



# Irvine Housing Association

Managing Director

**People Homes Places**



# Contents

Welcome to Irvine Housing Association – Duncan McEachran, Chair	3
About Irvine Housing Association	4
About Riverside	5
Leadership Team	6
Job Description	7
Person Specification	9
Our Riverside Way	10
Organisation Chart	11
Principal Terms and Conditions	12
Selection Process	13
Application	14



**People**  
In our heart



**Homes**  
for the future



**Places**  
to thrive in

# Welcome to Irvine Housing Association

Thank you for your interest in the position of Managing Director of Irvine Housing Association, part of The Riverside Group.

Our mission is **Transforming Lives, Revitalising Neighbourhoods** and we know that the homes and services we provide, and engagement we have with our customers, gives us the opportunity to do this on a daily basis.

The Managing Director's role will give you the opportunity to lead the Association in the shaping of our services and our growth plans in the future. You will help us ensure we continue to enhance our customer experience and find new ways to support our more vulnerable customers in maintaining a safe place to live.

You will join the Association at an exciting time during the second year of our ambitious Corporate Plan. Its themes are People, Homes and Place and, over the next three years we aim to build 300 new homes, invest over £2m each year in improving our existing homes, continue our move towards greater digitalisation of services, provide new services aimed at tackling homelessness and helping customers sustain their tenancies, and support place-making in the communities we serve.

This role also means that you will join the Leadership Team of The Riverside Group which one of the UK's oldest and largest social housing, regeneration and care providers.

This presents a great opportunity for you to be part of the ongoing growth and development of Riverside's services and to benefit from the significant knowledge, experience and resources within the Group.

At Irvine Housing Association, our approach to delivering great outcomes for our customers and communities combines commercial acumen with our social purpose – we are a business with a charitable heart.

Being part of The Riverside Group allows us to use shared services, which helps drive efficiency through the business and increases our ability to serve our customers in the way we would like.

The Group also provides financial support to help us achieve our significant growth plans for the future – allowing us to access considerable capital funding to help deliver new homes and regenerate our existing portfolio which are two of our key objectives.

Thank you again for your interest and I do hope I get an opportunity to meet you over the coming weeks to learn more about you and how you would lead the next stage of our journey.

Duncan McEachran,  
Chair.





Transforming **lives**  
Revitalising **neighbourhoods**



**We Care**



**We are  
Courageous**



**We are  
Trusted**

# About Irvine Housing Association

Irvine Housing Association is a charitable Registered Society under the Co-operative and Community Benefit Societies Act 2014, managed by Executive Directors and governed by a Board.

## **Vision: Transforming lives, revitalising neighbourhoods**

We have a clear social purpose underpinned by strong values:

- We Care
- We are Courageous
- We are Trusted

## **Our strategic objectives:**

- People at our heart – we will improve the quality of services provided to our customers, delivered by engaged and fulfilled colleagues. We will do more to sustain tenancies and provide secure homes to those that do not have one.
- Homes for the future – we will raise the standards of our homes, making them more sustainable and cheaper to run for our customers. We will build and acquire new homes to allow us to operate more efficiently and to help address the housing crisis.
- Places to thrive in – we will align our investment in homes and services to have a positive impact on the places in which we work, with a particular focus on helping those who face the greatest challenges.

These objectives lead to a three year action plan, which identifies the specific steps necessary and this is broken down within our Corporate Plan.

To see our Corporate Plan, along with Annual Reports and Landlord reports (how we are doing) please follow the following link:

<https://www.irvineha.co.uk/about-us/how-were-doing/annual-reports/>

In October 2011, Irvine Housing Association became a subsidiary of The Riverside Group. Taking account of new housing developments, we now provide over 2,300 homes.

## **Recent articles are at the following links:**

- [Plans to build 300 new homes in the next 3 years](#)
- [Successful funding bid to help tackle homelessness](#)

The offices of the Association are in Irvine, with properties located in Ayrshire and Dumfries & Galloway.

With a present board of nine, the new Chair is retiring from the role and we are looking to add up to three board members after the Chair has been appointed.

