



# Recruitment Pack

## Head of Finance and Corporate Services

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December 2017

# Your application

Dear Applicant

Thank you very much for your interest in this post. On the following pages, you will find details of the role and the selection process to assist you in completing and tailoring your application. In order to apply you should submit:

- An up-to-date CV which shows your full career history – we recommend that this is no longer than three pages;
- A supporting statement explaining why you are interested in this role, detailing how you are a good candidate for this post and how you fulfil the person specification – we recommend that this is no longer than three pages;
- The declaration form – but completion of the equalities section is not mandatory, this is requested for monitoring purposes in line with our commitment to equality and diversity; and
- Indicate on the declaration form if you cannot attend any of the interview dates.

Please note that applications can only be considered if all the documentation is complete. Please send your application, preferably in MS Word format by email to: [albyn@campbelltickell.com](mailto:albyn@campbelltickell.com)

**Applications must be received by Friday 19<sup>th</sup> January 2018 (12 noon)**

You will receive an acknowledgement within 24 hours of receipt and we suggest that if after that time you have not heard from us, you telephone the office (0203 434 0990) to ensure that it has arrived. Using a secure email address and putting the job title/organisation in the subject line reduces the chances of any email going into spam.

Please do contact me if you wish to have an informal discussion about the role and organisation or if you have any other questions to help you decide whether to apply. You can contact me on **0790 0363 803**.

Kind regards

Kelly Shaw

**Kelly Shaw**  
**Senior Associate Consultant - Campbell Tickell**

# Contents

Your application	2
Welcome letter	4
About us	5
Our board	8
Our leadership team	11
Job description	12
Person specification	15
Principal terms and conditions	16
Key dates and selection process	17
Supplementary information	18
Media advertisement	19

# Welcome letter

Thank you for your interest in this important role in our Leadership Team.

Albyn is the largest Registered Social Landlord in the Highlands, and the talented individual who will be appointed as our Head of Finance & Corporate Services is key to our success in serving so many communities across this wonderful area of the country.

We are continuing to grow with an ambitious new build programme, increasing our social rented stock by up to 33% by 2022. Performance and process improvements, following business transformation, are making sure we are a sustainable community benefit company for future generations. Our social enterprise subsidiaries help us to go beyond 'just being a landlord' and successfully deliver property related and wellbeing services developed in partnership and refined through listening to our customers.

Developing our people to grow alongside our evolving businesses is important to us, and our Leadership Team is committed to making the best we can of ourselves and enabling our staff to do so, also. Being aligned to our values and possessing the right abilities to make positive contributions in developing our culture are critical to your success in this post.

Fundamentally important decisions about the business's future have been led by our Board, who have set the strategic directions we need. These have included tackling significant challenges such as: business structure; future pension obligations, and raising finance for capital growth. Serving our Board and Committees offers opportunities for this post to deliver on effective communications across different audiences and to be a part of the big discussions a business like ours is keen to hold.

Besides the financial, technical requirements of the role there are opportunities to shape our future specification and use of information and communication technologies, in this increasingly digitised world. With the role's duties to regularly deputise for the Chief Operating Officer, there are chances to acquire and hone skills and capabilities for leadership and future career progression.

I feel that this is an exciting role. I hope it sounds appealing to you. I look forward to reading your application. We hope the following information will encourage you to apply and we look forward to receiving your details.

Best regards

*Calum Macaulay*

**Chief Executive**

# About us

## What We Do

Albyn Housing Society Limited serves an ever-growing number of communities in the Highlands, providing good quality, affordable housing for thousands of people across the region. Through three decades the Society has listened and responded to the views of its customers, local government, communities and businesses in meeting housing needs in the Highlands.

Albyn Housing Society began in 1973 by building homes for the incoming workers at Invergordon smelter. The 1980s saw the Society building to complement local authority housing in six District Council areas. In the 1990s 400 properties and tenants joined the Society by voluntary transfer from Scottish Homes. Partnership working with the Highland Council (and others) has been a major feature of the early years of the 21st century, producing significant new provision.



