

# Chief Executive Officer Recruitment Pack



 **Cathcart & District Housing Association**  
**3-5 Rhannan Road**  
**Glasgow**  
**G44 3AZ**

 **0141 633 2779**

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## → INTRODUCTION



August 2026

### **Post of Chief Executive Officer**

Thank you for your interest in the above vacancy

I am pleased to enclose our recruitment pack which contains the following materials:

- **Welcome from the Board**
- **Organisation Structure**
- **Job Description & Person Specification**
- **Key Dates**
- **How to Apply**

Visit our **website** where you will find a broad range of information about who we are and what we do. If you would like to have a confidential discussion about the role, please contact our recruitment partner EVH by emailing **Recruitment@evh.org.uk** to arrange a suitable time.

If you wish to apply, please complete the application form provided. Please do not attach a CV or any other additional materials as these will not be included for shortlisting purposes. Your completed application should be e-mailed to **Recruitment@evh.org.uk**.

Please note that it is your responsibility to ensure we receive your application before the closing date of **Monday 7<sup>th</sup> September 2026 at 12 noon**. All applications will be acknowledged.

Candidates will be shortlisted week commencing **Monday 14<sup>th</sup> September 2026** and contacted once the process has concluded. A panel interview will be conducted on **Thursday 1<sup>st</sup> October 2026** at the Holiday Inn Glasgow – East Kilbride, Stewartfield Way, G74 5LA.

On behalf of the Board, we look forward to hearing from you.

*Marion McMillan*

Marion McMillan  
**CHAIRPERSON**



## **WELCOME**

On behalf of the Board of Management, thank you for your interest in the role of Chief Executive Officer at Cathcart & District Housing Association.

Cathcart & District Housing Association has a long standing commitment to providing high quality housing and housing services that meet the needs and aspirations of our tenants, customers and wider community. We are proud of the difference we make and the trusted role we play within the local area, delivering services that support sustainable communities and improve people's quality of life.

We are now seeking a Chief Executive Officer to lead the next phase of our growth. Following a lengthy and successful period of leadership, this appointment represents an important opportunity to build on the Association's strong foundations while shaping its future direction. We are looking for an individual who shares our commitment to the long term success of Cathcart & District Housing Association and who will work in partnership a committed Board, a skilled staff team and a range of stakeholders to deliver sustainable positive outcomes for our tenants, customers and communities.

Our mission is clear: to deliver comprehensive housing services which meet or exceed the needs and aspirations of our clients. We remain focused on providing excellent housing and related services while ensuring that customers are at the heart of everything we do.

At Cathcart & District Housing Association, our work is guided by a strong set of values that shape how we deliver services, make decisions and engage with tenants, members, partners and each other.

Honesty – We will be honest, consistent and objective in everything we do.

Respect – We will treat people with courtesy, professionalism and fairness, recognising and valuing different perspectives, needs and aspirations.

Accountability – We will be accountable to our members, tenants, regulatory bodies and stakeholders, ensuring openness and transparency in all of our activities.

Alongside our values, our four strategic objectives provide the framework for our work:

- Deliver excellent housing and related services.
- Strengthen communication and engagement with tenants and other customers.
- Continue to strengthen governance and organisational effectiveness.
- Maintain strong financial stewardship and effective risk management.

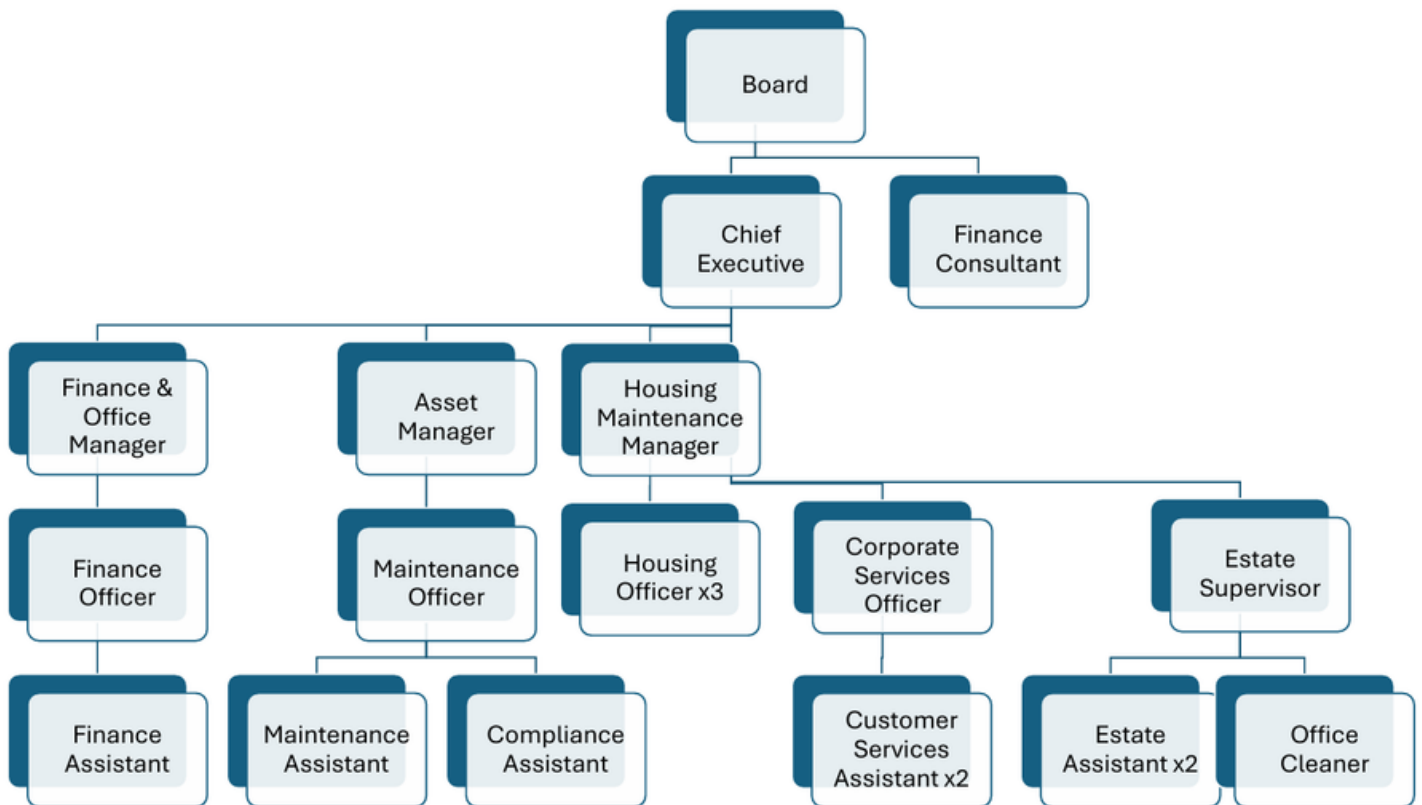
We look forward to hearing from candidates who share our values, our commitment to excellent customer service and our ambition to make a positive difference for our tenants, customers and communities for many years to come.

