenticeships and traineeships in housing management roles are varied. Some organisations offered apprenticeships from time to time, while others were keen to see coordination at regional or national levels to enhance these efforts. There was broad enthusiasm for clear pathways into housing management roles through apprenticeships. However, slow turnover of senior staff posed challenges, with succession planning and knowledge transfer highlighted as crucial for developing future leaders in the field.

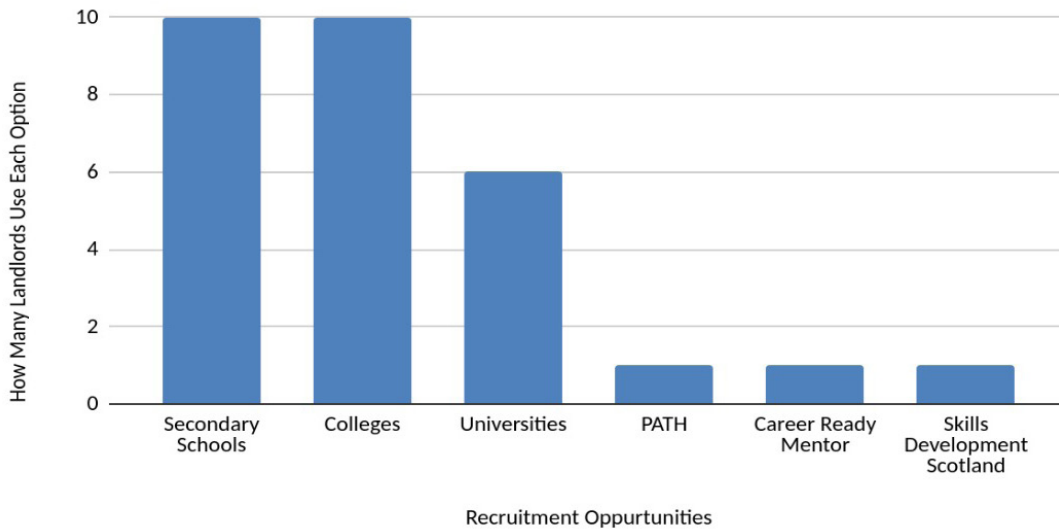
The figure below shows the response from the online survey question on what type of apprenticeships/traineeships were offered by social landlords in relation to housing management.



**Figure six:** What traineeships are offered by social landlords?

46 respondents answered the question “Do you work with any of the following (schools, colleges, universities or others) to recruit a housing management workforce?” (see figure seven below). This was to gain an understanding of what networks landlords are using to recruit housing management staff. The responses show that landlords are principally engaging with secondary schools, colleges and universities as a recruitment pool for housing management staff.

### Who Social Landlords Work With to Recruit Staff



**Figure seven:** Who landlords work with to recruit staff.

### Interview questions

To expand on the quantitative feedback from the survey, we asked the following as part of the practitioner interviews:

*“As far as you know do you engage with any of the following (schools, colleges, universities or others) to recruit your housing management workforce?”*

Responses included:

