



# Recruitment Pack

Head of Homelessness Services

# CEO Introduction

Thank you for your interest in the role of Head of Homelessness Services. At Care Support Scotland, we have a long history, but a very new feel to us as an organisation. We are nearing the end of a two-year transformation programme, which has seen us re-brand and invest heavily in every area of the organisation.

The Board of Trustees approved the allocation of £2m from reserves to make the necessary improvements and changes needed to ensure the organisation was fit for the future. It has been my absolute privilege to lead the organisation through that journey. As we near the end of this very successful period, we have restructured, and created new leadership roles that will support and lead the organisation through its next ambitious five-year strategy.

Our aim is to move into new local authority areas, and to further develop and expand some of our service types. We want to be known for high quality social care services, and a place where people want to work, and want to stay.

This new role of Head of Homelessness Services will take over the leadership of our Temporary and Emergency Accommodation Services, and our Youth Housing Support service (Horizons). They will begin the strategic development of these services in partnership with commissioners.

Ideally, we're looking for someone who is flexible in thought, can spot problems and opportunities and develop solutions to them. We need someone who is emotionally intelligent, and comfortable and confident further embedding psychologically informed practice. We're a nice, friendly group of people, and we work to a high pace and aim to be responsive and plan our developments in an agile way. If you enjoy variety, and the opportunity to be creative and take ideas to full implementation, then this could be the ideal role for you.

If after reading this recruitment pack, you are interested in the role, please get in touch with me to have an informal conversation and to ask any further questions.

**Best regards,**

**Jack Rillie**

**CEO**

**[Jack.rillie@caresupport.scot](mailto:Jack.rillie@caresupport.scot)**



# Role Description

The Head of Homelessness Services is a newly created role as a result of an organisational restructure, designed to enable the organisation to achieve over the longer term.

The role is a senior services role and reports to the Director of Services and Development. It will be responsible for leading a divisional management team, and supporting 70+ colleagues and c. £2.5m of business p.a.

The Head of Homelessness Services is responsible for leading and developing high-quality homelessness accommodation, housing support and prevention services for the organisation. They will work closely with Senior Leadership colleagues, Service Managers, Staff and the Developments Team to ensure that services meet the needs and expectations of the people we support, funders, and stakeholders.



The main duties and responsibilities of this post are:

1

Support and develop Service Managers and other direct reports, ensuring a psychologically informed culture is embedded where people are nurtured and empowered to thrive.

3

Be an inspiring leader within the management team, taking responsibility for ensuring that everyone in the division promotes our values and works collectively and collaboratively to achieve our strategic aims.

2

Identify and respond to emerging needs, opportunities, and challenges in the housing and homelessness sector and ensure continuous improvement and innovation.

# Who we are looking for



The ideal person will have worked in the homelessness sector, or a very closely related field such as Social Work or Health.



They will, at the very least, meet the qualification requirements for registration with the Scottish Social Services Council as a Manager of a Housing Support Service.



This is a role that needs to lead a range of homelessness services, and so we're looking for people who are familiar with, and comfortable with, working at a senior level. This means leading a management team and working with a range of senior stakeholders.



We're open to people who have not held a 'Head of' level role before – what's important is that they have experience of leadership and management across multiple sites. They should be able to evidence previous experience of leading distributed teams.