The Society now has over 3,000 properties in management in 70 communities across the Highlands. From origins of a handful of staff the Society now has 85 employees and has two offices; the registered office in Invergordon and a second office in Inverness.

The Society seeks to perform well as a customer-focused, innovative and equal-opportunities based business. We aim to exceed the performance standards required by The Scottish Housing Regulator and the auditors contracted to undertake internal and external audits of our activities. During recent years the Society has made innovations in providing more energy efficient homes. This has included new build and improvements to stock, to make housing more affordable to live in.

The Society is dedicated to building homes and supporting communities in the Highlands and is doing so in a way which puts quality, affordability and sustainability at the forefront of its efforts, by recognising the wider impact of housing for the people of the Highlands. Appropriately, significant investment goes into ensuring that tenants with changing needs can remain in their homes through adaptations.



The Society has 2 wholly owned subsidiaries, Albyn Enterprises which focuses on innovation projects and Fund raising for specific project, for instance help with Universal Credit funded by Big Lottery, and Highland Residential (Inverness) Limited whose activities include factoring services to owner occupiers, estate agencies services and marketing and administering various home ownership initiatives for the Scottish Government.

For 2016/2017, the group had an asset base of £215.2m, turnover of £17.7m and operating surplus of £3.9m.

## Our Mission, Vision and Strategic Objectives

**Our Vision**, is of everyone in the Highlands well housed within sustainable communities.

**Our Mission**, is to build, manage and maintain quality housing in the Highlands, and to support communities to thrive.

### Our Strategic Objectives:

- Achieving successful tenancies through quality customer/landlord relationships
- Building and maintaining a sustainable, quality housing stock
- Supporting neighbourhoods and communities to thrive
- Providing access to housing and support in the Highlands
- Delivering good value for money in rents and other charges.

## Our Values

We are committed to **openness**, accountability and integrity in all our business activities.

We **respect** diversity and each other and we help all our colleagues to deliver their best.

Our relationships with each other, with tenants and with our partners are built on **trust**.

Collectively we are **dedicated** to providing real homes in balanced Highland communities.

We deliver **innovative** developments and services throughout the Highlands.

We deliver long term housing solutions which contribute to community **sustainability**.

We strive to deliver a **quality** service, to build quality homes and to provide best value.

We provide a range of housing to ensure that it is **affordable** to a wide range of people.

We are committed to being a **learning organisation** and to promoting **continuous improvement**.

## Financial management information

Albyn Housing Society is a registered Industrial & Provident Societies Act company, limited by guarantee. It is registered with The Scottish Housing Regulator as a Registered Social Landlord. Charitable status has been granted by the Inland Revenue. The Society is a member of the Scottish Federation of Housing Associations (SFHA).

Albyn Housing is regulated by The Scottish Housing Regulator, whose overall purpose is to regulate to:

- protect the interests of current and future tenants, and other service users;
- ensure the continuing provision of good quality social housing in terms of decent homes, good services, value for money and financial viability; and
- maintain the confidence of funders.

## **Our Standards - Customer Service Charter**

### **Introduction:**

We believe that our customers are central to our business.

Our customers are people who live in our homes or neighbourhoods or who have applied to live in them.

### **Our aims:**

Our main aims are to make sure that:

- all aspects of our everyday business are built around meeting our customers' needs;
- we provide the highest standards of service possible with the resources available to us;
- everybody can have a say about what we do; and
- we are accountable to people who use our services.

### **Our standards:**

We will meet these aims by achieving the following standards:

- We will routinely identify our customers' needs, and provide services that meet those needs.
- We will regularly ask you for your views on our services.
- We will make it easy for you to give us your comments and complaints.
- We will listen to your feedback, pass it on to the right people, and take it into account when we make decisions.
- Our staff will be polite and treat you with respect. (We expect the same from you.)
- We will keep to all laws and best practices that are relevant to our services.

### **Our approach and method:**

We will develop policies and procedures that meet the aims and standards set out above.

We will develop an action plan and service promises to make sure we meet our aims and standards.

We will make sure that all our staff and committee members know their obligations, take responsibility for meeting them, and have the training and resources they need to do so.



