

July 2021

Executive Director of Operations

Kingdom Housing Association

Contact:
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Executive Director of Operations Recruitment Pack

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Letter from the Chief Executive

Thank you for your interest in the role of Executive Director of Operations at Kingdom.

At Kingdom, our mission is to provide More Than A Home and, as one of the leaders of our organisation, you will play a key role in helping us achieve that during a really exciting time of change and opportunity for us.

We are looking for an Executive Director of Operations to lead and develop our Customer Services, Housing, Asset Management and Development functions for Kingdom Housing Association and Kingdom Initiatives. This is a critical role for us that will drive improvements to our customers' experience, actively nurture collaboration between departments and support the culture we aspire to have.

In return, you'll get to work for an organisation that is committed to improving the lives of our customers and continuing on a journey to truly being an employer of choice. You'll also benefit from flexibility and a work-life balance seldom seen in roles this senior.

Please have a look through the information we've given you in this pack. I hope it gives you a good sense of the role and Kingdom. If you share our passion, feel that we're an organisation you could flourish in and are the person we're looking for, I'd be delighted to receive your application.

If you would like to have an informal conversation about the role or Kingdom, please don't hesitate to drop me a note to billbanks@kha.scot

Best Regards,

Bill Banks
Group Chief Executive

Advert



JOB VACANCY

Job Title:	Executive Director of Operations
Application Closing Date:	12 noon 16 August 2021
Hours:	36 per week
Location:	Glenrothes
Salary:	£91,016 per annum plus benefits/flexible working opportunities

About the Role

This is a rare opportunity for an innovative, passionate and inspiring person to lead all of the customer-facing services at Kingdom Housing Association

You will lead the organisation's Customer Services, Development, Housing, and Asset Management Services, nurturing collaborative working between them and have direct responsibility for ensuring the way we work is structured and coordinated in a way that provides the best possible experience for our customers.

Reporting to the Group Chief Executive, you will be part of the Executive Management Team and have a key role in developing and implementing the organisation's strategies to deliver our objectives.

About Us

Kingdom Housing Association (KHA) is the parent organisation within the Kingdom Group. The Association is one of the leading providers of affordable housing in East Central Scotland.

We aspire to be an employer of choice. We already have Gold IiP and IiYP accreditation, are striving towards Platinum for both, were recently the highest placed Scottish RSL on the Times Top Companies to Work For list and have been shortlisted for the Employer of the Year in the CIH's Housing Heroes awards.

We live by our CARES values of Customer, Accountable, Respect, Efficient and Supportive.

In addition to the core services, related to providing, managing and maintaining affordable housing, KHA also provides in-house corporate support services, covering Finance, Governance, HR and Digital services, along with non core projects and wider role services to people living in the communities where we operate. KHA has a strategy based on business development across all areas of activity.

Kingdom Initiatives (KI) is a subsidiary company of KHA. The main purpose of KI is to deliver complementary activities that the KHA cannot undertake due to its charitable status and the company has a focused growth and development strategy.

Kingdom Support and Care (KSC) is another KHA subsidiary. KSC is a Community Interest Company and provides support to over 300 people throughout Fife and Falkirk, providing high quality and personalised support and care. KSC has plans for the development of new services and projects.

Business development is key component of all our strategies within the Kingdom Group.

About You

First and foremost, you will be passionate about the work we do. You will be an experienced leader who is committed to continuous improvement and customer focus. You will lead by inspiring and collaborating with people inside and outside the organisation.

You will have the ability to combine your senior experience in housing, property maintenance or construction sectors with the expertise of the Directors you will manage to develop and drive holistic and innovative strategies that inspire our people and deliver for our customers.

You'll be educated to degree level or have equivalent experience and have a full, current driving licence.

You will be required to complete a satisfactory Standard Police Act Disclosure Scotland check.

We offer

An attractive salary and benefits package including a contributory pension scheme and generous annual leave entitlement.

You will be able to benefit from a range of flexible working opportunities rarely seen at this level of role.

We anticipate holding first interviews on 2 September and second interviews, if required, on 6 September.

Enquiries

For a confidential discussion about the post please contact Nigel Fortnum or Mike Orr on 0141 212 7555.

Application

To apply please **complete the Application Form and Equality and Diversity Monitoring Form** and email these to Katy Gall at Aspen People – kgall@aspenpeople.co.uk

A bit more about the job

Executive Director of Operations

While you'll see the detail of the duties and responsibilities of the role in the job description, we wanted to give you a bit more context about the background and what the initial priorities will be.

