

# Albyn Housing Society Ltd

## Group Chief Executive

### Recruitment Pack

**To Provide excellent customer service,  
maintain and build quality homes, giving  
opportunities for people and communities**



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# Letter from the Chair

Dear Applicant

Thank you for your interest in the role of Chief Executive for Albyn Housing Society.

Albyn Housing Society is situated in the Highlands of Scotland, and it is a not-for-profit organisation providing housing, owning 3700 homes and we have two subsidiaries.

I have recently joined the Board as Chair and I am very pleased to be recruiting to this role on a permanent basis.

We have cultivated an enthusiastic and committed workforce whom work to maintain and continuously improve the services we provide to our residents. We are a financially sound organisation with ambitions and we have high expectations of our new CEO that they will build on the hard work of our existing team to help deliver our new Strategic Plan.

The Board recently met to agree the foundations of our Strategic Plan in March 2022. The focus of this strategy is that we want to remain independent, continue to build homes and to provide better, value for money services for our customers.

We are looking for a new Chief Executive who shares our values and who will be able to meet the challenges of the current operating environment while retaining a focus on modernising our organisation.

If you have the requisite knowledge and experience, as well as energy, compassion and a commitment to making change happen, then I wish you every success in your application.

Lesley McInnes  
Chair of Albyn Housing Society

# Introduction

We are delighted to be able to share this information with you about the recruitment process for our new Group Chief Executive and some further information regarding the role and our company.

We are looking to recruit a new Group Chief Executive to lead, develop and implement strategic and operational methods to promote collaboration with key stakeholders. Someone who can lead Albyn and our staff by bringing their own experience and knowledge to drive Albyn to be regarded as one of the best housing associations delivering excellent services for our tenants and a great place to work.

If you think that you have an excellent understanding of social housing, the sector challenges and drivers over the next few years and a proven track record of achievement in a senior executive position within a successful, customer-focused, regulated organisation we would like to hear from you. Candidates will also be financially astute and be able to evidence strong strategic and operational leadership experience. The successful candidate will be expected to lead and empower our staff to achieve our vision and have a strong passion for improving our service and the lives of customers and communities.

Albyn Housing Society is a fantastic place to work consisting of a great team with a strong board.

You will find links throughout this pack to give you more information about both.

We are keen to have a conversation with you and answer any questions you may have – you can reach our retained recruitment partner [Sarah Gracie](#) at Eden Scott on 07999 421 314 or email [sarah.gracie@edenscott.com](mailto:sarah.gracie@edenscott.com)

# About Albyn Housing Society

Albyn Housing Society began in 1973 by building homes for the incoming workers at Invergordon smelter. The 1980s saw AHS 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.

AHS manages almost 3700 homes across 70 communities. The Inverness and Inner Moray Firth areas continue to show greatest population growth, while the outlying, more remote and rural areas have seen a decline in population.

AHS 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.

In striving to provide the best service to our customers, we are committed to undertaking a "Change Journey" We have put a lot of time and a huge amount of effort into asking customers for their views in making sure we're going in the right direction.

We are committed to making significant progress by introducing additional service improvements that place our customer front and centre in all our core functions.

The next five years are important for Albyn's customers as we work even harder to meet the priorities of digitalisation, tackling fuel poverty and making houses into homes. There are huge opportunities where we can make a difference for customer and their communities.

## Pop up Community Surgeries

Albyn aims to develop its community-based role further. Our offices are not easily available for all our customers to visit due to some of our customers residing in rural locations. As our customers can't easily pop in to see us Albyn will be popping up in community bases.

## Customer Insight Visits

Albyn has committed to visiting every customer over the next three years regardless of geographical location. This visit will focus on getting to know our customers better. These visits will be used to discuss our planned maintenance programmes and what that means for customers' homes and estates. We will also be encouraging participation in future services, and we will encourage membership to the Society. It is important that all customers have the same opportunities for participation. Albyn wants our customers to shape and mould future services.



## City Region Deal

In November 2017, Albyn Housing Society was awarded a contract under CRD to build 32 social houses and install predictive technology sensors as a proof of concept. The building work is now forecast to complete in late 2023.

The system is currently active in 16 homes in Dalmore, Alness belonging to Albyn Housing Society. It was also tested in a retrofit project in 8 homes belonging to other housing associations on a six-month trial period. Measuring the outcome of the proof of concept in terms of its impact on the tenants and carers is underway. The scope is 55 homes with a cross-section of occupants and data users. They are supported by forums and a user interface intended to give the best chance of detecting beneficial outcomes.

In recent months, the scope has moved slightly to encompass a number of vulnerable groups, which still fit the objective of “assisted living”. Sensors have been installed in homes occupied by people leaving intuitional settings and care settings. Discussions are being held with a number of other partners to explore further how predicative technology can support customers to make and keep a home.

## Group Structure - HRIL and AEL

Albyn has a group structure with the Housing Society being the parent and Highland Residential (HRIL) and Albyn Enterprises (AEL) as the subsidiaries.