## Our board

### Douglas Russell - Chair



I am a lawyer and farmer living in Fearn. I recognise the importance of good quality housing to help maintain and develop sustainable communities in the Highlands. I thought that Albyn were well positioned and very successful at what they do.

I was delighted to accept their offer of a Board position when they were recruiting. I was voted on to the Board at Albyn's Annual General Meeting (AGM) in August 2011.

I have been Chair since Albyn's August 2013 AGM.

### Erin Grant – Vice Chair

I am a solicitor living and working in the Inverness area. I specialise in Employment Law.

I firmly believe that the Highlands is one of the best places in Scotland to live. However I recognise the challenges faced in trying to ensure community sustainability and in particular the importance of providing good quality, affordable housing to ensure that the Highlands continue to thrive.

I was voted on to the Board at Albyn's Annual General Meeting in August 2013 and I became Albyn's Vice-Chair in September 2015.



### Maxine Smith – Board Secretary and Board Member



I have been active in my local community since 1988, serving on parent councils, community groups and the community council. I still chair the Invergordon Environment Group, which organises the beautiful flowers that adorn Invergordon High Street.

I have a varied background, having worked in the beauty industry for many years while bringing up my two, now grown up children. Originally training in Business Studies with Languages, but going on to study Counselling at Moray College and graduating with a BA in

Social Science/Politics from the University of the Highlands & Islands in 2003, I find that my skill-base is useful in my Albyn role.

I joined Albyn's Board in 2006, then in 2007 was elected to The Highland Council, as the SNP Councillor for the Cromarty Firth Ward, which covers Evanton, Ardrross, Alness and Invergordon. I continue in this role and enjoy my Board work with Albyn, as housing is a big issue for all communities currently.

I have been Albyn's Secretary since the August 2014 Annual General Meeting.

**Angus McMaster – Board Member**



I have lived and worked in the Highlands for the past 25 years, but my interest in housing predates that by many years.

I feel Albyn Housing Society reflects my beliefs and commitment to the vital provision and custodianship of housing. With its energy and dedication to deliver the best possible housing to the Highlands, I feel I would like to participate by offering my skills. As an accountant both in practice and industry, I have built up a financial experience and it is principally this that I feel I can offer.

**Isabell McLaughlan – Board Member**

I joined the Committee as it was then in 1996 following the first stock transfer in 1993 and became involved in tenant groups.

I have our tenants' interests at heart, which is why I serve on the Board. I also represent individual groups at national level. I have served for a time as Board Chair.



**Jim Convery – Board Member**



I joined as a Board Member in 2004. My background is as a Chartered Accountant CA and Chartered Public Finance Accountant CPFA specialising in public sector audit. I was asked to join the Board to provide financial expertise.

I share Albyn's vision of everyone in the Highlands being well housed within sustainable communities. I am committed to working with my Board colleagues to achieve our vision whilst helping to ensure that the Society is well governed and exercises prudent financial management.

**Ian Fosbrooke – Board Member**

I am an Albyn Tenant. That is why I am on the Board.

In 2005 I retired to Easter Ross in order to be close to my family. I was lucky enough to be allocated an Albyn flat and have enjoyed the security of a safe home and have benefited immensely from the ongoing asset improvement programme. When I was asked to serve as a Tenant Representative on the Performance Committee I was very happy to make a contribution. I was delighted when this led to an invitation to join the Board and I was elected at the Annual General Meeting in September 2016.

I bring experience of Project Management gained from working Offshore and in the Construction Industry, including two years spent at Canary Wharf in London. Above all, time spent as a Pub Landlord has taught me the importance of listening.



**Sandy Gracie – Board Member**



I am a retired architect living in the area of Conon Bridge, Ross-shire. In my professional capacity I have worked with the Society on various developments since its inception in the late 1970s until my retirement in 2010.

I admire the Society's philosophy and objectives in providing much needed, good quality affordable housing in the Highlands, and I believe that through my own particular experience I can make a significant contribution to Albyn's exciting and innovative development.