This is a new post with senior management coordination responsibility for our Operations Service Area, which includes; Customer Services, Housing, Asset Management and Development services.

The Executive Director of Operations is supported by 3 Departmental Directors who have responsibilities for the management of the Development, Housing and Asset Management departments. The Executive Director of Operations will have direct Departmental Director responsibilities for Customer Services.

Kingdom's at a really exciting point in our journey just now. We're in the middle of a culture change programme in which we're striving to make the organisation, our teams and individuals live by our values of Customer, Accountable, Respect, Efficient and Supportive. We've made some great progress in that already but continue to work on it.

As the person who leads all of the Housing Association's customer-facing teams, you'll have a crucial part to play in that through nurturing the right behaviours in your own management team, supporting them to engender those same behaviours and increased collaboration between their departments and making yourself a visible and vocal champion of our values for the whole organisation.

Your key deliverables will be increased performance of our customer-facing departments through business improvements and efficiencies, the growth and development of our businesses and, across all that, balanced and robust management of risk.

As well as continuously improving delivery of our core housing service activities (including digital service transformation), we are developing our tenancy sustainment and support services and are working to enhance our customer engagement activities.

Similarly, our Asset Management business continues to explore more efficient ways of delivering our planned maintenance and repairs service whilst exploring ways of enhancing our customer experience through improvements of systems and when

we deliver services and ensuring we conform with changing regulatory requirements.

We also have a really ambitious development programme where we're planning to build another 2000 units over the next five years which will bring us up to a total of around 8000. That ambition is a continuing one that has seen our stock numbers increase substantially in recent years both in terms of numbers and geographical location.

That means the challenge of maintaining and improving the services we provide to an increasing number and diversity of customers is a significant one and will need connected, trusting and enthusiastic collaboration between our teams as well as adoption of new, innovative ways of working. That will be your challenge to take on.

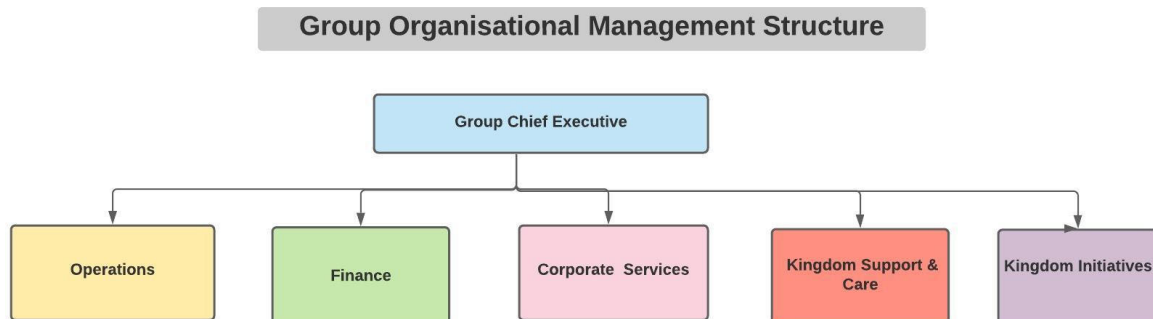
We are working towards a transfer of engagements with Fairfield Housing Association contingent on a positive ballot of Fairfield tenants. Though becoming part of Kingdom will be very positive for the employees and tenants of Fairfield, a successful transition will need an enthusiastic and inclusive approach from all parties.

As with every RSL, good governance is central to our continued success. All three Kingdom companies have extremely supportive boards who we are keen to ensure are knowledgeable about our work and informed on how we are performing. A central part of your role will be to ensure that happens and to develop positive relationships with key board members.

The whole organisation is going through a period of change in which we need an inclusive, and supportive management team to lead us through, so connecting with the other leaders across the Kingdom Group to build trusting and collaborative relationships will be fundamental to your success and an early priority.

The Executive Director of Operations is a new post with the organisation and will evolve to meet the business needs. In addition to the information provided in the job description the following provides supplementary information on the role and responsibilities and how the post fits within the structure of Kingdom.