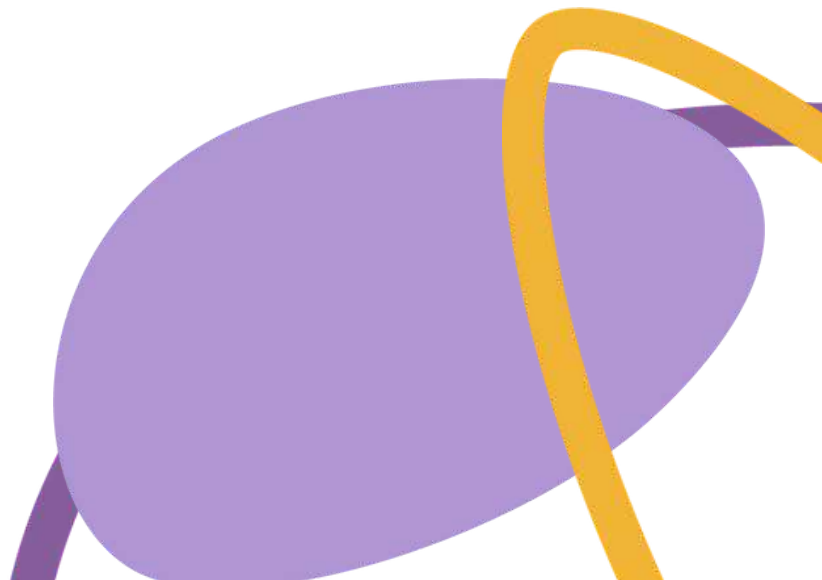
The ideal person will have experience of homelessness accommodation services, or residential care.



We're looking for someone who has experience of leading teams, as well as line-managing managers.



The person will work to develop local strategy, analyse services data and performance information, and develop responses that take advantage of opportunities, or that correct under performance. They therefore need to understand the 'bigger picture' and work at a strategic level, as well as having the knowledge of front-line operations, and take accountability for performance and propose realistic solutions to problems.





# Who we are looking for



The role will be responsible for developing services – for example, overseeing the implementation of new practice models, or bidding for and opening new services. Therefore, we need someone who has experience of doing this.



The role would suit someone who enjoys working across multiple teams, as well as spending time on their own, self-directing their own work.



The role covers our homelessness and housing support services across a wide geographic area; therefore, it will suit someone who is happy to travel to various services. It would be difficult for non-drivers or people who do not have access to a car.



We are a flexible employer, enabling you to fit the hours of work to suit a personal life. There will be times when certain meetings or events need to be attended and therefore, we view flexibility as being both ways.



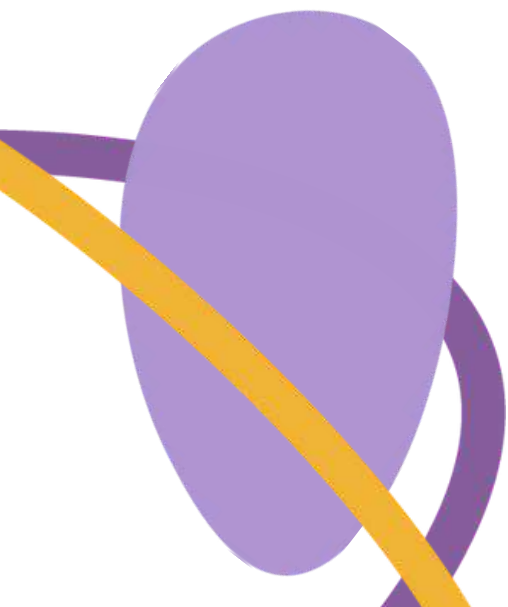
The ideal person will be someone who feels comfortable 'doing the doing'. We are a lean organisation, and so work such as project planning documents, board reports, minutes, training inputs and proposals do not have a separate team responsible for them – everyone is expected to be responsible for their own work and produce high quality activity.



To deliver services with limited funding, we will continue to increase the use of technology. The ideal person will be comfortable working with technology and be open and pro-active in engaging in on-going training and learning on its use.



Most importantly, we're looking for someone who is kind & compassionate. They should be able to reflect on examples where they have supported colleagues to develop and thrive.



# About us

We've been in existence for 35 years, starting as a small community support organisation, and then the social care arm of Castle Rock Edinvar Housing Association, and latterly Places for People Scotland Care & Support. In 2018, we became a separate legal entity, and in 2024 we re-branded to Care Support Scotland.

