



LINKGROUP



For the Appointment of Group Director of Corporate Services

FWB Park Brown

Executive Search

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Introduction

To view an introduction video for this role from Link Group CEO, Jon Turner, please click on the image below.



To find out more about the business, please click on the links below:

[Link Group Business Plan](#)

[Link Group Accounts](#)

[Our Latest AGM](#)

About Us

We are a group of award-winning social enterprise companies serving more than 15,000 customers – making us one of the largest social landlords in Scotland.

We work together to provide affordable housing, property management, regeneration, advice, financial inclusion and employability services. Since Link was established in 1962, we have become a leader in developing and delivering innovative homes and services for those in need.

Within our group structure are companies which share our aim of improving the lives of more people.

The Link group are:



Link Group

As the parent company, Link Group Ltd owns most of our housing stock and other assets.

It provides core functions for the whole group including:

- Asset Management
- Strategy & Business Support
- Sustainability & Asset Management
- Governance
- Communications
- Digital Services
- Company Secretariat
- Corporate Services
- Community Regeneration
- Information Management
- Finance
- Health & Safety
- Human Resources
- Technical Services



Link Housing Association

Link Housing Association is one of the largest organisations of its kind in Scotland.

It provides quality housing management services to over 10,000 tenants in social rented accommodation - both general needs and sheltered housing.



C~urb

C~urb (pronounced curb) harnesses Link's highly successful development, management and maintenance activities to deliver commercial success while creating sustainable communities.

A fully managed client service with significant pedigree, last year we delivered over 1,000 new homes and will construct around 3,000 affordable homes in the next 5 years.

During this time, C~urb Property Development will manage around £529 Million in delivering Link's new homes programme.

Housing developments range from small bespoke schemes to large master planned sites across Scotland.

In addition to delivering Link's development programme, C~urb's experienced development team also delivered development services for a number of other clients including other RSLs.

C~urb provides three core services:

- Property Development
- Property Management
- Property Maintenance

[Click here to find out more about C~urb.](#)



LinkLiving

LinkLiving provides person-centred care and support services to people who have a wide range of reasons for needing support, including mental health issues, homelessness, learning difficulties, physical disabilities, and vulnerabilities associated with older age.

Service provision includes care at home and housing support services comprising accommodation-based and outreach support ranging from a few hours per week to 24/7 intensive support arrangements.

LinkLiving's service portfolio includes awardwinning volunteer and employability services in Falkirk, Fife and Edinburgh which have a proven track record in supporting people to develop their skills and confidence.

[Click here to find out more about LinkLiving.](#)



Larkfield Housing Association

Larkfield is a community-based Registered Social Landlord based in Greenock.

Formed in 1997, it owns and manages over 1,000 properties, including Link Group's tenancies in Inverclyde.

Larkfield is committed to providing quality affordable homes and services that meet local needs and support the regeneration of its communities.

[Click here to find out more about Larkfield.](#)



Horizon Housing Association

Horizon promotes and provides affordable housing and services that enable people, irrespective of impairment, to live full independent lives in the community of their choice.

It owns or manages 800 properties in 11 local authority areas across the central belt, integrating housing to meet the specific needs of wheelchair users.

[Click here to find out more about Horizon.](#)



West Highland Housing Association

West Highland Housing Association operates in Lorn and the Inner Hebridean Islands where it provides housing and support services to over 1200 tenants and owners.

West Highland is committed to providing and maintaining high quality, affordable housing that meets local needs and supports and helps fragile communities in the Argyll and Bute area. Working in partnership with Argyll and Bute Council, the Scottish Government, Link Group and others to continue to contribute to broader aims of developing sustainable rural communities.

[Click here to find out more about West Highland.](#)

The Opportunity With Us

This is a fantastic opportunity to join our diverse and growing organisation in a leadership role which will have a significant and tangible impact on our wider business, and ultimately the service we can deliver to our tenants and end users.

Our Corporate Services function is the heartbeat of our Group and its services are used by both internal and partner organisations and critical to our success.

As part of a small, close-knit Executive team, the impact that the Group COO can have on the overall strategic direction of the organisation will be a great one. You will lead our HR, IT and Finance teams to deliver best in class operations, whilst ensuring all regulatory and statutory obligations are met.

It is a very exciting time for our Group, and the COO will support the creation, design, implementation, and delivery of the Group's Corporate Services Strategy and will be accountable to the Link Group Board for overall service delivery.