Transforming **lives**  
Revitalising **neighbourhoods**



**We Care**



**We are  
Courageous**



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Trusted**

# About Riverside

Riverside is a group of complementary businesses driven by a clear social purpose, with a charitable housing association at its core.

Established over 90 years ago, we have grown to become a major provider of affordable housing, care and support services in England and Scotland, with over 58,000 homes in management.

Operating at scale across over 160 local authorities, our vision is to transform the lives of the 100,000+ people we house and revitalise the neighbourhoods in which they live.

We transform lives by providing well maintained, good quality affordable housing whilst creating opportunities to increase household income through our programmes of employment, affordable warmth and money advice.

Through our housing, care and support services we enable people facing a wide variety of challenging circumstances to lead more resilient and independent lives.

We revitalise neighbourhoods by building new homes, creating and maintaining green spaces and bringing people together through our community engagement programmes.

## We provide:

- affordable homes to rent for singles, couples and families
- care and support for older people, those at risk of homelessness and other people facing significant challenges in life
- affordable homes for sale for shared owners and leaseholders
- market homes for sale to generate profits for our social purpose core business (through commercial subsidiaries and joint ventures)
- extra services to help sustain tenancies including money advice, employment support and affordable warmth advice.

## Key facts:

- employing over 2,600 staff.
- turnover of £355.6m in 2019/20.
- our care and support team provide over 400 accommodation, support and outreach services supporting around 13,000 people.
- Building more than 1000 new homes per annum for rent, shared ownership and outright sale.
- three commercial subsidiaries generating profits of around £9.5m a year back into our charitable business.

# Leadership Team / Board profiles



**Morag Hutchinson**

**Head of Finance and Corporate Service**

Morag started with the Association in January 2005 and is responsible for the delivery of corporate service functions including finance.

This includes strategy and policy development, performance management, business planning, the preparation of statutory accounts, and ensuring financial viability.

This involves all areas of the business and as such Morag's role requires a strong emphasis on collaborative working across the whole of the Group.

Morag has worked in finance for over 35 years, starting her career as a junior in a local firm of chartered accountants. Morag then moved to the commercial sector where she worked in media for over 20 years.

During that time Morag worked in a number of roles including Senior Regional Management Accountant and Business Development Manager. Morag then moved to the social housing sector in 2005 when she joined the team at Irvine.



**Heather Anderson**

**Head of Service Delivery**

Heather joined Irvine after 14 years working within the Housing Service at South Ayrshire Council.

Heather started her career as a Housing student whilst working towards her MPhil in Housing Studies at the University of Glasgow, which she completed in 2006.

Heather worked as a Housing Officer at South Ayrshire until 2006, at which time she moved to manage the Housing Policy and Strategy team, with responsibility for delivery of the Local Housing Strategy, new affordable housing development, Homelessness strategy and Housing policy and practice across all housing tenures.



**Duncan McEachran BA CA**  
**Chair**

Duncan was elected to the Board in August 2012 and was elected as Chair in August 2016. Duncan is a member of Riverside's Neighbourhood Services Committee.

Duncan is a chartered accountant with a career in the National Health Service and the petrochemicals and plastics industries encompassing appointments as Director of Finance and Chief Internal Auditor. Duncan has led projects in areas such as business planning, IT/IS Strategy, organisational change and reconfiguration, contract negotiation, governance and financial management and reporting.

In the last 10 years Duncan's community activities have included Children's Health Scotland, The Richmond Fellowship Scotland, The Food Train, The Cattanach Charitable Trust, Justice of the Peace Advisory Committee (South Strathclyde, Dumfries & Galloway) and Relationships Scotland Dumfries & Galloway.



**James Strang**

**Chair-elect to take up the post from September 2021**

Jim was appointed to the Board in March 2021.

Jim has more than 40 years experience in the housing sector. He began his career working for local authorities across the west of Scotland before serving as Group Chief Executive of Parkhead Housing Association for 13 years.

Jim is a Fellow of the Chartered Institute of Housing (CIH) and served as Chairman of the Scotland Branch, Vice-President and then President of the CIH.