I was elected to the Board at Albyn's Annual General Meeting in September 2016.

**Shaun Smith – Board Member**

I am a career banker having worked for RBS plc and Ulster Bank plc for 32 years; circa 20 of those years working in the North of Scotland as Area Manager and Regional Director.

I am passionate about development of individuals, organisations and communities and have helped several social enterprise companies in the development and understanding of their common purpose leading to sustainable 5 year plans. I have lived near Nairn for over 20 years and have seen the benefit of living in the Highlands for my children. I am very keen to help find ways to support Albyn Housing Society in creating and maintaining thriving communities for all.



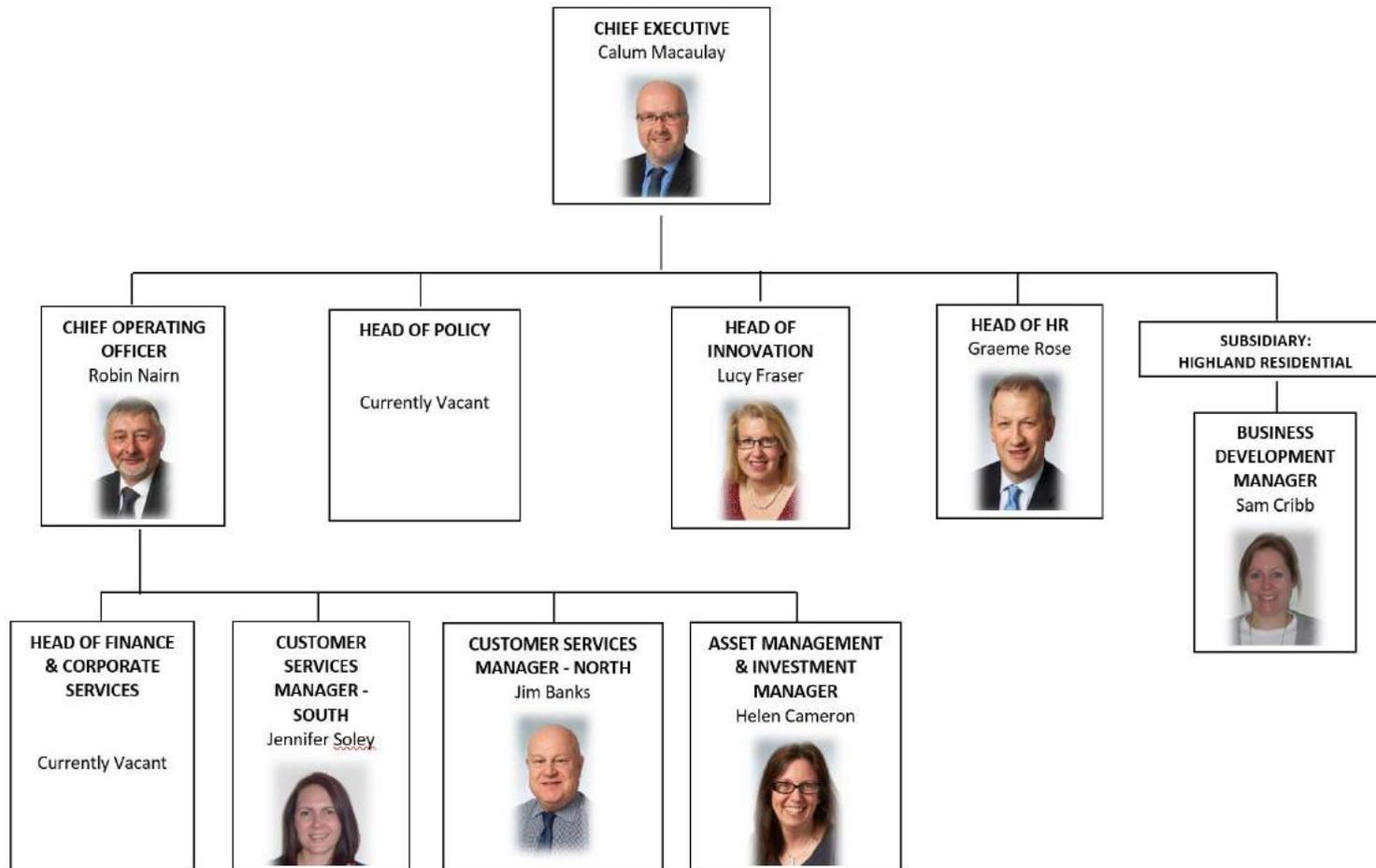
I was delighted to accept their offer to serve as a Board member and was voted on to the Board at Albyn's Annual General Meeting in September 2016.

