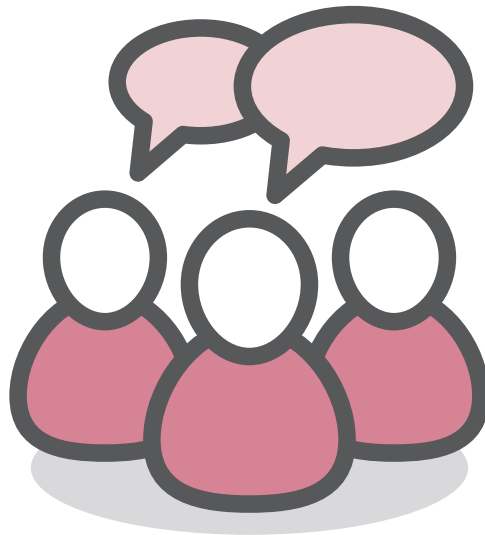
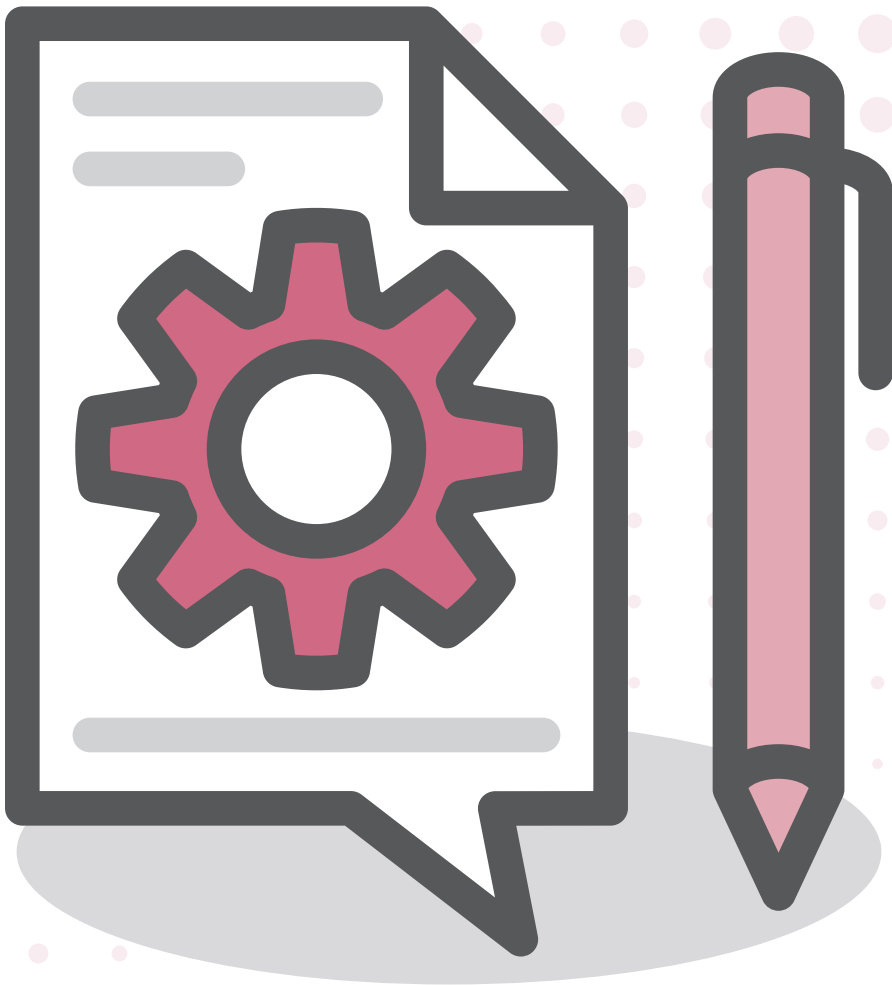


**DEPUTE CHIEF
EXECUTIVE**
RECRUITMENT PACK

WELCOME TO WAVERLEY HOUSING

CONTENTS

Welcome.....	3	Role Details.....	7-8
About Waverley Housing	4	Job Description	9-12
Vision and Values.....	5	Person Specification	13-14
Our Strategic Objectives.....	5	How to Apply.....	15
People Benefits	6	Useful Information	15



WELCOME TO WAVERLEY HOUSING

Dear Applicant,

Thank you for taking the time to consider joining us at Waverley Housing.