# Job Description

Job Title	Managing Director Irvine Housing Association
Location	Irvine Office
Reporting to	Irvine Housing Association Board and Riverside Executive Director Customer Service

## Job Purpose

- To lead the Association's service delivery, customer experience business development and facilitate strong governance by Board.
- To be responsible for the stewardship of the Association ensuring all legal, financial and regulatory requirements are met. Ensure effective and efficient delivery of services to customers in line with the Riverside operating model.
- Working in conjunction with the Association's Board, - lead the development and implementation of an integrated corporate strategy, including new business development, business growth in Scotland, and service rationalisation, to ensure that the Association can fulfil its high-profile place-shaping role and achieve its vision for transforming lives and revitalising neighbourhoods.

## Scope

- Be responsible to the Board for the overall direction and leadership of the Association, and for its effective performance, ensuring the highest standards of governance.
- Lead stakeholder engagement within the region, particularly with the Scottish Government and Scottish Housing Regulator, to ensure that the Association maintains a strong, positive reputation, and is considered a partner of choice for business development and service delivery.
- To undertake the role of the Company Secretary and particularly to ensure the Association complies with all statutory and regulatory requirements and support effective oversight and challenge by the Board to enhance the ability of the Association to achieve its objectives.
- To effectively engage with, and be a key member of Riverside's leadership, while ensuring support for the fiduciary duty of the Association's Board.
- To develop a coherent, innovative and effective strategy for meeting housing needs and ensuring customers are able to sustain their tenancies, within appropriate Scottish statutory and policy requirements.
- Lead the delivery of high quality housing services that continuously improve the customer experience, operating within a partnership delivery model through a combination of direct delivery, commissioning from internal providers, and commissioning external providers.
- Be accountable for the overall financial management of the Association, including the development for approval of the 30 year business plan, 5 year financial plans, income collection by the Association, and the commissioning of services on behalf of the Association's customers.
- Develop effective systems of control throughout the Association, covering both non-financial and financial activities, resulting in increased efficiencies, robust risk management, continuous improvement and value for money.

# Job Description continued

- Direct people planning to create and maintain a highly skilled, flexible and adaptive workforce, able to achieve a high quality of service delivery and customer satisfaction.
- In line with corporate strategy, champion the customer, create a strong customer culture and behaviours in the regional team, leading by example, to ensure that service delivery remains responsive to the needs and experiences of regional customers.
- Direct common corporate led governance, customer engagement, risk management and performance improvement processes, to ensure the region is compliant with regulatory and inspection frameworks, and has strong customer engagement reflecting the particular requirements of the region.
- Pro-actively participate in the leadership of Riverside Group, by making a visible contribution to its strategic direction and success, seeking to bring challenge and innovation to the achievement of Group-wide objectives, and enabling Riverside to fulfil its role influencing and shaping national policy.
- Pro-actively participate in the leadership of Customer Services, by developing, sharing and adopting best practice.
- Collaborating across the Operating Model, ensuring that shared services are aligned to deliver effective support to service delivery with the chosen geography.
- Promote the growth of the Association, and more widely Riverside Scotland, by the development and delivery of a Growth Strategy including organic new build development and mergers, group structures and acquisitions.
- Working with others and in line with the corporate strategy, identify development opportunities.
- Promoting and supporting a flexible adaptive and mobile workforce
- Act as ambassador for the Association, ensuring that its image is successfully projected and communicated at all times, both internally and externally.





# Person Specification

	Essential	Desirable
— Substantial experience in a housing provider leadership position within a large, dispersed organisation.	•	
— Proven ability to provide inspirational leadership.		
— Experience of managing significant budgets.	•	
— Knowledge of relevant legislation and government regulations.	•	
— Degree level or equivalent in a related discipline.	•	
— Proven success of leading and driving transformation within a complex organisation.	•	
— High commercial acumen with the ability to work strategically and at pace.	•	
— Excellent communication and influencing skills with a strong customer focus.	•	
— Results driven with the ability to manage conflicting stakeholder priorities.	•	
— Proactive approach with the capability to work flexibly and adapt to particular situations	•	
— Understanding of the context of social housing and the challenges it faces.		•
— Evidence of continued professional development.		•
— Membership of a relevant professional organisation.		•

## Our Riverside Way...



We put our customers first every time and care passionately about people.



