

# Group Services Director Recruitment Pack



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## → INTRODUCTION



June 2025

Dear Applicant

**Group Services Director**



Thank you for your interest in the above vacancy

I am pleased to enclose our recruitment pack which contains the following materials:

- Brief information about RCH
- An overview of our Executive Leadership Team
- Role profile
- Key dates of the recruitment process
- General guidance on completing the application form

Visit [www.riverclydehomes.org.uk](http://www.riverclydehomes.org.uk) where you will find a broad range of information about who we are and what we do. If you would like to chat about the job beforehand, just drop me an email to arrange a suitable time.

Please also refer to our Total Rewards Booklet which outlines a range of great benefits geared to helping you lead a healthy life, invest in your future and your personal and professional growth.

If you wish to apply, please complete the application form provided. Please do not attach a C.V. or any other additional materials. Your application should be e-mailed to: [recruitment@evh.org.uk](mailto:recruitment@evh.org.uk)

Please note that it is your responsibility to ensure we receive your application before the closing date of Friday 20<sup>th</sup> June 2025 at 12 noon. All applications will be acknowledged.

Candidates will be shortlisted week commencing 23<sup>rd</sup> June 2025 and could include being invited to a coffee with Richard Turnock, Chief Executive to discuss the role. Shortlisted candidates will be then required to participate in an online management test week commencing 7<sup>th</sup> July 2025. A panel interview will be conducted at RCH offices on Wednesday 23<sup>rd</sup> July 2025.

A disclosure check will be required of the preferred candidate and the cost met by RCH.

I look forward to hearing from you!

A handwritten signature in blue ink that reads "Richard Turnock".

Richard Turnock  
Chief Executive

**[Richard.Turnock@riverclydehomes.org.uk](mailto:Richard.Turnock@riverclydehomes.org.uk)**

## ABOUT RCH



River Clyde Homes is an affordable housing provider that owns and manages over 6,000 homes and provides factoring services to a further 2,200 customers in the Inverclyde area.

**Home Fix Scotland** is our repairs and maintenance company who enable us to bring much of our work in-house, carried out by our specialist teams. The RCH Group employs over 300 members of staff.

Formed in December 2007 River Clyde Homes is a registered charity, monitored and regulated by the Scottish Housing Regulator. You can find a copy of our current engagement plan on our [website](#).

Led by a board of 12 members, we put our customers at the heart of everything we do and have structures in place to ensure that they have real influence. We also provide more than simple landlord services because we care about the people and the places where we work.

### Purpose & Values

As a not-for-profit housing organisation, River Clyde Homes has established a clear value base, identity and purpose to ensure that the wider community is aware of what we stand for and how we will contribute to the revitalisation of Inverclyde.

### Our purpose - 'Improving lives and places'

#### Our values

- Every Customer Happy
- Every Home Loved
- Every Opportunity Taken
- Every Penny Counts
- Every Person Positive
- 



#### Enacting our purpose and values

Our purpose and values underpin everything we do and will guide our four-year [Business Plan: Our journey to 2027](#)

Through 'Our Journey', we want to achieve our mission to be 'a customer focussed and inspirational business creating aspirational homes and communities' by achieving four primary outcomes over the next 4 years. Achievement of these outcomes will determine the success or otherwise of this plan.

That's why our Business Plan outcomes are:

- Excellent services
- Thriving communities
- More and better homes
- Engaged colleagues





## → EXECUTIVE LEADERSHIP TEAM



### **Richard Turnock - Chief Executive**

Richard joined River Clyde Homes in 2015. He has previously worked for a number of multinational organisations, including PwC and Standard Life plc, and has extensive senior level financial and change management experience across a number of sectors. Richard is a Member of the Institute of Chartered Accountants of Scotland.



### **Derek Ferguson - Managing Director, Home Fix Scotland**

Derek joined as Managing Director in 2021. With over 30 years trades and management experience he has established an outstanding reputation in services across wide-ranging sectors including servicing, commercial, domestic, public-sector contracts and social housing.

Derek has held key roles in Scotland's leading construction, build & maintenance businesses and has built strong partnerships with key customers in local authorities & housing associations.



### **Stevie McLachlan, Director, Customer Experience**

Stevie joined River Clyde Homes in October 2016, as the Head of Customer Service and became the Customer Service Director in August 2022.

His role within the RCH Group is to manage all housing management functions to ensure each area is delivering according to the corporate plan and to identify areas where efficiencies and improvements can be made. Stevie also leads our Customer Service team to ensure high standards of service are delivered to all customers.

