



CHIEF EXECUTIVE

Recruitment Pack



www.clochhousing.org.uk

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Welcome



Thank you for your interest in the role of Chief Executive at Cloch Housing Association. We appreciate your time and hope this pack gives you a strong sense of what it means to be part of the Cloch team.

We understand that stepping into a new role is a significant decision. At Cloch, you'll find a passionate and dedicated team of colleagues and Board members who care deeply about the work we do and the communities we serve.

Alana Durnin, our outgoing Chief Executive, will be retiring in March 2026 after a decade of dedicated service and we are now seeking a new leader to build on our legacy and guide Cloch into the future. However, we appreciate that recruitment is very much a two-way process. We therefore encourage you to learn more about Cloch - our people, homes, services, and future plans. If you'd like to arrange a confidential conversation, please contact Alana (adurnin@clochhousing.org.uk) to find out more.

Cloch is a forward-thinking, innovative organisation with a strong reputation across Scotland, supported by our approach to partnership working. We pride ourselves on delivering high-quality housing services and maintaining excellent performance. Our Board and our people are central to our success, and we're looking for a leader who will uphold our values, culture, and reputation while driving forward our strategic objectives.

While technical expertise and experience is essential, we place great value on leadership that fosters colleague and customer engagement, innovation, and continuous improvement. Our ideal candidate will be passionate about people, be committed to delivering value for money and outstanding customer service, and curious about how technology can enhance our services whilst being financially astute.

If you share our vision and values, we would be delighted to receive your application and explore how you can help shape Cloch's future.

Kelly Ferns
Chairperson

About Cloch

Cloch Housing Association is a registered social landlord operating in Inverclyde, Scotland. In 2023, Cloch celebrated its 55th year in operation and today, we own approximately 1480 units across the local area. We provide high quality housing and responsive customer service to ensure that we place communities and their people at the heart of everything we do.

We are currently focusing on mitigating the cost-of-living crisis for our customers and prioritising tenant and resident safety. We have also been able to invest in mental health and wellbeing support services for our customers across Inverclyde, following a successful funding bid to the Scottish Government, which has resulted in us working in partnership with other local community groups. Our commitment to being a caring and high-quality customer service has been recognised by Compliance Plus for Customer Service Excellence accreditation.

Our success at Cloch is underpinned by the work, efforts, and innovation of our people. A recent staffing structure refresh has encouraged and empowered staff to provide invaluable input into our key resourcing decisions and the development of our workforce.



Our Vision and Values



Vision

Homes & Services which exceed customer expectations delivered by a strong and resilient organisation.

Values

Be Positive in attitude.

Be Better and always look to improve everything you do.

Be Kind to yourself, to others and in your approach to our services.

Be Responsible for yourself, your customers, and your community.

People Benefits

At Cloch, we consider work-life balance to be paramount to health and wellbeing. Our people are committed and dedicated to what they do, and we understand the importance of having policies and measures in place to fully support them both inside and outside of the workplace. Below is our range of people benefits and perks that Cloch offers:

- Hybrid/Flexible Working Environment
- Learning and Development Culture
- Family Friendly Policies
- Teambuilding Sessions
- Health and Wellbeing Initiatives
- Health Cash Plan
- Counselling Service
- Salary Sacrifice
- Paws Policy (Bring Your Dog to Work)
- Volunteering Days



Role Details

Chief Executive

Salary: £90,095 - £93,444 (SM23-SM25)

Contract: Permanent / Full-Time


Hours: 35 hours per week

Reporting To: Board

- Your core place of work will be at Cloch HA, 19 Bogle Street, Greenock, PA15 1ER. We operate a hybrid working model, subject to the needs of the team.
- We operate with a flexible working policy enabling you to determine your working pattern in line with operational needs.
- Annual leave entitlement of 8 weeks split between 29 annual leave days and 11 public holiday days.
- All appointments are subject to a six-month probationary period.
- All appointments are subject to satisfactory reference and eligibility to work in the UK checks.
- You will be automatically enrolled into the SHAPS pension scheme and life insurance, providing you meet the auto-enrolment criteria. This is an employer and employee-defined contribution scheme.

Job Description

Services which exceed expectations delivered by a strong and resilient organisation.