We stand up for what we believe in, owning our actions and challenging ourselves and others to be the best we can be.



We work together to build positive relationships, protecting our customers and our Riverside.

## We care

### That means we...

#### Put customers first

- Actively listen to understand needs, providing a quality service and delivering first time where we can, communicating well where we can't.
- Are genuine, showing empathy and care, ensuring a great customer experience every time.

#### Value people

- Promote and appreciate diversity and inclusion, always treating others with dignity, fairness and respect.
- Celebrate success, recognising and saying thank you for a job well done.

#### Realise potential

- Open to giving, receiving and acting upon constructive feedback.
- Seek opportunities to develop, fulfilling our potential and inspiring others to achieve theirs.

## We are courageous

### That means we...

#### Make a difference

- Stand up for our beliefs, helping to improve lives and focusing on delivering great experiences.
- Open to new ideas, finding ways to simplify and do things better, more effectively and efficiently.

#### Do our best

- Give it our all and perform at our best every day, each playing our part and delivering what we must.
- Are resilient, determined and have a can do, will do attitude.

#### Take responsibility

- Are empowered, acting decisively and working at the right pace.
- Consider the facts, risks and impact to make the right choices, owning it, and learning when we get it wrong.

## We are trusted

### That means we...

#### Do the right thing

- Deliver on promises, finishing what we start and doing what we say when we say.
- Act with integrity and have open and honest conversations, challenging anything that goes against our values.