The structure for the Kingdom Group is based on the following Service Areas;



The overall aim of the post and the new Service Area is summarised below;

- Responsibilities, as a member of the Executive Management Team, for the development, implementation and achievement of the Kingdom Group's strategic objectives.
- To contribute to the overall strategic leadership of the Group, collaborating with colleagues across the business to support our culture change journey, visibly champion our values and develop a clear sense of direction for growth and development of the Group.
- The Executive Director of Operations will have a direct responsibility for Customer Services and the management coordination of activities across all 3 operations departments. This will include;
 - ❖ Centralisation of Customer Service across departments,
 - ❖ Improving and enhancing customer services,
 - ❖ Coordination (with departmental input) of digital customer service channels,
 - ❖ Customer communications and publications,
 - ❖ Complaints coordination, monitoring, reporting and analysis,
 - ❖ Coordinating elements of a centralised administration function for the 3 operations departments,
 - ❖ Departmental admin including assistance with board reports / policies / procedures etc,
 - ❖ Office and facilities management functions; mailing/digital mailing services, office cleaning, stationary etc, H&S including legionella checks, opening / closing and office security, office amenities etc.
- The Executive Director of Operations will have overall management coordination responsibility for the delivery of the organisation's Development, Housing and Asset Management Services, including areas related to;
 - ❖ SHR Returns (ARC) and Performance Returns,

- ❖ Performance Management,
 - ❖ Operational and Departmental Strategic Risk Management,
 - ❖ Consistent application of our Culture Programme,
 - ❖ Improving performance and performance management reporting across all Operations departments,
 - ❖ Coordinating Departmental Training,
 - ❖ Coordinating Operational Department Liaison Group,
 - ❖ Organisational Liaison Groups,
 - ❖ Board Focus groups,
 - ❖ Operations Working Groups,
 - ❖ Identify process improvements and standard streamlining processes to eliminate duplication and waste processes.
- The Executive Director of Operations will be responsible for the development and implementation of innovative strategies, initiatives and interventions to deliver sustainable improvements to performance and business development for all 3 Operations Service Areas.
 - The Executive Director of Operations will lead on the customer facing aspects of strategy, planning and work on closer partnership working with other Registered Social Landlords.
 - The Executive Director of Operations will lead the Operations Management Team to ensure the provision of high quality, aligned and customer focussed services across the Housing, Development and Asset Management departments.

There are varying levels of strategic and corporate responsibilities that apply across all management tiers depending on whether the posts are designated at Executive Director, Departmental Director, Head of Service or Manager Level.

The key variations between the Executive Director and Departmental Director level relate to the following key areas;

- Executive Directors will deputise for the Chief Executive when required.
- Additional delegated authority is applied to posts that are part of the Executive Management Team as part of our policies.
- Executive Directors will have increased responsibilities associated with the development and implementation of the Corporate Plan and strategic business development responsibilities.
- Executive Directors will have overall strategic and operational responsibilities for a Service Area, whereas Departmental Directors will mainly have strategic and operational responsibilities for a service department.
- Variations will exist in the authority levels as part of the Financial Regulations

- Executive Directors will normally attend all KHA Board meetings, whereas Departmental Directors and Heads of Service will normally only attend to present departmental reports.
- Executive Directors will normally attend the joint Board / Management Team Strategy Sessions, whereas Departmental Directors and Heads of Service will attend when invited to participate.