Whilst we have a diverse Group of partner organisations across housing, care and maintenance services, we share a common group value set and vision and as such the role holder will act as a true business leader and assume shared responsibility for ensuring that the Link Group vision, values, strategic objectives are delivered through the provision of high quality services benefiting tenants and service users.

The Group Director of Corporate Services is accountable for the strategy and delivery of the corporate services teams (c100 employees) in the provision of services across all Link group of companies based in Scotland. The Corporate Services functions include;

- Finance (accounting / management / funding)
- Strategy & Business Support
- Communications
- Human Resources
- Health & Safety
- Governance
- Information Management
- Digital Services (digital transformation / core systems capability)
- Company Secretariate roles

The role will be accountable to the Group Chief Executive and Link Group Board.

Our Vision and Values

The Link Group Vision, Aim, and Mission statement was refreshed in 2020 and reflects a continued focus on supporting and developing sustainable communities across Scotland.

Our Vision and Aim

Our vision is to be a leader in the ongoing development of sustainable communities across Scotland and our aim is to make a difference in society by making decisions that increase opportunity and wellbeing whilst looking after our environment.

Our Values

Our values underpin all our activities, working practices and strategies.

Responsibility We all take responsibility for our actions.	Empathy We work hard to understand how people feel as individuals and treat them with dignity.
Social impact We strive to ensure there is a positive social impact from our activities and work with others who share our aims.	Participation We are proactive in providing opportunities for people to engage with us and help us improve our services.
Equity We are all equal and different and we aim to provide inclusive environments for work and for living. Equity is about acknowledging we are all different, and striving to respond to individual needs, creating an inclusive environment and sense of belonging.	Challenge We challenge ourselves and others towards excellence and innovation in all we do.
Transparency We strive to be open and honest about what we do and how we do it.	

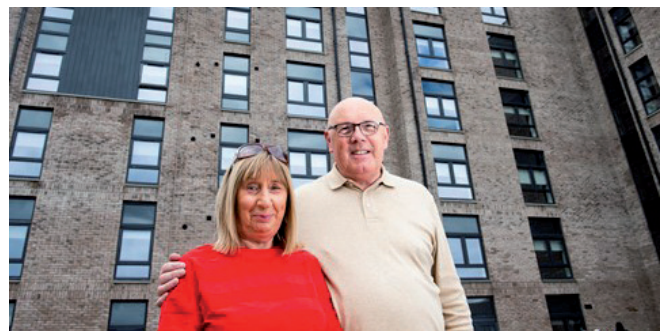
Link Group Offices

Your teams are predominantly split between the Edinburgh and Falkirk sites.

The Group Director of Corporate Services will be part of the Link Group Leadership Team comprising of:

- Group CEO
- Group Commercial Director
- Group Communities Director

This role is fundamental to the successful operation of the group. The teams within the Directorate provide underlying services across the group and are critical to the resilient, compliant, and financial integrity of the business. In addition, the team will be focused on looking at how the organisation develops its digital journey into the future.



Key Responsibilities

1. Strategic Leadership & Direction

- Provide strategic leadership, direction and support to Link Group Ltd Board of Management, Management Team and staff and associated Link group colleagues.
- Design, implementation, and delivery of the Link Group Central Services strategy
- Coordination and alignment of all in house business services activities across throughout Link Group Ltd.
- Develop, and instill, a culture of 'customer first' service provision across all the specialist business services teams
- Maintain a solid commercial services foundation on which the organisation can build its front line service functions.
- Support and provide leadership to the Director level posts within the team across all business service specialisms.
- Cross group engagement at a strategic level in collaboration with the Link Group Commercial Director, and the Link Group Director of Communities.
- Delivery of a clear and consistent performance framework for all central services operations.
- Cross group engagement and coordination of business services to deliver market leading advice and support to colleagues from all parts of the group.
- Manage the development of strategies and policies; establish clear operational and departmental objectives, providing an effective framework for their implementation for approval by the Board of Management.
- Providing strong and visible leadership that acknowledges the importance of professional development and constructive discussion of performance.
- Planning resources appropriately to ensure that all teams under line management have the necessary financial, human and other resources needed to deliver agreed objectives.

2. Group Governance

- Promote and sustain good corporate governance and corporate health.
- Responsible for the operations delivered by the Group People & Governance Director
- Accountable for all Governance matters pertaining to SHR reporting and compliance for all RSLs across the group.
- Provision of first class company secretariat services for Link Group Ltd
- Ensure Link Group's compliance with the performance and other standards, regulations and guidance of the Scottish Housing Regulator, OSCR, Care Inspectorate and the FCA.
- Ensure financial and legal affairs are properly managed and controlled and that effective financial strategies are in place to support and sustain the organisations under line management.