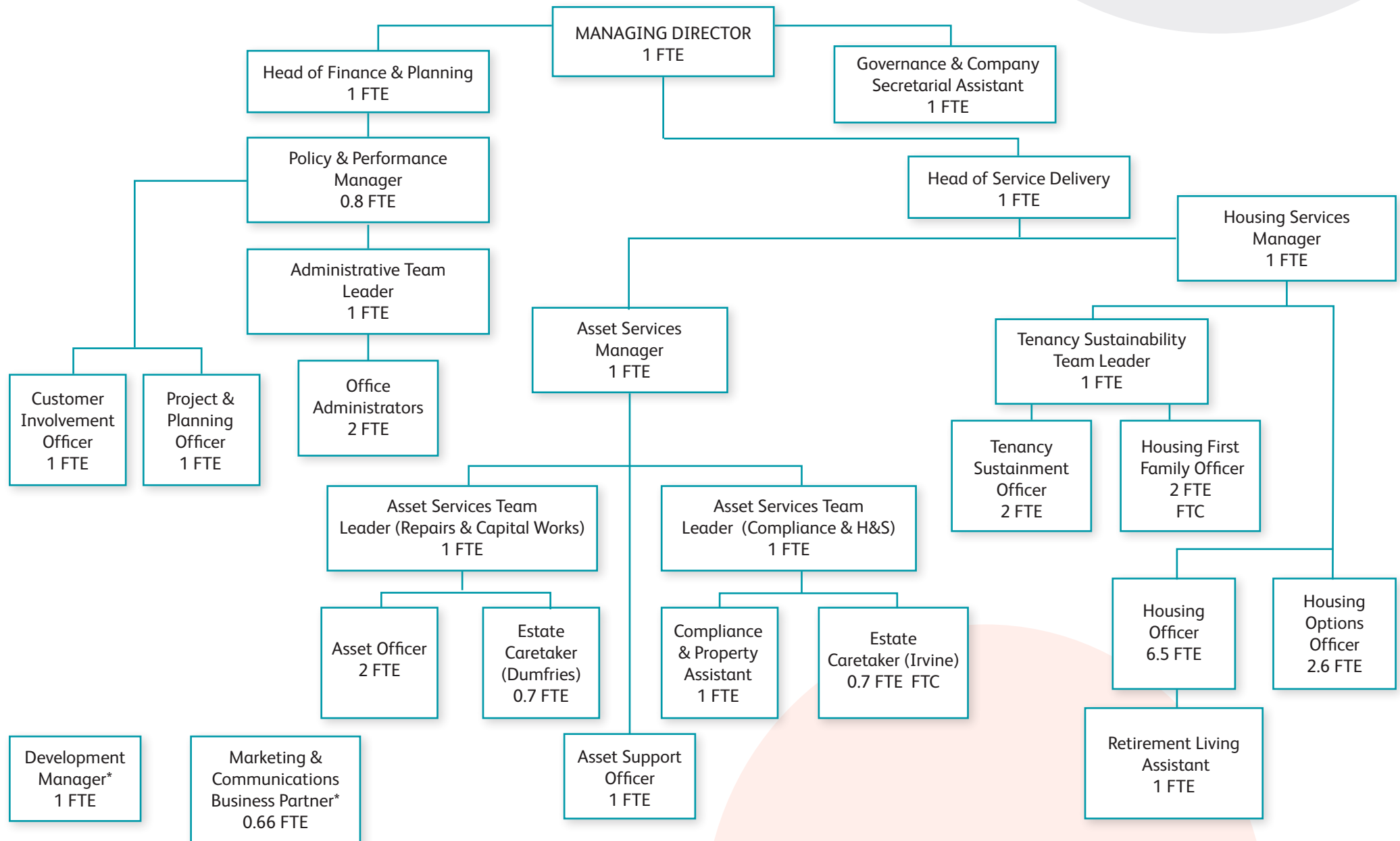
#### Work together

- Are one team, offering help and support, sharing ideas and experiences to deliver the right outcome.
- Have pride and real purpose, trusting and believing in ourselves, each other and our customers.

#### Deliver standards

- Don't walk on by, always aiming to get it right first time, never compromising on our safety and quality standards.
- Comply with policies and processes, but make suggestions and improvements if they get in the way of putting our customers first.

# Organisation Chart July 2021



\* Riverside managed posts Based in Irvine and providing services to the MD

In addition to this colleague team the Association receives both operational and business support shared services from Riverside. These include the Customer Service Centre, Income Collection, Financial Processing, Treasury, People Services, IT, and Internal Audit.

# Principle Terms & Conditions

**Position:**

Managing Director

**Remuneration:**

£95,194

**Benefits:**

Pension 15% (6% employee contribution with 9% from the company), Car allowance (£6,300 annually)

**Location:**

Irvine

**Hours:**

36 hours per week

**Annual Leave:**

28 days annual leave plus bank holidays (leave increase by 1 day every 2 years to a max of 33 days leave)

**Notice Period:**

3 months





# Selection Process

**The closing date for applications is 30th July**

**Initial (virtual) interviews**

David Bond – throughout July / early August

**Initial (virtual) Client meetings**

week commencing 9th August with:

- Duncan McEachran, current Chair, Irvine HA
- Jim Strang, incoming Chair, Irvine HA
- Cris McGuinness, Irvine HA Board member and CFO, Riverside Group
- Partick New, Executive Director, Customer Service, Riverside Group
- Margaret Burgess, Irvine HA Board Member

**Second stage meetings**

week commencing 23rd August –  
involving a presentation and the results of psychometric testing

**Final stage meeting**

week commencing 30th August –  
with a broader stakeholder group, including senior staff,  
other Board members, etc.



# Application

Thank you for your interest in the position.

We are committed to supporting and promoting equality, diversity and inclusion.

If there are any questions or you would like to discuss the opportunity confidentially, please get in touch with David Bond (details below).

If you feel it might be of interest, please email your CV along with a covering letter with an overview of why the role is of interest and how you see your own experience being relevant.

David Bond  
Director  
McGregor Bond

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Irvine Housing Association





**Irvine Housing Association Ltd**

Registered office: 44-46 Bank Street, Irvine, Ayrshire KA12 0LP.  
A charitable Registered Society under the Co-operative and Community Benefit Societies Act 2014 (Reg. No. 2459RS), a Scottish Charity (Reg. No. SC042251) and a Registered Social Landlord (Reg. No. HAL280).

Part of Riverside, a charitable Registered Society under the Co-operative and Community Benefit Societies Act 2014