**June Carr – Co-opted Board Member**



June was co-opted onto the Board on 21 November 2017.

# Our leadership team



# Job description

<b>Job Title:</b>	Head of Finance & Corporate Services
<b>Responsible to:</b>	Chief Operating Officer. Reporting to Board, Audit & Risk Committee, Performance Committee
<b>Location:</b>	Invergordon

## Core Responsibilities:

- Operational management and development of the Finance, Corporate and ICT activities for the Albyn Group including its subsidiaries.
- Work closely with the Board and Leadership Team to shape Corporate Strategy, Business and Financial Planning. A member of the Leadership Team, along with Operational Managers, Chief Operating Officer, Chief Executive and other appropriate post holders
- Deputise for the Chief Operating Officer on a regular basis
- Responsible for the delivery of accurate, effective and efficient services in line with policies for finance corporate and ICT functions.
- Ensure regular performance and financial reporting are completed in accordance with the requirements of the Group and its external regulatory bodies
- To ensure the delivery of the Management Accounts, Annual Accounts, External Audit, Internal Audit, Future Funding.
- Work as a group to deliver the Consolidated Accounts, External Audit, Internal Audit and Risk Management

## Key Relationships:

- **External:** Lenders, Regulator, Auditors, ICT Consultants & Suppliers
- **Internal:** Board, its Committees, Leadership Team, wider staff group and customers

## Core Responsibilities:

### Financials

- To provide effective financial management and control of all AHS financial assets; including cash flow, bank accounts, books and records of the organisation;
- Establish, implement and maintain accounting policies, procedures and systems necessary to provide high quality financial support to the Group;
- Ensure the annual budget process and management account reporting is accurate, effective and leads to compliant statutory accounts and that all financial covenants in the AHS loan agreements are monitored and adhered to;

- Provide information and support as required by the Group regarding new and existing software, provide oversight and ensure delivery of training to new and existing staff on the various software packages used by the Group;
- Develop colleagues' understanding of finances to embed a performance-led culture across the Group;
- Work with the ICT Officer and other colleagues to identify opportunities for improvements with the current software and / or changes to working practices which can be facilitated by new or changed hardware and software, provide practical and financial guidance on the cost-benefit analysis enabling effective decision-making and implementation of changes. Champion ICT projects and their implementation and roll - out, and
- Work with colleagues to develop ideas for potential future activities of the Group, assisting them with the development of coherent financial projections and business plans for presentation to external funding bodies and potential investors

**Relationships**

- Liaise with the Internal Auditors as required by and ensure that all queries are answered timeously and accurately;
- Ensure that lenders are provided with all financial information required by the terms of their covenants (based on annual figures) on a timely basis;
- Work with the Group's insurance brokers to enable the preparation of quotations for annual insurance renewals, jointly approving the renewal with the Chief Operating Officer;
- Co-ordinate and assist the Leadership Team to create the statistics necessary to complete annual returns required by the Scottish Housing Regulator, enabling the Performance Committee to review and the Board to approve the return prior to the deadline;
- Ensure good relationships with Funders (both public and private sources), assist with any meetings or negotiations required with external lenders and any other external stakeholders, and
- Provide accounting advice and assistance to partner organisations as required.