We are nearing the end of a whole-scale transformation of the organisation, which has seen a significant investment in learning and practice development, technology and infrastructure, property and facilities, and ways of working across teams.

## Our Vision

**“To enable the people we support to live their best lives.”**

## Our Mission

**“We provide expert services that make a positive impact for people who require support with independent living.**

**Our staff are passionate, caring professionals, thriving within a progressive learning environment.”**

## Our Values



Respect

**“We respect the choices and dignity of our people, and ensure integrity in all we do.”**

Compassion

**“We care deeply about one another, promote diversity and create spaces of compassion free from judgement.”**

Thrive

**“We learn, develop, work and grow together, supporting people to thrive.”**

# About us

We employ 260 staff, and our growth projections indicate that we will require 300 staff within the next 6 months. Our annual turnover is forecast to reach just under £10m in 2025/26.

At present, we provide services across broad categories of social care:

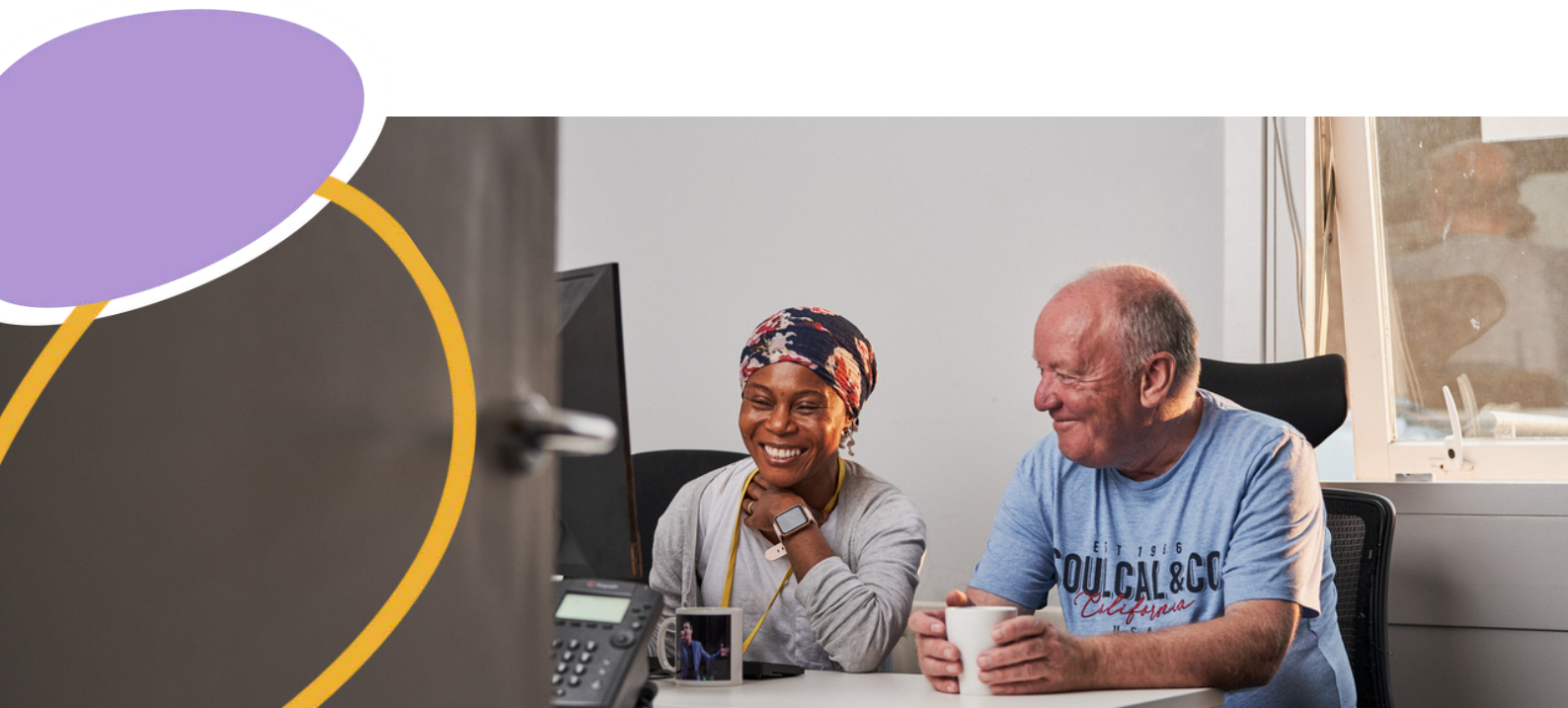
- Learning Disability and Neurodiversity
- Older Age Care
- Homelessness, Prevention and Housing Support
- Mental Health
- Substance use.