We are proud to serve the communities of the Scottish Borders, providing quality, affordable homes and delivering services that make a genuine difference to people's lives. As a community-based RSL, our focus is on being a trusted and progressive local landlord – one that works collaboratively, invests wisely, and supports the long-term sustainability of our neighbourhoods.



Waverley is an organisation with ambition. As we start to develop our Business Plan for 2026-2029, we have a clear direction of travel built around strengthening our homes, supporting our people, and enhancing the communities we serve but it is our colleagues who will bring that strategy to life every day through their dedication, professionalism, and care for our tenants.

We are now seeking a talented and forward-thinking leader to join our Leadership Team as Depute Chief Executive. This is an exciting and pivotal role – one that will help shape the organisation's future, drive continuous improvement, and ensure we remain responsive to the changing needs of our customers and communities.

You will join a strong, values-driven team supported by a committed and progressive Board that welcomes new ideas and champions innovation. Together, we have a genuine opportunity to make Waverley one of Scotland's most admired rural housing associations – financially strong, forward-looking, and community-minded.

I hope this information pack gives you a sense of who we are and the difference we make. If you share our passion for delivering great homes, great services, and great outcomes for our communities, we'd be delighted to hear from you.

Kind regards

A handwritten signature in black ink, appearing to read 'Paul Scott', written over a light grey rectangular background.

Paul Scott
Chief Executive
Waverley Housing

ABOUT WAVERLEY HOUSING



For over 35 years, Waverley Housing has been proud to provide quality, affordable homes across the central Scottish Borders. From our base in Hawick, we manage around 1,500 homes, working closely with local partners to ensure our services reflect the needs and aspirations of our communities.

As a community-based housing organisation, we are committed to keeping rents affordable while investing in homes, services, and neighbourhoods that make a lasting difference. Our work goes beyond housing – we help sustain local communities, support wellbeing, and create opportunities for people to thrive.

In recent years, we've modernised our operations, strengthened our finances, and prioritised sustainability and digital transformation. With new systems and investment in energy-efficient homes, we are building on solid foundations for the future.

Our success is built on people – our tenants, colleagues, and partners. Together, we are shaping a confident, forward-looking organisation with a strong sense of purpose and pride in serving our communities.

VISION AND VALUES

At **Waverley Housing**, our vision is simple but powerful:

To create great communities to live in.

This vision guides everything we do – from the quality of our homes and services to the way we work with tenants, colleagues, and partners.

Our core values shape how we deliver on that vision every day:

Equality – We treat everyone with fairness, dignity, and respect, recognising and responding to the diverse needs of our tenants, staff, and stakeholders.

Excellence – We work in partnership to deliver high-quality, value-for-money services and take pride in being open, accountable, and continuously improving.

Engagement – We listen, communicate, and collaborate effectively, sharing information openly and responding to the needs and aspirations of those we serve.

Together, these values underpin our commitment to making Waverley Housing a trusted, inclusive, and high-performing organisation – one that truly helps our communities thrive.

OUR STRATEGIC OBJECTIVES

Great Customer Service

Our vision and values exist to ensure we deliver quality homes and services for our tenants and residents. We strive for continuous improvement, high standards, and services that provide real value for money.

Great Place to Work

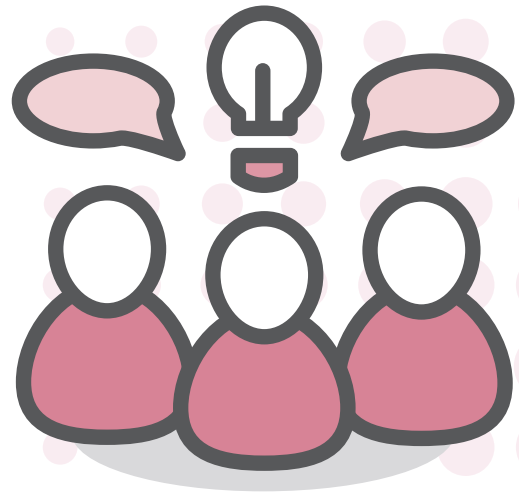
Our people are at the heart of everything we do. With motivated, skilled, and committed staff, we can deliver services to the highest standard. Our colleagues are a vital part of achieving this Plan and fulfilling our Vision.