Prior to working at the RCH Group, Stevie previously held several roles with Glasgow City Council, particularly within Homelessness Services. Stevie has an MSc in Housing Studies, is a Fellow of the Chartered Institute of Housing and is on the Board of another RSL.



### **Andrew Kubski, Director, Property Services**

Andrew is a chartered surveyor with over 30 years' experience in the Scottish property market in both private and public sectors. His previous role was as Director of Development & Asset Management at West of Scotland Housing Association where he led on the delivery of around 600 new build homes, including 126 Passivhaus units, a successful transfer of engagements from the former Charing Cross HA and was instrumental in shaping the repairs service including innovative approaches and solutions to dampness and mould.



## → ROLE PROFILE

### Group Services Director



<b>Job Title</b>	Group Services Director
<b>Business Unit</b>	River Clyde Homes/ Group Services
<b>Grade</b>	ELT
<b>Reporting Structure</b>	Reports to the CEO and has three direct reports; approx. 46 staff in business unit
<b>Key Stakeholders</b>	The Board; Lenders and other funding agencies; Elected Representatives; the Scottish Government; the Scottish Housing Regulator; the Local Authority; Finance, ICT, HR and Legal sectors related bodies; Trades Unions; Contractors; Customers; Other Members of the Executive Management Team and Employees.

### JOB PURPOSE

- As a member of the Executive Leadership Team, ensure the delivery of RCH Group 's vision, values, business plans and objectives
- Ensure both RCH and HFS have sound resources, strong finances, and operate sustainably and efficiently meeting key business objectives; including financial targets, regulatory compliance requirements as well as implementing appropriate health and safety governance
- Establish a new operating model, including SLAs and performance measures, and ensuring the right infrastructure is in place to support optimal performance across both RCH and HFS whilst also delivering operational efficiencies
- Ensure financial covenants reflect any revised business plan assumptions including capital works, new build program requirements and the current and future external environment. Conduct discussions with lenders to refine financial covenants as appropriate
- Directly contribute to the wider business improvement and continuous improvement agenda identifying opportunities for operational efficiencies and embedding a customer centric philosophy
- Promote and support agile and digital working practices to enable business growth, delivery of value for money and encouraging innovation in all aspects of customer services
- Ensure that the voice of customers is heard in the development and delivery of strategic and operational plans along with the ongoing scrutiny of performance and outcomes

### Key areas of responsibility (What you'll deliver)

- Work with the Board, Executive and Senior Leadership colleagues to develop and ensure commitment to the short, medium and long-term financial business transformation, organisational design and culture change strategy across the RCH Group
- Ensure the Chief Executive and respective Boards are provided with robust and meaningful financial information, analyses and advice, in relation to income and expenditure budgets, forecasts, trends, investments, assets and liabilities
- Provide advice, information and expertise, ensuring the maintenance of excellent governance and business assurance across the Group as well as compliance at all times with financial, statutory and regulatory requirements
- Ensure compliance with all internal control requirements related to budget setting, cash flow requirements, procurement and financial regulations
- Lead the strategic planning and annual budget process, ensuring strategic and operational plans are constantly monitored and reviewed in line with external factors including legislation, financial restrictions, new opportunities and customer needs
- Establish business cycle priorities ensuring sufficient resource is aligned to achieve declared outcomes
- Corporately manage performance for, and report to, the RCH Group Board on strategic progress, recommending adaption and change where appropriate
- Provide effective leadership and support for direct reports and managers, within the group services directorate, modelling a leadership style with vision and drive that inspires and motivates. Define core competencies, behaviours and a common culture, through effective engagement strategies, to support business goals
- Lead on compliance with all legal, and regulatory requirements across the RCH Group ensuring there are the highest standards of control, risk management and financial security
- Develop and maintain a strong performance culture and commitment to customer experience and satisfaction. Monitor performance, through effective systems and processes, to ensure the delivery of high quality, value for money services
- Take a lead role in ensuring that business cases for capital and revenue investment, options appraisals and service development proposals are financially robust, based upon the best available evidence and include full financial risk assessments to inform decision making
- Lead on organisational design activities in support of strategic plans, and develop, resource, implement and refine a talent management strategy (incorporating internal leadership development and external resourcing) that supports the delivery of corporate goals
- Engage and embrace customer forums where executive leadership is required to project confidence, maintaining and developing professional and sector networks that will add value to the RCH Group and ensure it is viewed as an influential and reliable partner
- Work with external partners to meet the RCH Group's long-term aspirations including regulators, funders, local authorities, the SFHA and others