These services are delivered across Edinburgh, Midlothian, East Lothian and West Lothian. We plan to expand into new local authorities over the next strategic plan cycle.

We work with people 16+. We operate core and cluster support services and supported living services for people with a learning disability or who are neurodivergent, or who have a physical disability or mental health need. We also deliver older age care services, including day opportunity provision. We deliver temporary and emergency accommodation services and tenancy support services.

Our homelessness services represent a significant element of our organisation, and require an inspiring, knowledgeable leader who can work proactively with teams to develop our approach and create new innovative ways of working.

The Head of Service will maintain relationships with current commissioners, and create relationships with new commissioners.





# Why should you choose this job?

Although we have been around for 35 years, it's a modern organisation. We're flexible and full of energy. If that appeals to you – then this might be the right fit for you.

We have great people working here, and there is a real culture of compassion and respect for each other. We are all working towards the same vision and support each other to get there.

We're now building our next five-year strategy. Whoever joins in this role will have the opportunity to shape the future strategic direction of the organisation, and work with a very high performing Board of Trustees.

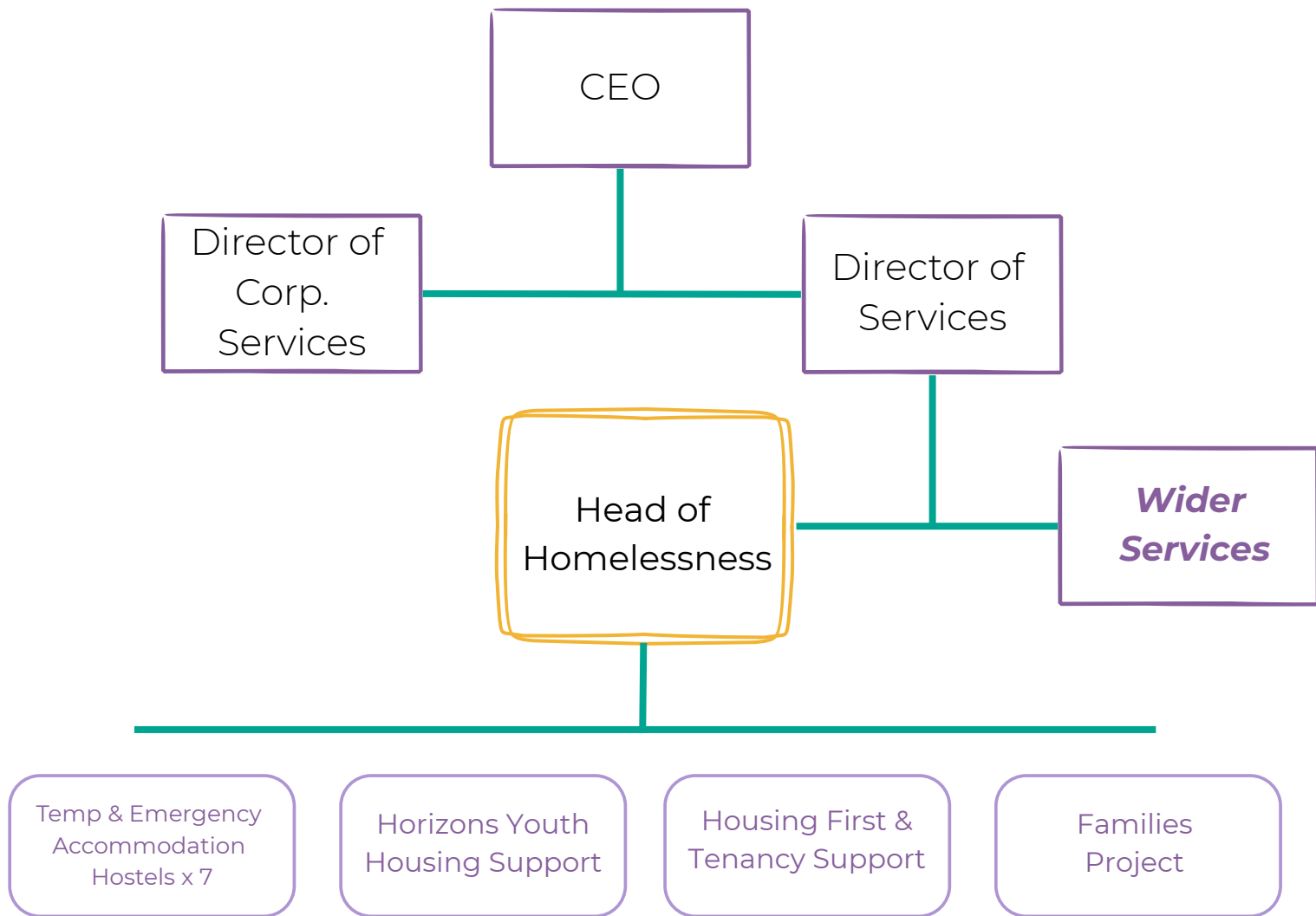
We encourage and are working towards further embedding distributed leadership – this means that if you like to work with a high degree of autonomy and empowered decision making and encourage and develop that in others – this could be an ideal role.