Chief Executive			
Job Description			
The Role			
Job Title:	Chief Executive	Report to:	Board
Department:	Leadership	Hours:	35 hours per week
Grade:	SM23 - SM25	Salary:	£90,095 - £93,444
Role Summary and Purpose			
<p>The Chief Executive will provide clear, visible, and inspirational leadership to Cloch Housing Association, working closely with the Board, Leadership Team and colleagues to deliver our vision of homes which exceed expectations delivered by a strong and resilient organisation.</p> <p>This role is responsible for the overall management and strategic direction of Cloch. The Chief Executive ensures the effective use of resources, compliance with all statutory and regulatory requirements, and the delivery of modern, high-quality services that reflect the needs and aspirations of our tenants and communities.</p> <p>The Chief Executive acts as the main ambassador for Cloch, building strong relationships with tenants, regulators, partners and stakeholders, while ensuring the Association remains financially sustainable, innovative, and forward-looking.</p>			
Leadership, Governance and Organisational Culture			
<ul style="list-style-type: none">• Provide inspirational leadership that motivates our people and Board members to deliver on Cloch’s vision and values.• Model and embed Cloch’s core values (<i>Be Better, Be Kind, Be Responsible, Be Positive</i>) in all aspects of organisational life.• Build and sustain a positive organisational culture that fosters accountability, cross-team, innovation, and continuous improvement.• Advise the Board on key management, housing, social, economic, political, and operational factors.• Support the Board in fulfilling its governance responsibilities, ensuring compliance with the Scottish Housing Regulator’s Regulatory Framework, and enabling the Board to maintain a strong, strategic, and informed approach to decision-making.• Develop the Leadership Team and wider workforce, ensuring the organisation has the right capacity, capability, and succession planning to achieve long-term success.			

<ul style="list-style-type: none"> • Promote equality, diversity and inclusion, ensuring that these principles underpin all aspects of Cloch's work. • Undertake any other reasonable duties as required by the Board, expected of a Chief Executive.
Strategic and Business Planning
<ul style="list-style-type: none"> • Lead the development and implementation of Cloch's Business Plan, ensuring that it reflects tenant priorities, community needs, and sector challenges. • Translate vision and values into measurable objectives, key performance indicators, and clear outcomes for team members and the organisation. • Ensure effective planning frameworks are in place, linking financial, asset, and people strategies to support long-term sustainability. • Anticipate and respond to changes in the external environment, including housing policy, regulatory requirements, economic pressures, and community needs. • Support the Board in setting and reviewing strategic direction, ensuring decisions are evidence-based and aligned with the Business Plan.
Financial Management and Resources
<ul style="list-style-type: none"> • Ensure the Association's financial strength and sustainability, with robust financial planning, control, and monitoring processes. • Lead the development of financial strategies that support investment in homes, communities, and services while maintaining value for money. • Make best use of Cloch's resources - people, assets, and technology - to deliver services efficiently and effectively. • Explore opportunities for innovation, collaboration, including new income streams and efficiencies that deliver financial and social value. • Ensure compliance with statutory and regulatory financial requirements and maintain the highest standards of probity and accountability.
Service Delivery and Customer Focus
<ul style="list-style-type: none"> • Ensure the provision of high-quality, affordable housing and related services that meet tenant and community needs. • Promote a strong customer service culture, ensuring tenants are at the heart of decision-making and service design. • Drive digital transformation and modernisation of services, ensuring they are accessible, efficient, and user-friendly. • Monitor and report on performance against agreed standards, ensuring continuous improvement and value for money. • Anticipate and plan for future service challenges, ensuring Cloch remains adaptable and responsive.
Risk, Change and Improvement
<ul style="list-style-type: none"> • Establish and maintain robust risk management systems to protect Cloch's interests and reputation. • Ensure strict adherence to Data Protection legislation, Equalities and Diversity, Health and Safety, and the Association's Code of Conduct, while upholding best

practice in all aspects of employment, including Terms and Conditions of employment, team structures and people development.

- Lead the organisation through periods of change, ensuring colleagues and tenants are supported and engaged.
- Promote innovation in service delivery, governance, and organisational development by benchmarking and drawing on best practice from across the sector
- Ensure effective performance management frameworks are in place, with clear accountability at all levels of the organisation.
- Foster a culture of continuous improvement, ensuring learning from feedback, performance results, and external scrutiny.

External Relations and Influence

- Act as Cloch's main spokesperson, representing the organisation with credibility and integrity.
- Build strong and constructive relationships with tenants, partner agencies, local authorities, the Scottish Government, the Scottish Housing Regulator, and sector representative bodies.
- Promote Cloch's role and achievements locally and nationally, ensuring the Association has a positive reputation and is recognised for its contribution to communities.
- Engage effectively with the media, presenting Cloch's work in a positive and timely manner.
- Influence policy and contribute to sector-wide debates, ensuring Cloch is well positioned for future opportunities and challenges.
- Work collaboratively with other housing associations and partners to share knowledge, resources, and innovation for the benefit of tenants and communities.

Person Specification

Services which exceed expectations delivered by a strong and resilient organisation.