HRIL manages 203 mid-market rental properties, with around 125 additional MMR homes programmed in the SHIP over the next 5 years. HRIL currently also factors 4,143 properties, with 2,956 of them on Albyn’s behalf. There are currently 13 private rental homes managed by HRIL.

The HRIL operational plan for 2022/2023 is based on only moderate projections for provision of new homes to both MMR rental and LIFT homes for sale reflecting delivery expectations.

Key proposals within the plan are the improvement in service delivery in both management of the MMR portfolio and the factoring services, and the re-introduction of estate agency for private homes. Recent recruitment to strengthen the team and the introduction of a data base management system for MMR portfolio in March 2022 are key to delivering these objectives.

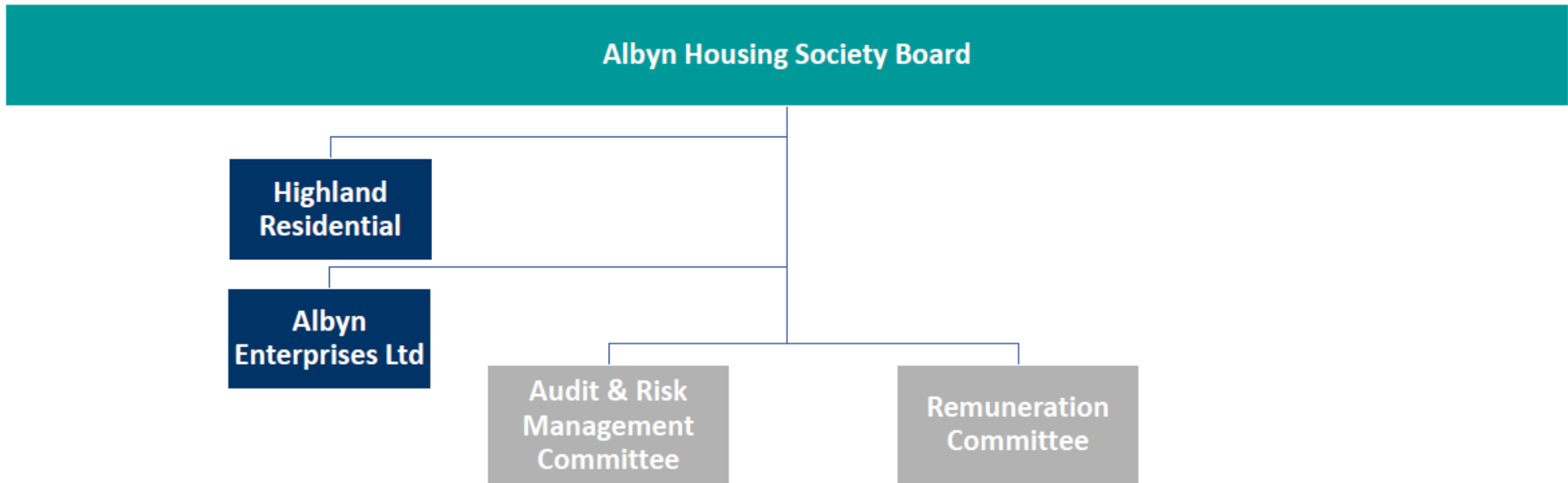
Link to Albyn Housing Society [Website](#)



# Team Structure

Our [Leadership Team](#) is responsible for the day to day management of the Society and is led by our Interim Group Chief Executive.

## Newly consolidated Board and Committee structure





# Leadership Team



**Kirsty Morrison**  
Interim CEO

**Andrew Martin**  
Director of Finance &  
Corporate Services



**Maureen Knight**  
Interim Director of  
Customer Services



**Audrey Murphy**  
Interim Director of  
Governance & Business  
Improvement



**Morag Beers**  
Director of Subsidiaries  
& Property Services



**Laurie MacLeod**  
Head of Human  
Resources





# Job Description

## 1 IDENTIFYING FACTS

<b>Title of Job:</b>	Group Chief Executive
<b>Location:</b>	Hybrid, Remote working or Home-based
<b>Number of Jobholders:</b>	One
<b>Title of Line Manager:</b>	Chair of the Albyn Board

## 2 JOB PURPOSE

To lead Albyn Housing Group to deliver its vision: to maintain and build quality homes, delivering excellent customer service, giving opportunities for people and communities to flourish. Providing strategic leadership to the Group Board and staff, ensuring Albyn retains its position as a key community anchor organisation in the Highlands and furthering a values driven culture to allow the organisation to excel.

## 3 MAJOR TASKS

1. Strategy Development and Strategic Management
2. Effective and Sound Governance
3. Leadership
4. Ensuring Financial Sustainability and Effective Stewardship.
5. Build and deliver effective networks and key partnerships
6. Deliver Business Change and service improvements
7. Deliver a values driven culture putting people first

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## **4 MAIN ACTIVITIES**

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### **4.1 Strategy Development and Strategic Management**

4.1.1 Provide vision, overview and strategic thinking and leadership to the Albyn Group.

4.1.2 Deliver a comprehensive Business Plan setting our Albyn's strategic direction, goals, and aspirations.

4.1.3 Agree and provide regular monitoring and corrective action to achieve the delivery of the plan.

### **4.2 Effective and Sound Governance**

4.2.1 Ensure that proper and effective financial, risk, compliance systems and governance functions are in place and subject to scrutiny and review.