- Ensure that there is a robust risk management strategy and oversee the implementation of the Corporate Services strategy.
- Support the Link Group Board and its Sub Committees by providing advice and appropriate information to enable well-informed decisions to result.
- Providing relevant and timely information to the Group Leadership Team and Link Group Board to ensure effective oversight of Link Group.
- Monitoring and controlling Link Group's budgets in accordance with financial regulations and standing orders.



3. Group Finance

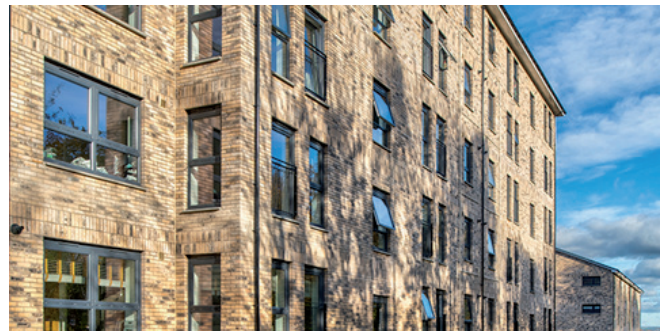
- Support to the Group Commercial Director and Group Director of Communities in providing financial advice and services to allow the safe development of front line service activities
- Responsible for the operations delivered by the Finance & Business Support Director
- Financial control – ensure first class systems and processes are in place to protect the group and provide a strong platform for growth. Accountable for the financial robustness, financial planning, and financial performance of Link Group.
- Audit functions – delivery of clean external audit opinions alongside challenging and focused internal audit activities.
- Treasury management – design and deliver a group wide Treasury management strategy to underpin the safe development of the group.
- Strategy & Business support – design and delivery of an overall strategic plan for the organisations across the group, with associated performance and business intelligence reporting activities and policy development.
- Group Communications – deliver a market leading communications strategy aligned to the business needs across the organisations within the group
- Corporate Services – ensure reception, executive assistant, caretaking and facilities management services are provide for Link's Head Office.

4. Group Business Services

- Delivery of a framework of business services underpinning the front line activities delivered by the Group Commercial Director and the Group Communities Director.
- Responsible for the operations delivered by the People & Governance Director.
- Human Resources – delivery of a first class, customer focused, HR team.
- Health & Safety – Oversee the group's approach to Health & Safety Activities
- Corporate Governance – delivery of a strong and effective corporate governance group-wide service
- Risk, Assurance & Compliance – ensure the delivery of Link's Risk Management Strategy and that robust and effective systems of Assurance and Compliance are in place.

5. Digital Services

- Responsible for the operations delivered by the Director of Digital Services.
- System security – ensure the protection of the group through delivering a powerful controls framework to protect against external threats.
- Cross group support in providing a strong ICT capacity to allow front line service developments through digital transformation and innovation services.
- Technical support – ensure that Link has the necessary skills and expertise to manage the group wide digital estate.
- User support – maintain an efficient support service to ensure all user system problems are quickly and efficiently resolved.



6. Group Leadership Team & Business Improvement Team

- Lead, sponsor, develop and chair Link cross-group working groups including specialised project work with responsibility for the development and implementation of the Corporate Services strategy and initiatives.
- Identify and pursue business development opportunities, including analysis of and pursuing of relevant or funding opportunities, where this is to Link's strategic, financial and reputational benefit as well as being consistent with Link Group's values and objectives.
- Active member of the Group Leadership team and Business Improvement Team

7. General responsibilities:

- Develop strategic partnerships, negotiate and develop good relationships with the organisation's stakeholders. Direct, develop and promote partnership working across the organisation and with external stakeholders to ensure that the goals of the organisation and its business plan are met.
- The position requires the post holder to comply with the remit and delegated authority of the Group Leadership Team as set out in the Association's Standing Orders, Link's Rules, Policies, Procedures and Financial Regulations.
- Promoting Link's Equity, Diversity and Inclusion and Health & Safety policies and practice in all aspects of the job role as it relates to colleagues, tenants, service users, contractors, consultants and external agencies.
- To undertake such other tasks as reasonably required to meet the varying needs and demands of the Group.



Relationships

Link Group Board of Management	Scottish Government, MP's & SMP's
Group CEO, Link Group Ltd	Other RSL's & Partner Agencies
Partner organisations Boards of Management	Local Authorities
Group Leadership Team members	Regulators e.g. SHR, Care Inspectorate
Business Improvement Team members	Funding Bodies/Funders/Lenders
Corporate services managers	Sector & professional bodies
All line managers and staff	Tenants & Service Users



Accountability

This post reports to the Group CEO of Link Group Ltd and is accountable to the Link Group Board of Management.