Making a Great and Sustainable Community Contribution

Beyond our core functions, we recognise our responsibility to the wider community. We take a holistic approach to building sustainable communities that will be positive, thriving places for generations to come.

PEOPLE BENEFITS

We know our people are committed and dedicated to their work. However, we at Waverley Housing seek to prioritise work life balance and understand the importance of fully supporting our people to achieve this. That's why we have a range of health and wellbeing benefits to give you some well-deserved perks of being a Waverley Housing employee.



- Hybrid and Flexible Working Environment with a 12 Noon finish on a Friday
- Generous Annual Leave Entitlement
- Learning and Development Culture
- Family Friendly Policies
- Professional Membership Fees
- Company Health Scheme – shopping discounts, money back on dental, optical fees etc.
- Company enhanced Sick Pay – after qualifying period
- Non-Contributory Pension Scheme

DEPUTE CHIEF EXECUTIVE

LOCATION

Hawick

REPORTS TO

Chief Executive

LINE MANAGEMENT

Assistant Director of Housing
Assistant Director of Finance and IT
Assistant Director of Governance
Assistant Director of Property and Asset Management

DIRECTORATE

Leadership Team

SALARY

£83,761 Per Annum
(Pay review pending)

THE ROLE

We are seeking an exceptional and experienced leader to join our Executive Team as Depute Chief Executive (Depute CEO). Reporting directly to the CEO, you will play a pivotal role in driving the strategic direction of Waverley Housing, supporting operational delivery, and ensuring our ambitious plans for growth, development, and community impact are achieved.

This is a unique opportunity for an individual with proven leadership experience, strong asset management acumen, and a passion for social housing. You will work closely with the CEO, Board, and Leadership Team to shape the organisation's future and deliver high-quality services for our tenants.



DEPUTE CHIEF EXECUTIVE

KEY RESPONSIBILITIES

- Provide leadership and oversight across operational and strategic functions, ensuring effective performance and delivery.
- Support the CEO in the implementation of the organisation's strategic objectives, business planning, and governance requirements.
- Promote innovation, efficiency, and excellence across all areas of service delivery.
- Act as a key representative of Waverley Housing, building strong relationships with stakeholders, partners, and the wider housing sector.
- Support the CEO and Board in succession planning, organisational development, and leadership capability building.



ABOUT YOU

- Significant leadership experience within housing, or a related sector.
- Proven ability to deliver strategic and operational outcomes in complex organisations.
- Excellent interpersonal, communication, and stakeholder engagement skills.
- Commitment to the values and objectives of Waverley Housing, with a focus on tenants and communities.