**Group Work**

- Prepare the annual statutory accounts of the Group in accordance with the accounting regulations (including the SORP and Accounting Orders);
- Maintain and reconcile the Component Accounting records of the Group on an annual basis in accordance with accounting regulations;
- Prepare all analyses and explanations required by External Auditors of the statutory accounts and Tax Advisors, ensuring that all queries are dealt with timeously and accurately;

- Prepare the financial budgets for the Group considering all financial information available and data supplied by the operational managers of the entities, and in co-ordination with the directors of the subsidiaries for final approval by the Boards of the Group's companies, and
- To prepare, review and negotiate legal documentation relating to the Society and group companies' activities as appropriate.

**Reporting**

- Report on the management accounts of the Group and compare actual results to budget providing commentary on key variances;
- Reporting on performance across the group on non-financial issues, ensuring accuracy, consistency and production of KPIs and the explanation of the same
- Report the Group's performance against the covenants laid down by its lenders and ensure that any issues with the financial and performance measures are discussed with the Chief Operating Officer timeously;
- Report and seek approval from Group Companies' Boards for submission to financial external regulatory bodies which are required, especially the SHR, and
- Reports to the Audit & Risk Management Committee and Group Boards on financial matters throughout the business year.

**Leadership**

- Attend on a regular basis Group Board and Committee meetings to provide information and answer questions on financial issues and external and internal audit related matters and performance issues and ICT;
- Regularly deputise for the Chief Operating Officer in a number of duties, including reporting to Group Boards and Committees, as required, and assisting the Chief Operating Officer in such activities as providing guidance and leadership for the Operational Managers;
- Drive customer focus and continuous improvement as part of our culture and performance for finance and IT services;
- Advise the Leadership Team and colleagues by providing an impartial viewpoint on operational and financial issues and ensuring that any requirements of external stakeholders and regulatory bodies are considered;
- Review, maintain and implement appropriate Risk Management Strategies and Treasury Management, Financial Regulations, Borrowing and Investment policies and procedures;
- Horizon scan for changes in accounting or regulatory policy which may impact on the Group, devise strategies for implementation and report to the Group Chief Executive, Chief Operation Officer, Boards and Committees accordingly, and
- Lead on the development of corporate and financial policy and practice for the Group.

# Person specification

## Knowledge & Skills:

- Relevant post qualification experience in relevant management level post
- Extensive knowledge of current accounting practices
- Preparation of statutory and management accounts
- Staff management for at least 3 years
- Experience of housing association accounting (**desirable**)
- Financial controls, forecasts and budgeting processes (**desirable**)
- Extensive knowledge of VAT, payroll systems;
  - Hands on experience of payroll
  - Preparation of VAT returns (**desirable**)
- Experience of procurement and contract and supplier management
- Database and word processing packages such as Word and Access and the Design and use of spreadsheets via Excel.

## Qualifications and Training:

- Qualified member of professional finance body such as CCAB/CIPFA (**essential**)
- Appropriate management qualifications (**desirable**)

## Essential Personal Capabilities:

- Manage, motivate, coach, empower and support staff
- Numeracy, accuracy and ability to meet deadlines
- Good verbal and written communication skills, able to present complex financial information clearly to people with no financial background
- Strong analytical and problem-solving skills
- Flexible approach
- Ability to work as part of a team

## Values:

- Self motivated, enthusiastic and committed approach
- Diplomatic and professional
- Interest in Social Housing
- Flexibility with regard to working hours
- Full UK driving licence and access to a vehicle

**Note:** All criteria **essential** unless indicated as **desirable**

# Principal terms and conditions

## Salary and package:

Salary is up to £60K subject to experience and review.

A defined Contribution Pension is available based on employee contributions up to 3.75% with the employer contribution of double that rate capped at 7.5%. We also operate a salary sacrifice option for pension contributions. As part of the pension we offer life assurance at 4 times annual salary.

## Holiday entitlement:

25 days, plus 15 public holidays.

## Working hours:

Normal hours of work are 35 hours per week based around the usual business working week. However, due to the seniority of this post there is a requirement for flexibility in meeting the full responsibilities of the post. Attendance at evening meetings will be required from time to time.

## Probation and notice periods:

The probation period for the role is 6 months.

The notice period after probationary is 3 months.

## Location:

Your normal place of work will be our office at our main office; **98-104 High Street, Invergordon, Ross-shire IV18 0DL**. However, travel across our operating areas is expected.