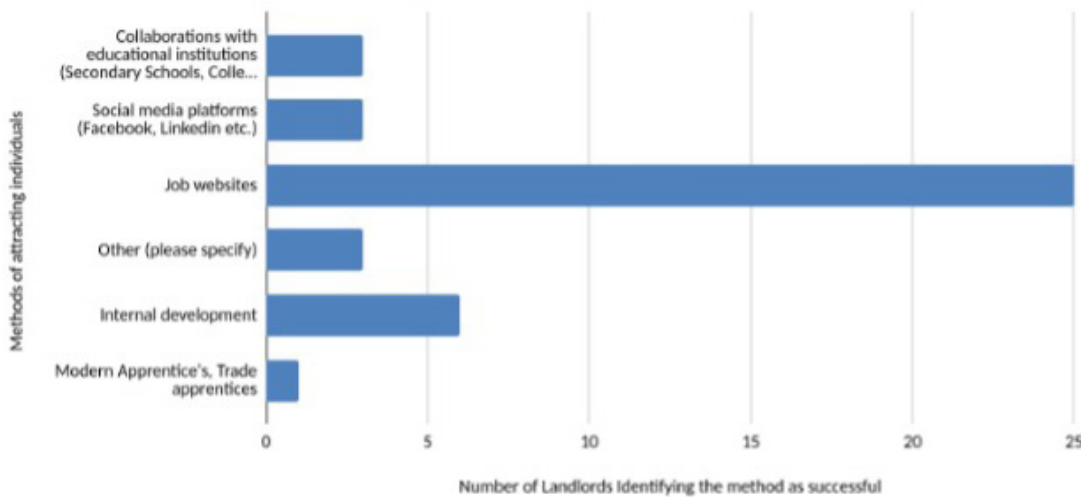
- “Not directly although work in schools to promote housing as a career”.
- “Used to host a trainee from Stirling University every other year. We now take part in visits to school to talk about housing as a need and housing as a career”.
- “No, only in care staff. Not in housing management role”.
- “No, no one”.

The responses regarding engagement to recruit the housing management workforce varied significantly. One practitioner mentioned indirect engagement by promoting housing as a career in schools. Another used to host a trainee from a university but now focuses on visiting schools to discuss housing as a need and career option. However, direct engagement for housing management roles was limited, with one person noting their employer only engages with care staff and another stating no engagement at all.

# Recruitment approaches and satisfaction

In relation to tactics to support recruitment of housing management staff, 51 per cent of social landlords responded that they use job recruitment websites successfully. However, only 1.9 per cent of respondents noted that networking events (conferences, careers fairs and events) were a successful way of recruiting staff.

Count of What approaches have proven successful in attracting individuals to roles in housing management



**Figure eight:** Proven approaches for attracting individuals into housing management roles.

## Interview questions

The in-person interviews asked a similar question looking to see what is used and the satisfaction of these methods.

*“What approaches do you take to recruit HM staff currently?”*

Responses included:

- “We tend to use websites - SHN, myjob Scotland, EVH as well as local papers”.
- “Mostly housing press and social media. Personalised social media seems very effective. We would use an agency for senior HM appointments”.
- “We use Indeed, recruitment websites and agencies”.

This was then followed by the question:

*“How satisfied are you with your organisation’s existing approach to HM recruitment? What else do you think you can or should do to attract new talent?”*

Responses included:

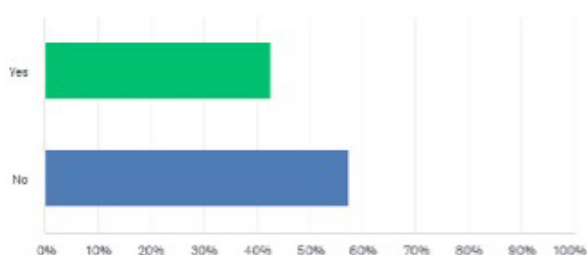
- “Not satisfied, as I find some posts have very few applicants - although this may be a consequence of post being temporary and not permanent”.
- “Being a local authority we are sometimes a little rigid in recruitment approaches”.
- “Struggle to get quality candidates. Often salaries are not competitive. We need to sell our roles better and be confident about our offer of hybrid working. We also need to change the way we talk about careers in housing management”.

The interviews explored current recruitment approaches and satisfaction levels with these methods in the housing management sector. Common recruitment methods mentioned included online platforms like SHN, myjob Scotland, EVH, local papers, housing press, social media, recruitment websites, and agencies for senior positions. However, satisfaction levels with the above approaches was low. One respondent noted dissatisfaction due to low applicant numbers, possibly influenced by temporary roles. Another mentioned rigidity in recruitment within a local authority context. The issue of attracting quality candidates was a recurring theme, attributed to non-competitive salaries, the need for better role promotion, confidence in hybrid working offers, and a revised narrative around housing management careers.