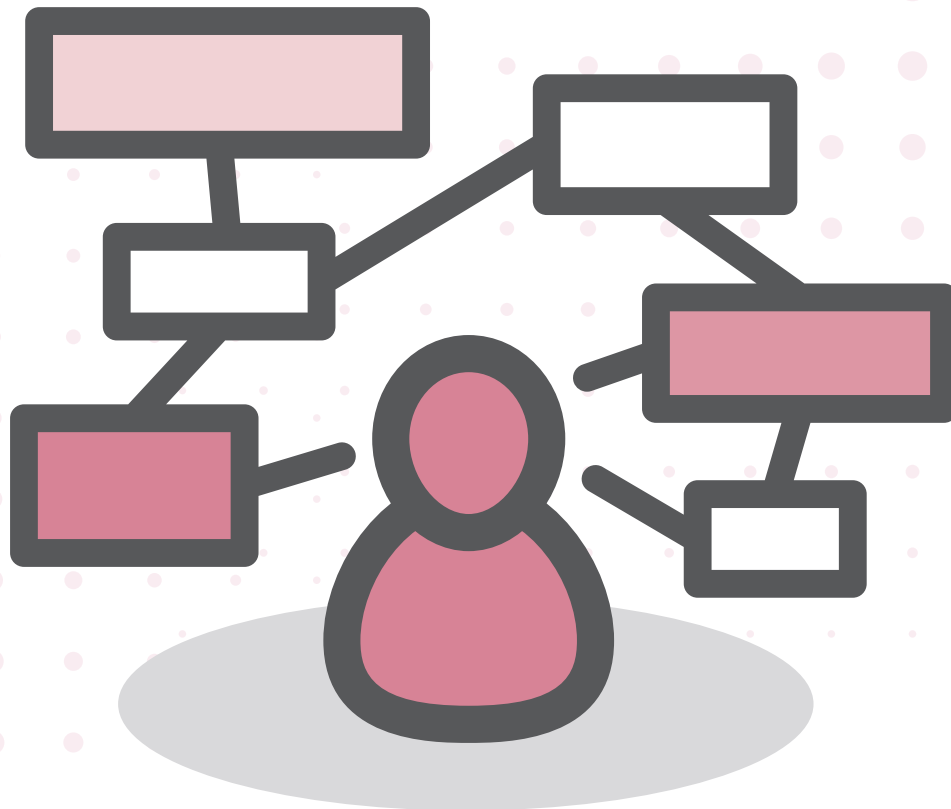
JOB DESCRIPTION

PURPOSE OF ROLE

Reporting directly to the CEO and forming part of the Leadership Team, the Depute CEO will provide strategic and operational oversight across all internal services, including Housing, Asset Management & Development, Finance, IT, and Governance.

This is a senior leadership role that requires an individual capable of managing complexity, bringing cohesion to multi-disciplinary teams, and sustaining a strong internal culture grounded in values and outcomes.

The Depute CEO will play a critical role in supporting the Chief Executive to deliver the organisation's vision, values, and strategic objectives. The focus of the role will be on internal leadership, service performance, financial sustainability, staff development, and delivery of the strategic plan. The successful candidate must be confident deputising for the CEO when required and able to hold accountability for internal consistency, cohesion, and quality across all services.



JOB DESCRIPTION

KEY RESULT AREAS

Strategic Leadership

- Provide strategic support to the CEO and the Board, contributing to the development and implementation of the operational plan and overarching business plan.
- Lead and drive key strategic initiatives, ensuring alignment with regulatory requirements, best practice, and the organisation's values.
- Promote a culture of high performance, continuous improvement, accountability, and customer focus.



Operational Management

- Direct the Company's performance in all areas of Housing, New Build Development, Asset Management, Finance, IT and Governance activities
- Ensure services are delivered efficiently, effectively, and in line with legislation, regulatory standards, and customer expectations.
- Drive cross-organisational collaboration to improve performance and service outcomes.

Governance & Compliance

- Support the CEO in ensuring robust governance, including preparation of Board reports, oversight of statutory returns, and regulatory engagement
- Lead on internal controls, compliance frameworks, and risk management processes
- Ensure full compliance with the Scottish Social Housing Charter, Health & Safety legislation, data protection, and equality duties.



JOB DESCRIPTION

KEY RESULT AREAS

Financial & Performance Management

- Oversee financial and treasury systems which includes financial controls, effective budget management and value for money across Housing, New Build Development, Properties & Repairs, Finance and IT activities.
 - Analyse and present performance data to inform decision-making at Executive and Board levels.
 - Support the annual business planning and budget-setting process.
 - Lead in the facilitation of funding from the Scottish Government, Scottish Borders Council, Private Finance etc to facilitate Waverley's New Build Development Programme.
 - Responsible for the development and implementation of the Company's value for money strategy including financial analysis of existing services and making recommendations on proposals for improvements to service.
 - Undertake due diligence and financial analysis of new business opportunities.
-

People & Culture

- Provide visible and inspiring leadership to staff, supporting a culture of empowerment, inclusiveness, and innovation.
- Lead and manage senior staff, including setting objectives, performance monitoring, and professional development.