4.2.2 Assist the Albyn Board and subsidiary Boards in ensuring that the business of the Group is properly conducted and in line with governance frameworks.

4.2.3 Support the Board to ensure it is well informed in all its decision making.

4.2.4 Support the recruitment and retention of Groups Board members.

### **4.3 Provide Leadership and Management of Albyn Group**

4.3.1 Through effective leadership and management, deliver the outcomes in the Business Plan.

4.3.2 Provide effective leadership and change, overseeing organisation change in the implementation of Albyn's Business Plan and strategies ensuring Albyn is fit for the future.

4.3.3 Ensure that effective mechanisms are in place to support organisation and business growth and the implementation of change, with appropriate workforce planning.

4.3.4 Lead and empower the Leadership Team and Extended Leadership Team to deliver high quality services and outcomes to customers.

4.3.5 Provide clear, progressive, and innovative leadership to allow Albyn to achieve its outcomes.

4.3.6 Establish a system of performance management and development, encouraging staff at all levels to gain relevant new skills and experience.

### **4.4 Ensure Financial Sustainability and Effective Stewardship**

4.4.1 To ensure the financial sustainability of Albyn Group so that sufficient financial resources are in place to deliver the vision.

4.4.2 To ensure that all financial resources available are utilised to the maximum potential in furtherance of the vision.

4.4.3 To ensure effective and efficient financial management developed and implemented.

4.4.4 To work with the Audit and Risk Assurance Committee to ensure an effective approach to risk management and mitigation is applied.

4.4.5 To ensure effective risk management is adopted within the risk profile agreed by the Board.

#### **4.5 Develop Networks and Relationship Management with Key Stakeholders.**

- 4.5.1 Promote the Group and seek opportunities for the development and growth of the Group and the Highland community.
- 4.5.2 Be an outstanding ambassador for the group.
- 4.5.3 Manage and develop relationships with key stakeholders from third, public and private sectors to assist Albyn to deliver on its vision.
- 4.5.4 Identify specific regional issues and ensure an effective partnership response.

#### **4.6 Deliver business change and service improvements**

- 4.6.1 Develop and implement a programme of business change allowing Albyn to modernise its service delivery and improve its internal processes.
- 4.6.2 Ensure change and continuous improvement are bedded down in the Group.
- 4.6.3 Support and encourage Albyn staff to realise their potential by delivering innovation and in forward thinking in its change programme.
- 4.6.4 Ensure change is a key element of Albyn's' business plan and strategic direction.

#### **4.7 Deliver a values driven culture putting people first**

- 4.7.1 Manage and create a culture for the Albyn Group based on putting people first and at the heart of what the Group does, in line with its vision, values and strategic objectives.
- 4.7.2 Align Albyn's cultural values by setting a consistent tone for the Albyn Group.
- 4.7.3 Ensure a culture of professionalism in order to for the Group to grow internally and externally

# Key Dates on Application & Selection Process

## Application

We trust that you have found the information in this recruitment pack both useful and informative. If you wish a confidential discussion on any aspects of this position, then please contact Sarah Gracie of Eden Scott on 07999 421314. To apply, please send a comprehensive submission to [Sarah.gracie@edenscott.com](mailto:Sarah.gracie@edenscott.com) which should include:

- Your up-to-date concise CV, including your current salary, (no more than two sides of A4).
- A supporting statement - indicating how you meet the criteria and competencies for the role, (no more than two sides of A4).

Applicants will be shortlisted for interview by matching the details given on their CV and supporting documents against the role description. We would therefore ask applicants to provide clear evidence to show how your experience, skills and knowledge match those requirements.

## Process

Provided below note of the critical dates which will help you plan your diary.

<b>Closing date:</b>	19 <sup>th</sup> May 2022
<b>Online virtual presentation:</b>	26 <sup>th</sup> May 2022
<b>Panel interviews/OPQ:</b>	Early June 2022

The selection panel for shortlist interviews will comprise:

- Carl Patching – Board Vice Chair/Chair of the Recruitment Panel
- Lesley McInnes – Chair
- Clea Warner – Board Member

Sarah Gracie, Associate Director Eden Scott will also be present at the interviews.

To make sure that the process is transparent, and the appointment is made on merit, the selection panel will declare if they know anyone who has applied for this position. Where an applicant and selection panel member have a close relationship the selection panel chair, in conjunction with our advisors at Eden Scott may decide that a selection panel member should not be involved in the assessment of the applicant concerned and may ask the selection panel member to take no further part in the process. You will be asked to let us know in your application if and how you know any of these selection panel members. This will help us to come to a view on the appropriateness of your being assessed by one or more of them.