<b>Expected behaviours/competencies (How you'll deliver)</b>	
<b>Leadership</b>	<p>Supports the Board and Chief Executive to formulate and communicate the Vision and Business Plan to all key stakeholders.</p> <p>Regularly communicates business updates on performance and priorities to key stakeholders.</p> <p>Creates a positive organisational culture and improves employee engagement to ensure that River Clyde Homes becomes an 'Employer of Choice'.</p> <p>Promotes and role models a continuous improvement mind set.</p> <p>Uses a flexible leadership style including, directing, coaching, mentoring and facilitating, depending on the situational needs.</p> <p>Communicates effectively to a wide range of audiences especially employees.</p>
<b>Change Management</b>	<p>Anticipates and drives the need for change within the business area.</p> <p>Provides clear direction, robust planning and effective communication to 'back office' group services functions during times of change.</p> <p>Actively supports and enables key stakeholders through on-going change.</p>
<b>Strategy</b>	<p>Uses sector and industry knowledge to contribute to the Vision and Business Planning in the short, medium and long term.</p> <p>Ensures that the Vision and Business Plan are effectively communicated, and regular updates given within functional areas of responsibility.</p> <p>Ensure that all employees' goals and objectives are aligned to meet the needs of the business.</p> <p>Provides advice and guidance to the Chief Executive to revise and redefine business plans / objectives as new information becomes available, e.g. changes in local or national government policy, corporate governance, regulatory and other compliance requirements.</p>
<b>Strategy &amp; Policy Development</b>	<p>Defines functional/group strategic and operational objectives, including up to date and relevant policies and procedures to successfully deliver business plan.</p> <p>Regularly reviews progress against plan to ensure delivery and continued alignment with business needs.</p>



Expected behaviours/competencies (How you'll deliver)	
<b>Financial Awareness and Prudence</b>	<p>Lead adviser to the Board and Chief Executive on group financial management and risk strategies and works in partnership with The Board and the Chief Executive to continually review the financial viability of RCH.</p> <p>Uses sound financial judgement and experience to ensure that the 'back office' group services functions and all other business areas of RCH operate all financial practices in a legally compliant manner.</p>
<b>Improved Efficiency &amp; Continuous Improvement</b>	<p>Uses sector and industry knowledge to enhance overall business performance.</p> <p>Identifies new initiatives to make significant improvements on existing systems, processes and solutions to increase effectiveness of 'back office' group services functions and of RCH as a whole.</p> <p>Continually benchmarks systems, processes, policies and procedures against other RSLs to achieve and maintain competitive advantage.</p>
<b>Decision Making</b>	<p>Takes decisions, considers risk(s) in a strategic context, sometimes with high levels of uncertainty, within the context of own role.</p> <p>Involves appropriate key stakeholders in key business decisions that may impact performance / success of the organisation.</p> <p>Ensures that group services staff operate within a framework of empowerment to make timely decisions without encountering organisational bureaucracy or internal obstacles.</p> <p>Uses up to date and accurate financial (and other) reporting to support decision making.</p> <p>Ensures compliance with the organisation's governance and regulatory requirements and standards.</p>
<b>Influencing &amp; Collaboration</b>	<p>Positively influences across all levels of the company, using a balanced 'push and pull' style to ensure that all key stakeholders are aligned.</p> <p>Breaks down barriers that get in the way of effective collaboration and team working by encouraging a 'one team' approach across RCH.</p>
<b>Customer Focus</b>	<p>Participates and/or takes the lead in diverse groups/partnerships to identify leading-edge practices in terms of service level requirements and customer satisfaction within the social housing sector.</p> <p>Ensures that RCH develops its reputation to be a 'first class', VFM service provider by anticipating its customers' needs in advance and by listening and responding to customer feedback.</p> <p>Ensure that standards of 'first class' customer service are clearly defined and delivered by all employees.</p>