## Qualification requirements

When asked if housing management staff are required to achieve a qualification, 57 per cent of respondents answered that they do not require staff to achieve a qualification either prior to reaching a position or within a set period of starting a position.

Q13 Do you require housing management staff to hold or obtain a housing/CIH qualification?



**Figure nine:** Requirements from social landlords for housing management staff to hold a CIH/housing qualification in their role

# Trade and membership body support

As part of the interviews, we asked all participants.

*“How satisfied are you with support from sector trade and membership bodies (SFHA, CIH, ALACHO etc) on supporting people to enter the housing management profession and what else do you think these organisations should do to support new talent into the profession?”*

In response, most were moderately to highly satisfied with the role of sector trade and membership bodies in supporting new talent into the profession but do think that more can be done:

- “There has been a visible focus on this area which is positive – the sector is talking to itself. However, they all need to use new channels to speak to people, talent, organisations outside the housing sector.”

More specific recommendations for trade and membership bodies included:

- “Work with landlords to promote careers in the sector.”
- “Better partnership working and coordination across the sector where a voluntary contribution from landlords could be used to support new talent development. We can be too insular and narrow.”
- “Could do more to raise the profile of housing careers in popular media and should organise landlords to attend all careers fairs at colleges and universities.”

# Government and national organisation support

In assessing the landscape of support for individuals seeking entry into the housing management profession, a crucial aspect to consider is the level of satisfaction with the assistance provided by national or governmental bodies such as Skills Development Scotland (SDS) and careers service. Understanding this satisfaction levels sheds light on the effectiveness of these bodies in facilitating career paths and opportunities within the housing management sector.

## Interview questions

We then asked interviewees:

*“How satisfied are you with support from national/governmental bodies (i.e Scottish government, SDS, careers service) in supporting people to enter the housing management profession?”*

Responses regarding the support from national or governmental bodies for entering the housing management profession varied widely. One respondent was “very satisfied,” while another expressed being “not satisfied.” Suggestions centred on having more engagement from SDS with employers and raising awareness of housing as a career choice, with one respondent mentioning that they had not noticed any initiatives from SDS at all, indicating a potential gap in support. There was a common theme about having a focus on skilling up young people for jobs for the future.

The interviews with housing leaders confirmed the same attitude, in that practitioners were often unaware of any role played by the Scottish government or SDS in bringing new talent into the sector. On balance, respondents also noted that there is too much fragmentation between schools, colleges, and SDS about careers in the sector and that SDS should have a coordinating role to introduce young people to opportunities in the sector.

More specific recommendations from housing leaders included:

- SDS should sponsor/link learning at school, college and university to a landlord where practitioners can study, have a placement and end up with a job. This could include working with landlords at a regional level.
- SDS should develop a national workforce strategy as there is currently no engagement with employers to support this.

## Other reflections

At the end of both the survey and the interviews, there was an opportunity for respondents to add anything else that may be useful to know. The following question was asked:

*“Is there anything else you would like to add about developing pathways into housing management?”*

Interview responses included:

- “Work to develop visual ways to make working in the sector appealing to younger people. Need to differentiate why working in housing matters”.
- “We need to focus on the profession. There are great opportunities in the sector”.
- “We need government interest and investment in developing skills and pathways in the profession”.

Survey responses included:

- “The need for the Institute to promote the requirement of a qualification both locally and at Board level (CIH) of people who have shown a commitment to housing rather than just getting a job”.
- “More awareness is required of housing to attract young people into the workforce”.

Much of these responses confirm what has been noted above and there is recognition of the need to make working in the sector appealing to younger people, and to articulate why working in housing matters.

In addition, there is an appetite for emphasising the opportunities within the sector to attract talent. This includes showcasing the diverse career paths, growth potential, and meaningful work that can be found in housing management roles.

Finally, there is again the call for government interest and investment in developing skills and pathways within the profession. This includes initiatives to support training, education, and career development opportunities tailored to the housing management sector's needs.