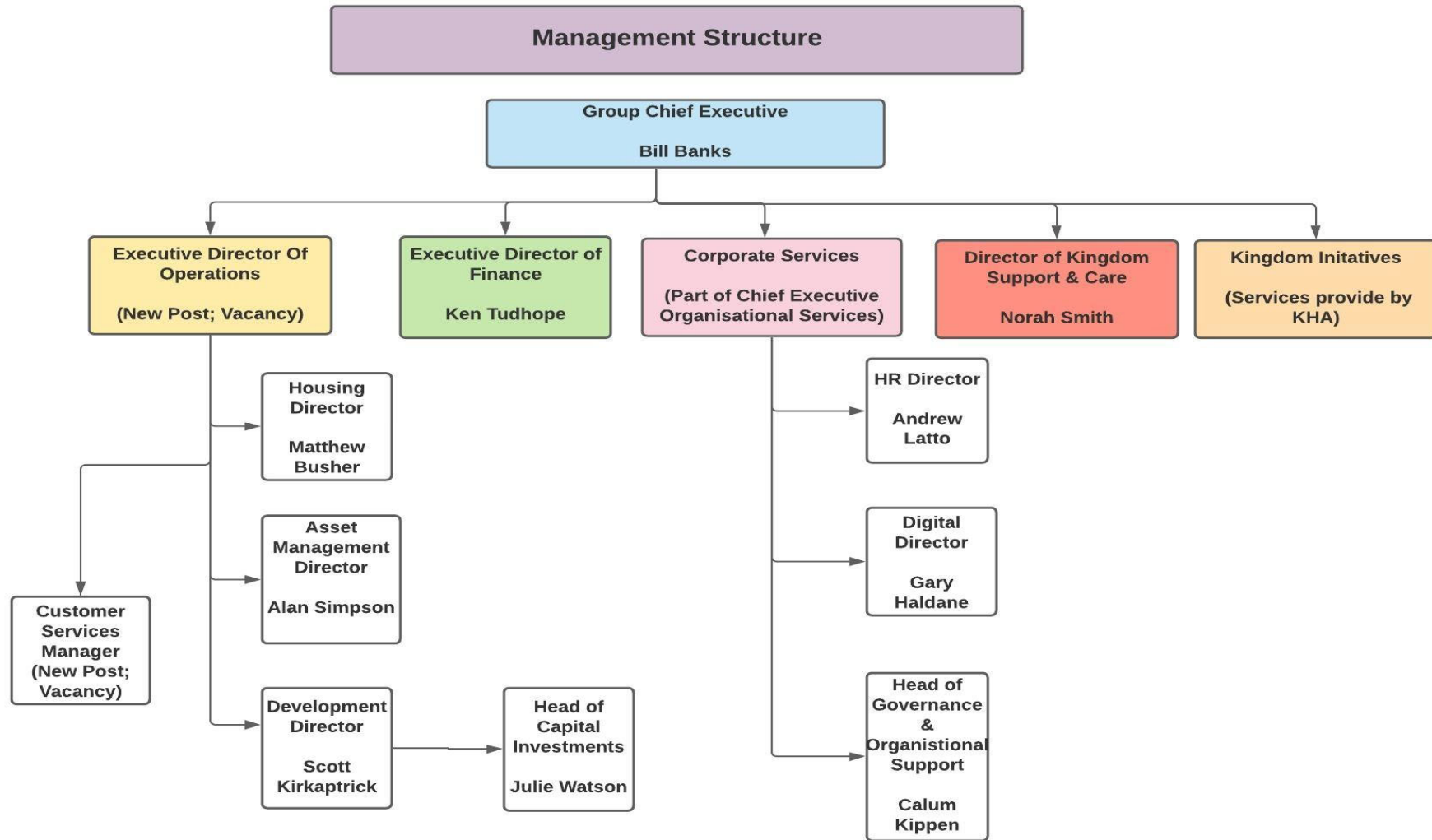
Heads of Service will have the operational responsibilities for their service area, and will be responsible for implementing the approved strategy. They will also assist the Departmental and Service Area Directors to develop and implement the corporate strategy, however the main strategic responsibilities will sit with the Senior Officer for the Service Area.

Departmental Managers mainly have an operational management responsibility, however they will contribute to the development and implementation of departmental and organisational strategies where required.

The following identifies the Leadership Teams and the representation at the different management tiers;

- **Executive Management Team;** Group Chief Executive, Executive Directors of Finance and Operations and the Director of Kingdom Support and Care.
- **Senior Management Team;** As above plus Departmental Directors and Heads of Service.
- **Managers and Senior Officers Group;** All Departmental Managers or a senior officer for each service.

Group Management Structure



Person Specification

KINGDOM HOUSING ASSOCIATION

PERSON SPECIFICATION

Post: Executive Director of Operations	Department: Operations Service Area
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ESSENTIAL

Ref.	Category and Criteria
E1	Qualifications and Experience; Educated to degree level, or relevant management experience.
E2	Relevant Management Achievements; A proven track record of leading a customer focussed business and ability to demonstrate business and customer improvement achievements.
E3	Relevant Management Experience; Experience in a senior management role within the housing, property maintenance or construction sectors.
E4	Performance and Change Management; An innovator who is passionate about continuous improvement and leads their people through change from the front.
E5	Leadership; A self-reliant individual who leads through inspiring confidence and trust, to achieve successful outputs.
E6	Collaboration; A leader, with experience of internal collaboration and external partnership working.
E7	Strategic and Customer Focused Approach; The ability to take a holistic view of service provision across all areas of operations, evidencing delivery of successful outcomes related to customer services.
E8	Business Improvement and Growth; Experience of balancing performance, business growth and risk management at a corporate level to achieve efficiencies and business improvements.
E9	Strategic Implementation; The ability to develop, articulate and implement strategy and vision with passion and enthusiasm
E10	Shared Values and Objectives; A strong affinity for the work of Kingdom and its subsidiaries
E11	Business Travel; A car available for business use, a current full driving licence, or evidence of the ability to efficiently undertake business travel to various, sometimes remote locations.