# Key dates and selection process

## Closing date:

**Friday 19<sup>th</sup> January 2018 (12 noon)**

Agreement of longlisted candidates will take place on **Tuesday 23<sup>rd</sup> January 2018**.

Successful candidates will be informed the following day **Wednesday 24<sup>th</sup> January 2018**.

All unsuccessful candidates will be offered feedback by Campbell Tickell.

## First Interviews:

**Wednesday 31<sup>st</sup> January 2018**

Longlisted candidates will be interviewed by a Campbell Tickell panel.

On the same day there will be an opportunity to meet with Calum Macaulay - Chief Executive and Robin Nairn – Chief Operating Officer for a separate discussion session.

Interviews will be held at the **Radisson Blu, 301 Argyle Street, Glasgow, G2 8DL**

## Testing:

**From Thursday 1<sup>st</sup> February 2018**

Shortlisted candidates will be asked to complete an OPQ 32 on-line personality questionnaire.

Any additional remote testing to explore technical Finance/Business acumen will be agreed prior to final interview.

## Final Interviews:

**Thursday 8<sup>th</sup> February 2018**

There may be presentation which will be delivered at the start of the final interview with the selection panel.

The interview panel will include:

- Chair or Vice Chair of the Board
- Jim Convery - Chair of the Audit & Risk Management Committee
- Calum Macaulay- Chief Executive
- Robin Nairn – Chief Operating Officer
- Graeme Ross – Head of HR

Interviews will be held at the main office; **98-104 High Street, Invergordon, Ross-shire IV18 0DL**

We hope you will appreciate that we are seeking to get a balance in delivering a robust selection process that is not overly onerous for candidates. If you have any issues with the dates, please do speak to Campbell Tickell in advance of submitting your application.

# Supplementary information

The following can be downloaded from Albyn Housing

## Financial Management Information:

2017:

[Report to the Board and Financial Statements to March 2017](#)  
[AGM 2017 Finance Presentation](#)

2016:

[Report to the Board and Financial Statements to March 2016](#)  
[AGM 2016 Finance Presentation](#)

2015:

[Report to the Board and Financial Statements March 2015](#)  
[AGM 2015 Finance Presentation](#)

2014:

[Report of the Board and Financial Statements March 2014](#)  
[AGM 2014 Finance Presentation](#)

## Annual reports:

[Annual Report 2015 16](#)

[Annual Report 2014 15](#)

[Annual Report 2013 14 Summary](#)

[Annual Report 2012 to 2013](#)

## Other:

[Equality and Diversity Statement](#)

To find out more please visit the Albyn Housing website:

<http://www.albynhousing.org.uk/>

## Media advertisement



# Head of Finance and Corporate Services

£60k subject to experience and review / Invergordon

Albyn Housing Society Limited serves an ever-growing number of communities in the Highlands, providing good quality, affordable housing for thousands of people across the region. Through four decades the Society has listened and responded to the views of its customers, local government, communities and businesses in meeting housing needs in the Highlands.

The Society now has over 3,000 properties in management in 70 communities across the Highlands and has 85 employees with two offices in Invergordon and Inverness.

Reporting to the Chief Operating Officer the Head of Finance and Corporate Services is

responsible for the operational management and development of the Finance, Corporate and ICT activities for the Albyn Group, including its subsidiaries. Also acting as the COO substitute, you will work closely with the Board and Leadership Team to shape Corporate Strategy, Business and Financial Planning.

Prior housing association experience is not essential but a passion or understanding for the sector is a must. Additionally, you will hold a relevant professional qualification and have extensive knowledge of accounting practices.

If you are ambitious and wish to join a growing organisation then please contact Kelly Shaw for an informal discussion on 07900 363803 or 020 3434 0990. You can download a job pack from [www.campbelltickell.com/jobs](http://www.campbelltickell.com/jobs)

**Closing date: Friday 19th January 2018 (12 noon)**

**First Interviews: Wednesday 31st January 2018**

**Final Interviews: Thursday 8th February 2018**





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