## → ROLE PROFILE



Expected behaviours/competencies (How you'll deliver)	
<b>Self-Management</b>	<p>Is highly organised and effectively manages own time to ensure the needs of the RCH are met.</p> <p>Ensures that all tasks are delegated effectively to ensure on time delivery.</p>
<b>Managing Performance &amp; People</b>	<p>Develops a proactive approach to ensure that both current and future employees demonstrate both technical and behavioural skills to deliver in their roles at RCH.</p> <p>Ensures that employees' goals and objectives are aligned with business needs and clear expectations of performance are communicated through the performance management process.</p> <p>Encourages active participation and feedback from all employees in the goal setting process.</p> <p>Promotes an environment where positive and constructive two-way feedback is provided on a regular basis.</p> <p>Ensures that employees have the right resources; including access to development opportunities to deliver and grow in their roles.</p> <p>Readily acknowledges and rewards contribution of teams and individual employees.</p>
<b>Team Development</b>	<p>Active member of a high performing ELT that uses a 'one team' approach to successfully deliver business performance and results.</p> <p>Takes the lead in ELT matters on areas of expertise to achieve a better outcome for RCH.</p> <p>Embeds a 'one team' approach in their function(s) and encourages cross team/functional collaboration to achieve required business outcomes.</p> <p>Ensures the continuous development of all employees, including career pathways and a succession plan is in place.</p>
<b>Equality &amp; Diversity</b>	<p>Demonstrates understanding and sensitivity for all members of society.</p> <p>Ensures that all RCH policies, procedures, systems and processes ensure that everyone is treated fairly and with respect.</p> <p>Ensures the provision of bespoke services to meet the individual needs of vulnerable customers where required.</p>

Expected behaviours/competencies (How you'll deliver)	
<b>Health &amp; Safety</b>	<p>Business leader responsible for ensuring that RCH is fully compliant with all aspects of health and safety from both a legal and best practice perspective.</p> <p>Actively leads on Health and Safety (H&amp;S) awareness and ensures that steps are taken to mitigate and eradicate any risks identified, and embeds them into their normal, everyday ways of working.</p> <p>Liaises with the Chief Executive to ensure that the Board and Committees' are aware of their H&amp;S responsibilities and that they are fully informed any risk to RCH or its employees and customers.</p>
<b>ICT</b>	<p>Leads the review and implementation of the corporate ICT Strategy to enable achieve of RCH's goals and improved ways of working.</p>

To be successful in this role you should be able to demonstrate the following (knowledge / skills relevant to this role)
<p>A Qualified Accountant you will be an inspiring, solutions focused and forward-thinking leader with relevant experience of directly managing multidisciplinary teams. An accomplished communicator, the successful candidate will be able to build and maintain strong working relationships with a range of stakeholders.</p> <p>Skills and Experience:</p> <ul style="list-style-type: none"> <li>• Extensive leadership and management experience at a senior level coupled with a proven track record in corporate and financial planning, reporting and governance</li> <li>• Evidence of successful strategic and operational resource management in an appropriately complex setting</li> <li>• Strong experience of complex financial, treasury and budget management</li> <li>• Evidence of strong contributions to risk management and corporate governance processes at senior management or Board level</li> <li>• Relevant strategic planning exposure, ideally with direct experience of contributing to/facilitating the growth of an organisation</li> <li>• Strong strategic financial modelling experience coupled with direct involvement in both the budgeting and longer-term financial forecasting processes</li> <li>• Relevant record of building capacity, developing and leading high performing multidisciplinary teams</li> <li>• Direct experience in the successful delivery of significant business transformational or change programmes</li> </ul>

Proposed evaluation criteria			
No evidence presented by candidate	Limited, or inconsistent evidence presented by candidate	Clear evidence demonstrated by candidate	Evidence presented by candidate above and beyond expected

## → KEY DATES



To keep you informed about the recruitment process, please see below an outline of the key dates.



## → HOW TO APPLY



If you want to be part of the RCH team and feel that you meet the criteria, please complete the application form on the EVH [website](#).

Please note, the shortlisting will be based on the answers you provide along with the role profile to decide if you meet the criteria for the role, so please answer questions as fully and accurately as you can.

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### Equal Opportunities

RCH Group is an equal opportunities employer and positively encourages applications from suitably qualified and eligible candidates regardless of sex, race, disability, age, sexual orientation, gender reassignment, religion or belief, marital status or pregnancy and maternity.

We are a disability confident employer and will interview all applicants with a disability who meet the essential criteria for the job.

If you consider yourself to have a disability, please detail on your application form, any reasonable adjustments that we can make for you as part of the recruitment process.



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### Your application

Please submit your completed application form by **Friday 20 June 2025 at 12 noon** to [recruitment@evh.org.uk](mailto:recruitment@evh.org.uk). Applications received after this time, will not be considered.

***All relevant information should be included in the application form and please do not include a CV as this will not be considered this during the shortlisting process.***

We look forward to hearing from you!







Part of the  
**RCH** GROUP