DESIRABLE (Additional Experience, Knowledge and Understanding)

D1	Experience of the RSL or Local Authority sector
D2	An excellent knowledge and understanding of housing management at a senior level
D3	An excellent knowledge and understanding of the development of affordable housing at a senior level
D4	An excellent knowledge and understanding of property maintenance and repairs at a senior level
D5	Good knowledge of the governance and regulatory environment of Registered Social Landlords in Scotland
D6	Good knowledge of performance management
D7	Good knowledge of strategic and business planning
D8	Experience of securing funding for business development
D9	Experience of reporting to Governing Bodies

Job Description

KINGDOM HOUSING ASSOCIATION

JOB DESCRIPTION

JOB TITLE:	Executive Director of Operations
JOB GRADE:	Executive Director £91,016 plus benefits/flexible working opportunities
ACCOUNTABLE TO:	Group Chief Executive or such other senior member of staff who may be appointed

OVERALL AIM OF THE JOB

As a member of the Executive Management Team, you will be responsible for the development, implementation and achievement of the Kingdom Group's strategic objectives and risk management in respect of Operations (i.e. the Housing, Asset Management and Development departments).

The Group currently consists of Kingdom Housing Association, Kingdom Initiatives and Kingdom Support and Care.

You will contribute to the overall strategic leadership of the Group, collaborating with colleagues across the business to support our culture change journey, visibly champion our values and develop a clear sense of direction for growth and development of the Group.

As Executive Director of Operations you will have a direct responsibility for Customer Services and overall responsibility for the delivery of the organisation's Development Housing, and Asset Management Services.

You will develop innovative strategies, initiatives and interventions to deliver sustainable improvements to performance and business development. You will lead on the customer facing aspects of strategy, planning and work on closer partnership working with other Registered Social Landlords.

You will lead the Operations Management Team to ensure the provision of high quality, aligned and customer focussed services across the Housing, Development and Asset Management departments.

CORPORATE RESPONSIBILITIES

1. To undertake responsibilities identified in our policies, procedures, financial regulations and standing orders applicable at the Executive Director grade.
2. To be an active and effective member of the Executive Management Team, working with the Group Chief Executive and other members of the management team on all corporate matters.
3. Along with the Executive Director of Finance, deputise for the Group Chief Executive as required.
4. To implement the Kingdom culture programme, demonstrate, apply and promote the Kingdom Values and ensure the Group's Performance Management processes are applied consistently across your areas of responsibility.
5. To actively participate in the development, management and implementation of corporate tasks and activities, including the following:
 - Risk Management;
 - Governance;
 - Performance Management;
 - Internal & External Audit Compliance;
 - Business Continuity and Disaster Recovery;
 - Regulatory Compliance.
6. To participate in the development and implementation of the annual Corporate and Business Plans, setting and monitoring strategic and departmental objectives as appropriate.
7. To provide advice, guidance and support to the governing bodies to ensure compliance with the current regulatory standards of governance and financial management.
8. To promote the aims, strategies, policies, procedures and values of the Group to all relevant stakeholders and be a role model for our staff.
9. To Identify and implement business development initiatives and prepare business case proposals for approval by the Chief Executive, Management Teams and/ or Board of Management/Board of Directors.
10. Ensure that complaints are dealt with timeously and in accordance with the Group policies and procedures and to ensure that departmental and organisational complaints reports are produced as required.

11. Contribute to the development, review and implementation of all organisational policies.
12. To prepare and present reports to the Board of Management and Board of Directors, and attend Board strategy sessions when required.
13. To develop and maintain partnerships which promote and further the Group's Strategic aims and objectives.
14. To ensure organisational and departmental compliance with Kingdom's Procurement policy, strategy and current procurement legislation, for your particular areas of responsibility.