The survey responses also underscore the importance of promoting qualifications and a commitment to housing as essential factors, not just securing a job. Increasing awareness of housing as a career option, particularly among young people, is seen as vital for building a sustainable and skilled workforce in the housing management field.



# Conclusions

- The housing management profession has broadly been growing over recent years, although the challenges in funding new social housing, coupled with the financial challenges facing the sector, may mean that this trend slows down or stops.
- The profession is, for the most part, comprised of people over the age of 50 which suggests there may be a number of people looking to leave the profession over the next 10 years.
- Many landlords are either interested in recruiting young talent and developing partnerships with educational institutions or are already doing so. Many believe the government and skills bodies such as SDS should take a leading role in coordinating this on behalf of the sector and their absence has been noticed.
- While there is a standard approach in how landlords recruit housing management staff, there is broad dissatisfaction with this approach and an appetite to do more to attract new talent into the sector and to work more with partners in this pursuit.
- There is broad satisfaction with the work of trade and membership bodies in supporting new talent development, however, also some specific suggestions about the coordinating role that they can all play.
- There is a call for national leadership on developing pathways into social housing. As stock grows, customer expectations rise and needs change, social landlords will require more staff and more skills to meet the needs of tenants and customers.

# Recommendations

Given the shared responsibility for developing new talent across the housing sector we have noted the following recommendations. At the heart of this is the development of a national plan on workforce development to be led by the Scottish government. This will set out the leadership and status of housing as a career that the sector is seeking and will include the following elements:

Scottish government/national agencies:

- Skills Development Scotland to work with social landlords to develop targets for housing management apprenticeships and traineeships across each region, relative to housing need and demand and create a national housing management prospectus to communicate range of careers to young people.
- To coordinate (with representative bodies) a campaign that drives public awareness about career opportunities in the housing sector and how these can be accessed.
- To work with the sector to consider skills needs in the future and how to improve pathways into housing management at a national/regional level, including any data requirements to support such an initiative.

Schools/colleges/universities:

- To ensure that social landlords are invited and encouraged to take part in all relevant careers fairs and curricula so they can promote careers available in the sector.

Trade/membership bodies:

- To coordinate (with the Scottish government) a campaign that drives public awareness about careers opportunities in the housing sector and how these can be accessed.
- Support landlords with appropriate resources to engage with young people about career options in the sector. Building on the CIH Scotland/SFHA [yourcareerinhousing.scot](http://www.yourcareerinhousing.scot) resource published last year.

Social landlords:

- To engage systematically with schools, colleges and universities within their area. This should be in partnership with other landlords in the area and ideally with the support of SDS.
- To be more flexible in how they recruit, where they recruit and what they look for in employees.
- To work with sector bodies and national agencies on improving succession planning within the profession, including attracting future leaders from outside the sector.

## Relevant resources

- What qualification should I study? CIH Scotland, [www.cih.org/media/4sdjo10g/0474-what-housing-qualification-should-i-study-v1.pdf](http://www.cih.org/media/4sdjo10g/0474-what-housing-qualification-should-i-study-v1.pdf)
- Your career in housing, CIH Scotland and SFHA, [www.yourcareerinhousing.scot](http://www.yourcareerinhousing.scot)
- CIH mentoring programme, [www.cih.org/about-us/get-involved/mentoring](http://www.cih.org/about-us/get-involved/mentoring)
- CIH professional standards, [www.cih.org/professional-standards](http://www.cih.org/professional-standards)

## Appendix one: Online survey questions

**1. Name of the social landlord you work for?**

**2. Your contact email address and contact number?**

**3. How many individuals currently work as part of your housing management team at your RSL/council and what is your full time equivalent (FTE)?**

Housing management encompasses the activities undertaken by social landlords to fulfil contractual obligations to tenants, including:

Tenancy management

Rent collection

Tenancy support

Estate maintenance and repairs

Please note this list is not exhaustive and roles may differ for different workplaces.

