

Job Title	Head of Commercial Services
Business Unit	River Clyde Property Management (RCPM) a subsidiary of River Clyde Homes (RCH)
Grade:	SMT Grade 1
Reporting Structure:	Reports to the RCH Executive Director of Property Services and has 3 direct reports and approx. 70 staff in business unit.
Key Stakeholders:	River Clyde Homes senior and, operational managers, staff and Departments; RCPM and RCH Boards; RCH customers, tenants and owners; staff representatives and trade unions; elected representatives; construction sector related bodies including the Health and Safety Executive; contractors and suppliers.

**Job Purpose:**

Make a significant contribution to the successful commercial development and business growth of River Clyde Property Management (RCPM), a subsidiary company of River Clyde Homes (RCH);

Devise business proposals to implement commercial initiatives, including the business case and evidence, and regularly review and ensure approval for the subsidiary business plan;

Shape and lead the team and a range of technical consultants and contractors in the delivery of a broad range of projects and business growth. This will involve supporting colleagues in all matters relating to property management and ensuring the delivery of SLAs;

Responsible for all commercial operations and activities undertaken by RCPM, including property related repairs and maintenance, grounds and environmental maintenance and works, technical and project management services;

A member of RCH's Senior Management Team (SMT), you will work collaboratively with colleagues across the organisation to develop and implement clear plans and activities to deliver business performance and growth;

To lead and deliver all aspects relating to general management, performance and financial accountability of the subsidiary operational teams and working as part of the wider asset planning and management functions;

Continue to drive and develop the service to achieve and maintain excellent value for money and quality in all categories. This includes, liaising with RCH staff, tenants and their representatives in areas of developing service delivery, ensuring evidenced service quality, compliance with service standards and targets as well as their continuous improvement;

Develop RCPM strategy on risk management; lead appropriate workshops and discussions to identify risk, maintain a robust risk register and ensure adequate mitigation for successful delivery and escalation when an identified risk may impact on the business or success;

To ensure arrangements are in place so that all teams and people are effectively managed, have a clear focus on quality; customer focus and are motivated to achieve challenging objectives and business growth;

Actively promotes and role models RCH values.

**Key areas of responsibility (What you'll deliver):**

- Provide internal and external business understanding in developing cost effective functional and operational expertise to the CEO, EMT and other members of the SMT to help formulate the Business Plan of RCPM that are integrated with RCH aspirations, including the Asset Management Plan, Financial Plan and Value for Money Plan.

- Ensure that all relevant strategic and operational components of the Business Plan, including the delivery of RCH Asset Management Plan, and any subsequent Business Plans, are successfully delivered, on time and on budget, while always assessing the potential for business growth.
- To develop an ongoing business plan for RCPM that is aligned with the outcomes of RCH business plan while always assessing the potential of additional revenue streams and business growth outwith RCH; manage and direct procurement, partnering and delivery arrangements for planned work contracts; be a lead contributor in developing and managing development initiatives including refurbishment and new build to ensure RCPM always delivers VfM for RCH and makes best use of available resources and anticipate future needs.
- To contribute to RCPM and RCH’s budget setting process and ensure that the asset planning & development budget is managed responsibly and on target.
- Contribute to the development of investment strategies, priorities and plans for maintaining its assets.
- Prepare action plans for the approval of the Executive Director to drive continuous improvement in service delivery and implement the range of tasks necessary to fulfill the duties and responsibilities of the post.
- To demonstrate initiative, forward-thinking and awareness of new developments in Property Management and technology advancements to derive maximum benefits.
- To facilitate and ensure the achievement of good performance within the framework defined by RCH and related industry best practice standards; introduce and monitor performance indicators that reflects RCH and Tenants’ needs, Value for Money and compliance with all asset and development projects by maximising the use of ICT to improve efficiency within all RCPM Teams and planning and management functions.
- Develop effective communication methods in the Teams, both internally and externally, to ensure people are informed, engaged and find it easy to access RCPM’s services.
- Support the development of the strategic and operational objectives for the Teams and management functions to ensure alignment with the current business plan as follows;
  - Develop and ensure that operational plans for the services, planning and management functions incorporate all requirements to successfully deliver the business plan including maximum productivity and performance and business growth
  - Ensure that all employee annual goals / objectives within this subsidiary Teams are aligned with current requirements
- Work with the CEO, EMT and other members of the SMT of RCH to ensure that all elements of continuous improvement and change programmes are delivered to plan and any subsequent restructuring of the company is completed.
- Ensure a significant contribution to achieving the company’s Value for Money target.
- Support the CEO, EMT and other members of the SMT of RCH to develop and sustain a high performing culture where employees demonstrate high levels of personal accountability, commitment and are motivated to deliver results by working in an environment where they are empowered to make decisions and feel valued.
- Be an active member of the RCH SMT that displays high levels of trust, willingness to participate in robust and challenging discussion, high levels of personal accountability and are committed to deliver the Business Plan.