PRINCIPAL DEPARTMENTAL RESPONSIBILITIES

1. The strategic planning and overall management in respect of Operations including the identification, design and implementation of structural and procedural changes which lead to improved efficiency and/or customer service. Reporting to, attending meetings and interacting with the governing bodies as appropriate.
2. Identify opportunities for business growth, undertake options appraisals and develop business cases (including, where possible, identifying and securing funding) for consideration by the relevant governing bodies.
3. Develop, monitor and report on performance metrics and drive continuous improvement of customer experience and business performance across all areas of Operations.
4. As Executive Director of Operations will have a direct responsibility for Customer Services and the coordination of activities across all 3 operations departments. This will include;
 - Centralisation of Customer Service across operations departments,
 - Improving and enhancing customer services,
 - Coordination (with departmental input) of digital customer service channels,
 - Customer communications and publications,
 - Complaints coordination, monitoring, reporting and analysis,
 - Coordinating elements of a centralised administration function for the 3 operations departments,
 - Coordination of the office and facilities management functions.
5. Overall responsibility for the development and implementation of the Group's Operations strategy, liaising with other departments as appropriate.

6. Nurture a culture of learning through identifying appropriate training and development for the Operations Management Team and staff in the constituent departments, encouraging individuals' ownership of their own development.
7. In conjunction with the Operations Management Team, monitor existing, new and proposed legislation, guidance and performance standards as they affect Operations and report to the Executive Management Team and the Group's governing bodies as appropriate.
8. Oversight of the development, implementation, monitoring and review of policies and procedures owned by Operations' departments to ensure they align with each other and with strategy, deliver the best possible customer experience and are compliant with current legislation regulation and legislation.
9. Work with other departments, sector and professional bodies and other partner organisations to actively develop innovative strategies and initiatives.
10. Represent Kingdom at meetings and events with partner organisations and regulatory bodies.
11. Oversee the preparation of accurate, timely management information/KPIs, identifying emerging issues and working with the Operations Management Team and other departments to take corrective action.
12. Produce and provide regular information to the Group's governing bodies.
To include:
 - Performance against the Operations Strategy,
 - Performance against the individual Operations Departmental Strategies.
13. Oversight of the preparation and management of the individual Operations Departments budgets.
14. Leading the development, monitoring, maintenance and review of the Group's Risk Management and Business Continuity Plans pertaining to Operations, liaising with other departments as necessary.
15. Responsibility for the Health & Safety and Data Protection compliance within Operations.
16. In conjunction with the Company Secretary, ensuring the accurate and timely submissions of returns to regulatory bodies such as the Scottish Housing Regulator, the Office of the Scottish Charity Regulator (OSCR),

Financial Conduct Authority (FCA) and Companies House, Information Commissioner's Office (ICO) etc.

17. Any other duties which may be required from time to time by the Group Chief Executive.

OTHER FEATURES OF THE JOB

The hours of work are as outlined in the Principal Statement of Terms and Conditions to be worked in accordance with the needs of the Group. We are passionate about flexible working and, while there may be occasions when it is necessary to work evenings or weekends, we can balance that out with working arrangements and times to suit individual needs.

Kingdom gives every encouragement to members of staff to undertake training for approved courses including providing financial assistance where appropriate.

JOB LOCATION

The operational base is as outlined in the Principal Statement of Terms and Conditions although the post holder will be required to work and operate at any of the Kingdom Group's offices to meet the flexibility requirements of the service. Kingdom reserves the right to either temporarily or permanently move an employee to another location.

Summary Terms, Conditions & Benefits

Executive Director of Operations - Summary Terms, Conditions & Benefits

Hours Worked

Your hours of work will be 36 hours per week. Our normal office hours are 9-5 Monday to Friday

We can facilitate a variety of flexible and agile working arrangements such as flexible working hours, compressed hours, remote working, etc as well as significant flexibility around where work is carried out

Salary

The salary for this role is £91,016 per annum, including car allowance.

Method of Payment

Payment of your salary is in equal monthly instalments in arrears, by bank transfer, no later than the last Friday of each month.

Location

Your operational base will be our Head Office, Saltire Centre, Glenrothes.

Relocation assistance

If you need to relocate to the local area to take up this role, you may be eligible for financial support to assist with relocation expenses.

Car user

The salary for this role includes a car user allowance. As the post is designated a business car user, a current, full driving licence, the use of a car for work and business use insurance cover is required. Payment for business mileage incurred is 45 pence per mile (this will be reviewed on a regular basis).