Partnership Working

- Represent the organisation externally with tenants, partners, regulators, and other stakeholders.
- Build strong relationships with key partners including Scottish Borders Council, Scottish Government, and other RSL's.

JOB DESCRIPTION

KEY RESULT AREAS

Decisions and Judgement

- Act autonomously, planning own workload
 - Make effective decisions based on sound analysis with independent thought and objectivity
 - Adapt working practices to meet business demands
 - Focus on innovation, performance and improvement to deliver an efficient and effective organisation
-

Challenges

- Combining operational and strategic management with limited resources
- Analysis and interpretation of varied information over several areas of activity
- Ensuring regulatory and legislative requirements are met
- Creating a culture to motivate staff to deliver high levels of performance
- Ensuring high customer satisfaction levels in service delivery whilst achieving value for money
- Ensuring positive outcomes and bringing an innovative and insightful approach to service delivery
- Keeping abreast of changes to government policies and local demographics
- Ensuring Management Team are performing and delivering key outputs required to deliver the business plan



PERSON SPECIFICATION

EDUCATION & QUALIFICATIONS	ESSENTIAL	DESIRABLE
Qualified to Degree Level or equivalent	X	
Membership of a professional organisation such as CIH, RICS, CIOB.		X
A Professional qualification in Social Housing such as a post-graduate diploma in Housing.		X
SKILLS & ABILITIES	ESSENTIAL	DESIRABLE
A commitment to a customer centred approach, a flexible, confident and assertive manner	X	
Excellent written and verbal skills including report writing and presentation.	X	
A strategic thinker who can influence, develop and formulate strategy, policy and implementation plans which result in successful outcomes.	X	
Excellent project and operational management skills to meet demanding personal and team deadlines, ensuring all work is prioritised and delivered on time.	X	
Ability to consistently and supportively lead, motivate and empower a multi-disciplinary staff team.	X	
Ability to work under pressure to meet deadlines, using initiative to make decisions and displaying strong planning, organising and administrative skills.	X	
Strong analytical skills, high degree of accuracy and attention to detail.	X	
Ability to build positive and effective relationships with both internal and external stakeholders.	X	

PERSON SPECIFICATION

KNOWLEDGE & EXPERIENCE	ESSENTIAL	DESIRABLE
Minimum of 3 years' experience in an executive management role within the RSL sector.	X	
Excellent working knowledge of the RSL Sector and up to date knowledge of the Scottish Housing Regulators Regulatory Framework	X	
Experience in developing and implementing ICT Strategies	X	
Experience in the development of risk management frameworks at a leadership level.	X	
Experience of leading multi-disciplinary teams; promoting a culture of accountability and engagement.	X	
Expertise in strategy development and formulation; and alignment of policies, plans and processes	X	
Understanding of financial frameworks and funding mechanisms for charitable RSL's. Including budgeting, management reporting and medium-longer term financial planning/modelling).		X
Excellent knowledge and understanding of public sector procurement regulations and frameworks	X	
Reporting to groups/committees at Board level, e.g. preparing and presenting papers.	X	
Knowledge and understanding of carbon net zero and environmentally sustainable building design and construction.	X	
Understanding and using different ways of working with customers, to improve services.		X
PERSONAL QUALITIES	ESSENTIAL	DESIRABLE
Confident leader and ambassador	X	
Creative, innovative thinker	X	
Commitment to continuous improvement and quality in all aspects of work	X	
Respect for others and a commitment to equal opportunities	X	

HOW TO APPLY

For an informal chat about the role contact **Paul Scott, Chief Executive**, on **01450 364200**.

To apply, please submit your CV and a covering letter outlining your experience and motivation for the role to: recruitment@waverley-housing.co.uk

Waverley Housing is committed to equality, diversity, and inclusion. We welcome applications from all sections of the community.

Closing Date for Applications: Monday 1 December 2025

Interviews will be held on: Thursday 11 December 2025

USEFUL INFORMATION

We want to make sure you have everything you need to get a clear picture of who we are, what we do, and where we are heading. Please find links below to our key documentation.

[Business Plan](#)

[Annual Report](#)

[Annual Financial Statements](#)

[Organisational Chart](#)

[Board Profiles](#)