Accountable to report to Group Leadership team and Link Group Ltd Board of Management as appropriate on all matters relating to business services and the overall financial performance of the group.

Person Specification

Education & Qualifications	Essential	Desirable	Method of Assessment
Qualified to degree level or equivalent	X		Application
Current membership of a relevant professional body [CIH, ILM]		X	Application
Knowledge / Experience & Skills			
Leadership and management experience to inspire and motivate staff to deliver service excellence.			
Strategy			
Senior management experience within a large complex organisation or group structure.	X		Application and interview
Senior management experience within the social housing / care / third sectors.		X	Application and interview
Proven experience of delivering high quality professional and customer orientated services.	X		Application and interview
Experience within a successful Registered Social Landlord.		X	Application and interview
Ability to act as a valued ambassador for Link displaying our values in interactions with colleagues, board members, customers and other stakeholders with whom you come into contact.	X		Application and interview
Experience of effective working with Board or Management / Committee.	X		Application and interview

Commercial business acumen and experience of strategic planning and achievement of strategic objectives.	X		Application and interview
Preparation, promotion and implementation of business plans and other planning/bidding documents.	X		Application and interview
A successful record of delivering high quality professional and customer oriented services.	X		Application and interview
Education & Qualifications	Essential	Desirable	Method of Assessment
Proven experience of budget preparation, setting, monitoring and financial forecasting.	X		Application and interview
Experience of working on and submitting funding/tender documents to secure business.		X	Application and interview
Experience of leading to a successful conclusion major corporate projects contributing to the attainment of the organisations priorities and objectives.	X		Application and interview
Knowledge of housing legislation and policy pertinent to the Scottish sector.		X	Application and interview
Understanding of the regulatory framework provided by the Scottish Housing Regulator, Care Inspectorate and other sector regulators.		X	Application and interview
Understanding of the political environment which impacts on Link Group and its partner organisations.	X		Application and interview

Ability to build effective relationships with external agencies and other stakeholders and to negotiate in difficult circumstances.	X		Application and interview
Demonstrable experience of delivering services across a number of platforms making best use of technology for customers and the business.	X		Application and interview
Demonstrable skills in effective asset planning which delivers value for money and customer satisfaction.	X		Application and interview
Evidence of effective and inspiring leadership approaches.	X		Application and interview
Experienced stakeholder manager, communicator, influencer and negotiator.	X		
Ability to work constructively with others and build effective networks.	X		Application and interview
Demonstrable numerical and written communication skills.	X		Application and interview
Education & Qualifications	Essential	Desirable	Method of Assessment
Demonstrable reasoning and problem-solving skills.	X		Application and interview
General / Other			
Driving License or confirmation of access to suitable equivalent transport which would still enable the postholder to meet the specific role requirements to travel.	X		Application
Availability to attend evening and weekend functions as required.	X		Application and interview

Link Group Offices

With locations across Scotland, you will have occasional travel to other offices and locations to meet with stakeholders however your teams and direct reports are split between the Edinburgh and Falkirk sites.



Edinburgh

2C New Mart Road, Edinburgh
EH14 1RL



Falkirk

Watling House, Callendar
Business Park, Falkirk FK1 1XR

Edinburgh

Voted the 4th most beautiful city to live and work in across the World, Edinburgh is an excellent location for couples and families alike. With more trees per head than any other city in the UK, Edinburgh is the greenest city in the UK. A cultural hub, this city plays host to the largest annual international arts festival – The Edinburgh Fringe.

Edinburgh has a cool and dry climate, so would suit those that are seeking outdoor activities with the Pentland Hills and beautiful East Lothian coastline just a short 30 min drive from the city centre.

Scotland provides free education to all children living in Scotland and the schools operate a Curriculum for Excellence from ages 3 – 18.

In Scotland, the Scottish Government meets the cost of university tuition to all students from Scotland, this is a fairly unique benefit to Scottish residents!

How to Apply

Candidates must be able to attend the following dates for interview:

- First stage interviews – w/c 6th November
- Final stage interviews – w/ c 27th November

For further information please contact Jaclyn Needham on:

applications@fwbparkbrown.com

Or alternatively, please call the Edinburgh office on +44 131 539 7087.



FWB Park Brown
T: +44 (0)131 539 7087
www.fwbparkbrown.com

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