The role also qualifies for our low-interest car loan scheme in which you can borrow up to £30,000 over up to 5 years to buy a car for work use. Interest on the loan will be calculated as the base Bank of England interest rate at the time the loan is agreed plus a margin of 0.75%. The additional 0.75% will be waived if the loan is to

purchase a vehicle which is exempt from Road Fund Licence due to low CO2 emissions.

Private Health Care

You will be eligible for annual private health checks and private health insurance paid by Kingdom.

Probationary Period

Your first 3 months will be a probationary period.

We may extend the probationary period if there are any concerns regarding your performance, attendance or conduct. We may end your employment during the probationary period where we believe your performance, attendance or conduct is unsatisfactory.

Pension

We are a member of the Scottish Housing Associations Defined Contribution Pension Scheme. The employee contribution rate is 4% and the employer contribution rate is 8% with the option to increase your employee contributions. You will also have the option of making your pension contributions through a salary exchange scheme which also passes on any employer National Insurance contributions to your pension.

For employees not in our Defined Contribution Scheme, auto enrolment pension provision is applicable subject to eligibility criteria. You can find out more about workplace pensions and the benefits of staying enrolled by visiting www.gov.uk/workplacepensions.

Annual Leave

The annual leave year is from 1 April to 31 March. Your full leave entitlement (based on a 5 day working week) will be 37 days, comprising 33 annual leave days and 4 public holidays.

Your annual leave entitlement will increase by 2 additional days after 5 years service and a further 2 days after 10 years service.

There are no enhanced payments made for work on a public holiday other than the two designated public holidays at Christmas and New Year.

For a part year, you will be given a proportion of the full year's entitlement based on the number of complete months worked in the year.

Offer of Employment is subject to:

- Satisfactory references (one should be from your current/most recent employer). We do not normally accept references from relatives or friends and we reserve the right to request more than two references.
- Producing documentary evidence under the requirements of the Immigration, Asylum and Nationality Act 2006, to verify that you are eligible to work in the United Kingdom.
- A satisfactory Basic Police Act Disclosure Check.
- Confirmation that you have no conflict of interest in accordance with our Entitlements, Payments and Benefits Policy.
- Verification of qualifications/memberships you have stated in your application which are relevant to the post.
- Verification that you hold a current full UK driving licence, possess a valid MOT certificate (where applicable) and have Business Insurance cover.

This information is provided for general guidance only and is not intended to be contractual.

Additional Information

- [40 Years of Kingdom](#) 
40 years of Kingdom.pdf
- [Approved Corporate Plan](#) 
Approved Corporate Plan 2021

Living and working in Fife

Fife lies on the east coast of Scotland, between the cities of Edinburgh to the south and Dundee to the north with Perth and Stirling to the west. We have superb transport links with nearby access to Scotland's motorway network, the rail network and Edinburgh International Airport.

We offer beautiful natural scenery, great education, a growing economy and a wide range of leisure and housing choices.

You can choose from a variety of places to live in Fife ranging from small, seaside villages to vibrant, larger towns, all of which have their own character so there's something to suit every preference and lifestyle.

Fife is historically 'the home of golf', and the burial place of kings, queens and saints. But we are a forward looking, diverse population with a proud spirit and a positive attitude.

We celebrate our history in our many festivals, embrace our cultural diversity and take pride in the numerous opportunities for sport, the arts and leisure that Fife has to offer.

Fife is diverse in a number of ways including:

- A diverse population from various ethnicities, various historical backgrounds and varying affluence.
- Modern shopping that sits next to burial sites of ancient kings and queens.
- Wild landscapes that contrast with tamed award winning beaches.
- A national motor racing circuit for the speed lovers and a network of cycleways and a 117 mile path that stretches around the Fife coast for the more leisurely experience.
- A full range of sports and leisure facilities
- The contrast of Scotland's oldest university in St Andrews to brand new schools across Fife.

Discover more about what Fife has to offer - visit <https://www.welcometofife.com/>

The Process and How to Apply

Enquiries

For a confidential discussion about the post please contact Nigel Fortnum or Mike Orr on 0141 212 7555.

Application

To apply please **complete the Application Form and Equality and Diversity Monitoring Form** and email these to Katy Gall at Aspen People – kgall@aspenpeople.co.uk

Dates

Closing Date for Applications	12 noon, Monday 16 August
First Interviews	Thursday 2 September
Second Interviews (if required)	Monday 6 September

Contact

Nigel Fortnum or Mike Orr
0141 212 7555