**Expected behaviours/competencies (How you’ll deliver): SMT CF1**

Leadership	Supports the CEO, EMT and other members of the SMT to formulate and communicate the Vision and Business Plan to all key stakeholders. Regularly communicates business updates on performance and priorities to key stakeholders particularly customers, staff and trades unions. Creates a positive organisational culture and improves employee engagement to ensure that RCPM becomes an ‘Employer of Choice’. Promotes and role models a continuous improvement mind set. Uses a flexible leadership/management style including, directing,
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	<p>coaching, mentoring and facilitating, depending on the situational needs.</p> <p>Demonstrates clear and effective communication within and outside of the company.</p> <p>Develop and implement business growth initiatives both internally and externally to RCPM and RCH</p>
Change Management	<p>Anticipates and drives the need for change within the business area.</p> <p>Partners with functional director to develop change management plan.</p> <p>Provides clear direction, robust planning and effective communication to subsidiary functions during times of change.</p> <p>Actively supports and enables key stakeholders through on-going change.</p>
Strategy	<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>Ensure clear business growth over the period of the business plans for the unit</p> <p>Provides advice and guidance to the CEO, EMT and other members of the SMT to revise and redefine business plans / objectives as new information becomes available, e.g. changes in local or national government policy; a bespoke strategy for the subsidiary.</p>
Strategy & Policy Development	<p>Defines functional/group strategic and operational objectives, including up to date and relevant policies and procedures to successfully deliver the business plan.</p> <p>Supports the Executive Director to develop an effective business plan for the directorate.</p> <p>Regularly reviews progress against the business plan and strategies to ensure delivery and continued alignment with business needs.</p>
Financial Awareness and Prudence	<p>Seeks guidance and advice from the Executive Director: Group Services as required.</p> <p>Uses sound financial judgement and experience to ensure that the subsidiary functions operate all financial practices in a legally compliant manner.</p>
Improved Efficiency & Continuous Improvement	<p>Uses sector and industry knowledge to enhance the business performance of the subsidiary functions.</p> <p>Identifies external sources of funding to compliment the company's own financial plans and to help support the financial contribution of customers to the cost of works.</p> <p>Identifies new initiatives to make significant improvements on existing systems, processes and solutions to increase effectiveness of the subsidiary functions and of RCPM as a whole.</p> <p>Continually benchmarks systems, processes, policies and procedures against other RSLs to achieve and maintain competitive advantage.</p> <p>Applies a 'systems thinking' led approach to the regular review and development of the subsidiary functions.</p>
Decision Making	<p>Takes decisions, considers risk(s) in an operational context, sometimes with high levels of uncertainty, within the context of own role in the subsidiary.</p> <p>Involves appropriate key stakeholders in key business decisions that may impact performance / success of the organisation.</p> <p>Ensures that all subsidiary operational staff operate within a</p>

	<p>framework of empowerment to make timely decisions without encountering organisational bureaucracy or internal obstacles. Uses up to date and accurate financial, contract compliance, profitability, productivity (and other) reporting to support decision making.</p>
Influencing & Collaboration	<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 within RCPM and between RCPM and RCH by encouraging 'systems thinking' and a 'one Group' approach across RCH.</p>
Customer Focus	<p>Participates and/or takes the lead in diverse group/partnerships to identify leading-edge practices in terms of service level requirements and customer satisfaction within the social housing and building sectors.</p> <p>Ensures that RCPM 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>
Self-Management	<p>Is highly organised and effectively manages own time to ensure the needs of the RCPM are met.</p> <p>Ensures that all tasks are delegated effectively to ensure on time delivery.</p>
Managing Performance & People	<p>Develops a proactive approach to ensure that both current and future employees in the subsidiary demonstrate both technical and behavioural skills to deliver in their roles at RCPM.</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 Departments and individual employees in RCPM.</p>
Department Development	<p>Active member of a high performing Senior Management Team that uses systems-thinking and a 'one Group' approach to successfully deliver business performance and results.</p> <p>Takes the lead in SMT matters on areas of expertise to achieve a better outcome for RCPM.</p> <p>Embeds a 'one Group' approach in their function(s) and encourages cross group/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>
Equality & Diversity	<p>Demonstrates understanding and sensitivity for all members of society.</p> <p>Ensures that all RCPM policies, procedures, systems and processes ensure that everyone is treated fairly and with respect.</p> <p>Understands the impact of hate crime, harassment and unlawful discrimination and challenges inappropriate behaviours.</p>

Health & Safety	Actively promotes Safety, Health and Environment (SH&E) awareness in business area and ensures that steps are taken to mitigate and eradicate any risks identified. Ensures the provision of bespoke services to meet the individual needs of vulnerable customers where required.
ICT	Supports the development and implementation of the ICT Strategy to enable achievement of RCPM's goals and improved ways of working. Ensures an effective works planning and scheduling IT function for the subsidiary functions.

<p><b>To be successful in this role you should be able to demonstrate the following (knowledge / skills relevant to this role):</b></p> <p>Chartered member status of a recognised and relevant professional body, e.g. Institute of Building, Royal Institution of Chartered Surveyors;  Relevant degree or post graduate qualification;  Significant and demonstrable leadership and senior management experience in the housing, property and / or commercial related sectors;  Significant experience and knowledge of managing relevant large scale projects, programmes and operations;  Able to demonstrate a strong grasp of up to date CDM and health and safety regulations, including the design and implementation of safe systems of work;  Strong track record of achieving and sustaining high level of operational and business performance;  Strong track record of identifying business growth opportunities;  Experience of delivering service excellence initiatives in assigned functions;  Able to contribute and work effectively as a key member of a high performing senior management team;  Active networker who is well-known, with high levels of credibility and competence, within a relevant sector;  Able to collaborate and influence a wide range of internal and external stakeholders;  Experience of leading major change initiatives and programmes with positive outcomes;  First class oral and written communication skills  Some flexibility over working hours is necessary to meet the requirements of the job. This includes work outside normal working hours and attendance at evening meetings.  Full UK Driving Licence essential</p>
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<b>Proposed evaluation criteria:</b>			
<b>No evidence presented by candidate</b>	<b>Limited, or inconsistent evidence presented by candidate</b>	<b>Clear evidence demonstrated by candidate</b>	<b>Evidence presented by candidate above and beyond expected</b>