Total number of employees in your housing management team.

#### **4. How has your housing management workforce, as you have defined it in question three, changed in the past five years until now?**

More people working in housing management

Fewer people working in housing management

The number of people working in housing management has stayed, roughly, the same

#### **5. To help understand the age of your housing management workforce, please note the number of people working in each age range?**

20 years and under

21 - 30 years old

31 - 40 years old

41 - 50 years old

51 - 60 years old

60 and older

#### **6. Thinking about your housing management teams over the past five years, please choose all that have INCREASED in size?**

Repairs and maintenance team

Rent collection team

Tenancy and estate management team

Allocation and property team

Employment support

Housing need and tenancy support

Community development

Other (please specify)

#### **7. Thinking about your housing management teams over the past five years, please choose all that have DECREASED in size?**

Repairs and maintenance team

Rent collection team

Tenancy and estate management team

Allocation and property team

Employment support

Housing need and tenancy support

Community development

Other (please specify)

**8. What do you think has influenced the change in team size (if any)? Please be specific to the team you are talking about.**

**9. Do you work with any of the following to recruit housing management workforce? Please tick all that apply.**

Secondary schools

Colleges

Universities

Other (please specify)

**10. Do you offer apprenticeships/traineeships into housing management roles?**

Yes

No

**11. If yes, please note the total number of traineeships/apprenticeships currently working as part of the housing management team and what their roles are (e.g two, housing trainee and rent collection trainee)**

Total number of trainees/apprentices currently working in your organisations housing management team:

Advise the titles of the trainees/apprentices:

**12. What approaches have proven successful for your employer in attracting individuals to roles in housing management?**

Social media platforms (Facebook, LinkedIn, etc.)

Networking events (conferences, careers fayres and events)

Internal development

Collaborations with educational institutions (Secondary schools, colleges, university)

Job websites

Other (please specify)

**13. Do you require housing management staff to hold or obtain a housing/CIH qualification?**

Yes

No

**14. Is there anything else you would like to add about developing pathways into housing management?**

# Appendix two: Interview questions

**1. Name of the social landlord you work for?**

**2. How has your housing management workforce, changed over the last five years? Is it getting larger, smaller, about the same size? What teams have change most in this time?**

\*If required prompt with examples of teams:

Repairs and maintenance team

Rent collection team

Tenancy and estate management team

Allocation and property team

Employment support

Housing need and tenancy support

Community development

**3. What do you think has influenced the change in team size (if any)? Please be specific to the team you are talking about.**

\*If required prompt with increase in housing stock/increase in customers/cost of living crisis pandemic, etc

**4. (a) Do you engage with any learning centres i.e schools, universities etc to recruit housing management workforce?**

**(b) How satisfied are you with your organisational engagement with centres of learning? Is their more you would like to do to promote HM as a career with learners?**

**(c) Is there more they could do?**

**5. (a) What routes do you offer into housing management roles e.g apprenticeships/traineeships?**

**(b) How satisfied are you with your organisations approach to supporting apprenticeships or traineeships? Is their more you think you can or should do?**

**(c) Do you offer clear pathways/training into senior HM roles?**

**6. What approaches do you take to recruit HM staff currently?**

**(a) How satisfied are you with your organisation's existing approach to HM recruitment?**

**(b) What else do you think you can or should do to attract new talent?**

7. (a) How satisfied are you with support from sector trade and membership bodies (i.e SFHA/ CIH/ALACHO on supporting people to enter the housing management profession?)

(b) What else do you think these organisations should do to support new talent into the profession?

8. (a) How satisfied are you with support from national/governmental bodies (i.e. SDS, careers service etc) on supporting people to enter the housing management profession?

(b) What else do you think these organisations should do to support new talent into the profession?

9. (a) How satisfied are you with the skills, behaviours and attitudes of new housing management recruits enter the housing management profession? What else can be done to improve this further, if anything?

10. Is there anything else you would like to add about developing pathways into housing management?





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