Chief Executive Person Specification		
Qualifications		
	Essential	Desirable
Educated to degree level or relevant professional qualification in an appropriate discipline	✓	
Membership of a relevant professional body or equivalent and evidence of Continued Professional Development	✓	
Postgraduate or professional management qualifications in an appropriate discipline		✓
Leadership and governance qualifications		✓
Experience		
Comprehensive knowledge of the Scottish Housing sector including the Scottish Housing Regulator's standards, governance requirements, and regulatory framework.	✓	
Proven track record of leading at senior level, setting direction, and delivering measurable outcomes	✓	
Experience of translating strategic vision into successful plans and services	✓	
Experience of working effectively with a governing Board or equivalent and advising on key management, housing, social, economic, political, and operational factors	✓	
Experience of leading, motivating, and developing teams	✓	
Strong financial management experience, including budgets and resource allocation	✓	
Knowledge of funding sources opportunities relevant to the housing and third sectors		✓
Ability to balance commercial awareness with social purpose	✓	

Experience in risk management and establishing robust systems to protect organisational interests	✓	
Experience of partnership working with external agencies and stakeholders	✓	
Ability to build strong networks at local and national levels	✓	
Demonstrated ability to lead organisational change and development	✓	
Track record of embedding innovation, embracing technology and continuous improvement	✓	
Experience of digital transformation in service delivery		✓
Knowledge of sustainability and climate-conscious practices in housing or related services	✓	
Proven commitment to equality, diversity, and inclusion and human rights	✓	
Skills		
Highly effective communicator with ability to convey long-term vision and direction to different audiences	✓	
Ability to build strong relationships with a diverse range of stakeholders	✓	
Strong organisation and prioritisation abilities with the capacity to adapt and respond to external challenges	✓	
Analytical thinking with a collaborative, solutions-focused approach	✓	
Excellent interpersonal skills including demonstrating empathy, compassion and emotional intelligence	✓	
Ability to work collaboratively with senior leaders and involve our people in decision-making	✓	
Expertise in influencing, negotiating and handling conflict resolution	✓	
Willingness to take accountability whilst leading with integrity and transparency	✓	
Inspirational leader who inspires and motivates with a commitment to developing the workforce and providing opportunities for people	✓	
Energy, drive, and personal commitment to the mission of Cloch	✓	

Flexibility and commitment to work evenings and weekends as required, including regular attendance at Board and committee meetings and external events	✓	
Media engagement and public representation skills, including acting as an organisational spokesperson		✓

Competency Framework

Competency Framework
Strategic Leadership
<ul style="list-style-type: none"> • Sees the 'big picture' and translates vision into action. • Anticipates future trends and prepares the organisation to respond. • Makes sound, evidence-based decisions that balance short- and long-term priorities.
Governance and Accountability
<ul style="list-style-type: none"> • Upholds the highest standards of governance, transparency, and integrity. • Understands and applies regulatory requirements and best practice. • Takes ownership of risk, outcomes and holds others accountable.
Communication and Influence
<ul style="list-style-type: none"> • Communicates with clarity, openness, and conviction. • Builds trust and credibility with tenants, team members, Board, and partners. • Acts as an effective ambassador, influencing at local and national levels.
People and Culture
<ul style="list-style-type: none"> • Inspires, motivates, and develops others to achieve their best and champions personal development opportunities. • Builds a culture of respect, inclusion, and equality of opportunity. • Leads change with empathy and resilience, supporting team members through transitions.
Financial and Business Acumen
<ul style="list-style-type: none"> • Demonstrates strong financial literacy and commercial awareness. • Balances efficiency with tenant-centred outcomes. • Identifies and pursues opportunities for growth, efficiency, and innovation.
Partnership and Collaboration
<ul style="list-style-type: none"> • Builds strong, mutually beneficial relationships with a wide range of stakeholders. • Fosters collaboration across teams and organisations to achieve shared goals. • Demonstrates political awareness and sensitivity in complex environments.
Innovation and Improvement
<ul style="list-style-type: none"> • Challenges the status quo and seeks creative solutions. • Embraces digital transformation and modern ways of working. • Champions continuous improvement and learning across the organisation.

How to Apply

To apply for this post, please submit your CV and a supporting letter outlining how you meet the essential criteria for the role to:

- recruitment@clochhousing.org.uk

The closing date for applications is **12pm on Monday 27th October 2025**.

Following this, shortlisted candidates will be contacted and invited to attend a first assessment stage with the panel, consisting of Board members and the Head of People and Culture.

It is anticipated that the first assessment stage will be held either the 5th or 6th November, with the final stage scheduled for 21st November 2025. Candidates progressing to the final stage will also be asked to complete psychometric testing, the results of which will be used to support the overall assessment process.

Thank you and good luck with your application.

Cloch Housing Association

19 Bogle Street, Greenock, PA15 1ER

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01475 783637