The role has the scope to develop and would be a suitable role for a range of candidates. What's important is that any candidate can develop our Trauma Informed, person centred approach, and is motivated by the diversity of our services.

We welcome applications from a broad range of candidates. If you can work to our values, and feel you meet most of the requirements of the role, we'd love to hear from you.



# The Role



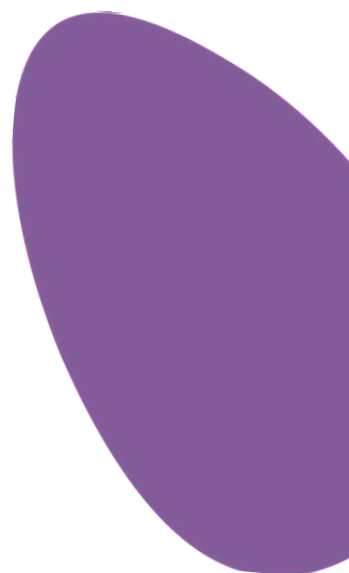
# Job Description

## Leadership and Management:

- Actively manage and lead a divisional management team, ensuring alignment with the organisation's objectives and aims.
- Provide strategic leadership and direction to teams, ensuring compliance with legislation and regulatory requirements.
- Lead the formulation of a divisional development plan, and implement and report on the Performance Management Framework in collaboration with colleagues.
- Develop and drive a culture of continuous improvement and excellent service provision.

## Safeguarding

- Ensure that the correct safeguarding procedures are in place across all applicable services, ensure teams are knowledgeable and trained, conduct audits and investigate significant incidents.
- Be a safeguarding champion, and support and enable teams to escalate concerns to relevant stakeholders.
- Instil a culture and take responsibility for ensuring that all staff and volunteers are aware of their roles and responsibilities in relation to safeguarding and that they receive appropriate training and support.
- Support the organisation to work in partnership with other agencies and organisations to safeguard the welfare and rights of the clients and the staff.



# Job Description

## Service Delivery

- Develop, alongside SLT and the Board, the divisional service delivery strategy and operational plan that aligns with the organisation's vision, mission, and values.
- Ensure that the divisional service strategy is informed by the needs and feedback of the people we support, funders, and stakeholders, and that it is achievable and measurable and regularly reviewed and reported on.
- Monitor, and be accountable for, the quality, impact, and outcomes of applicable services and report on the progress and achievements.
- Be responsible for the budget and resources of applicable services and ensure financial sustainability and accountability. Support budget holders to take responsibility for financial management.

## Business Development

- Take responsibility for the business development and management of the division. Identify opportunities for improvement, growth, cost control and innovation.
- Inspire teams to be creative, and to instil a culture of entrepreneurship within services.
- Be responsible for contracts and agreements with funders and ensure that the management team delivers to expected levels.
- Develop and maintain effective relationships and partnerships with clients, funders, stakeholders, and other relevant organisations.
- Represent and promote the organisation's services and interests at local, regional, and national levels.



# Job Description

## Partnership Working

- Establish and maintain positive and productive relationships and partnerships with a range of internal and external stakeholders, such as clients, funders, staff, board members, volunteers, other service providers, and community groups.
- Engage and consult with stakeholders on the development, delivery, and evaluation of services and projects.
- Collaborate and coordinate with stakeholders on joint initiatives, campaigns, and events that promote and support the organisation's services and projects.

## Practice and quality

- Ensure that the organisation adheres to best practice standards, guidelines and legislation in the sector and that it strives for excellence and quality in all aspects of its work.
- Ensure that the management teams work within effective quality assurance and quality improvement systems in place and lead the analysis of relevant data and evidence to demonstrate the quality, impact, and outcomes of services.

## Other Duties:

- Model exemplary values-based leadership behaviours aligned with our organisational values.
- Foster a culture of collaboration, compassion, respect and accountability.
- Lead a learning environment philosophy, ensuring CPD is a priority throughout the organisation, and that teams are supported to learn and reflect.
- Promote equal opportunities and high service standards.
- Commit to continuous professional development.
- Carry out other duties as directed by the Chief Executive.





# Person Specification

## Essential qualifications:

- A qualification (SCQF Level 10) in housing, social work/care or directly related field that allows full registration with the SSSC within a manager level category (or equivalent level membership with another professional body that allows work within Social Care)
- A recognised management qualification (SCQF level 10 or higher) or evidence of substantial management training and development that is in line with the learning outcomes of a management qualification.

## Desirable qualifications:

- A post-graduate level qualification (SCQF Level 11 ) in management and leadership or business administration
- A post-graduate level qualification (SCQF Level 11) in a specialism related to homelessness (e.g. housing, mental health, substance use, neurodiversity).
- A project management qualification




# Person Specification

## **Essential knowledge and experience:**

- Proven record of achievement in a management role.
- Experience in achieving service outcomes within housing / homelessness or closely related field.
- Experience of formulating service policy and strategy.
- Experience of business development, with evidence of success in securing new business and/or developing service delivery models
- An understanding of the workings of Health and Social Care Partnerships and IJBs, with evidence of nurturing relationships and influencing policy activity.
- Track record of leading change management within Services.
- Experience of mentoring and leading a diverse range of direct reports to achieve high performance results.
- Demonstrable experience of leading services or activity across a geographic area - this role is not single site, therefore an understanding and experience of working with distributed teams is essential.
- Experience of working collaboratively and constructively with internal and external stakeholders, including commissioners, regulators, funders, and partners.
- Commitment to the values and mission of Care Support Scotland, and to promoting equality, diversity and inclusion

## **Desirable knowledge and experience:**

- Knowledge and understanding of business-related functions in an organisation, aiding the use of a shared language and understanding across services and business.
  - Experience of change initiatives, working within a recognised change management methodology.
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