Yours sincerely,



Marion McMillan  
**Chairperson**

## OUR TEAM



| <b>Job Details</b> |                                      |                        |                  |
|--------------------|--------------------------------------|------------------------|------------------|
| <b>Job Title</b>   | <b>Chief Executive Officer</b>       | <b>Responsible to</b>  | <b>The Board</b> |
| <b>Grade</b>       | <b>EVH Grade 10,<br/>SM20 – SM23</b> | <b>Responsible for</b> | <b>All Staff</b> |

| <b>Job Summary/ Overview</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| <p>The Chief Executive Officer post in the Association is to provide a broad strategic role with the responsibility of ensuring continuous improvement and development in a continually changing environment.</p> <p>The Chief Executive Officer is accountable to the the Board, tenants, other service users and stakeholders for the effective achievement of the Association’s Vision, Mission and Strategic Objectives.</p> <p>The Chief Executive Officer leads the staff team and is accountable to the Board for regulatory, statutory and legislative compliance.</p> <p>As well as ensuring the delivery of high quality, responsive services that deliver and focus on positive outcomes and best value for tenants and other service users, the Chief Executive Officer is expected to be an innovative leader with the vision and drive that is focussed on ensuring Cathcart is recognised as a key partner in the successful delivery of housing strategy in the Community.</p> |

| <b>Job Outputs</b>                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>The postholder is responsible for carrying out the undernoted key tasks</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Key Tasks</b>                                                               | <b>Includes the requirement to:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Corporate Governance &amp; Strategy</b>                                     | <ul style="list-style-type: none"> <li>• Deliver exemplary corporate governance by ensuring that the Association's activities are delivered to the highest standards of integrity and professionalism in accordance with regulatory, statutory and legislative requirements as well as best practice methods.</li> <li>• Develop business strategy, policies and business planning.</li> <li>• Propose and recommend clear innovative strategic options that meet the aims of the Association.</li> <li>• Deliver the Association's Mission , Vision and Strategic Objectives.</li> <li>• Develop &amp; direct the implementation of the Association's Tenant Participation Strategy in all aspects of the Association's work.</li> <li>• Provide the Board with clear and concise reports which allow informed decisions to be made.</li> <li>• Implement the Board recruitment, induction, training and succession policies.</li> <li>• Plan internal audit to provide assurance on key areas.</li> <li>• Ensure ICT systems meet the business needs of the Association.</li> <li>• Execute the authority given from the Board in the Scheme of Delegated Authorities.</li> </ul> |
| <b>Performance &amp; Risk Management</b>                                       | <ul style="list-style-type: none"> <li>• Monitor Key Performance Indicators and initiate action to address underperformance and areas of weakness.</li> <li>• Ensure the Association provides high quality homes and services that meet tenants and customer's needs.</li> <li>• Ensure effective risk management and risk mitigation practices are embedded.</li> <li>• Ensure that the Association has effective internal controls in terms of assurance, accountability and probity.</li> <li>• Develop and maintain a culture of customer service, customer involvement, continuous improvement and quality management.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

## → JOB DESCRIPTION

|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                             | <ul style="list-style-type: none"> <li>• Ensure staff and customer satisfaction surveys are carried out and action plans put in place to address weaker areas.</li> <li>• Ensure compliance with regulatory standards and other applicable legislation.</li> <li>• Pursue relevant external accreditation.</li> <li>• Service the Board and Finance &amp; Audit Committee meetings; attending other Committee meetings as required.</li> <li>• Ensure annual and statutory returns are submitted timeously.</li> </ul>                                                                       |
| <b>Financial Management</b> | <ul style="list-style-type: none"> <li>• Ensure financial viability is maintained through robust systems that maximise income and ensure attainment of best value.</li> <li>• Ensure that financial probity and internal controls are fit for purpose.</li> <li>• Ensure compliance with the Treasury Management Strategy and Financial Regulations.</li> <li>• Ensure all statutory returns are completed , approved and returned within required timescales.</li> <li>• Oversee the Audit process.</li> </ul>                                                                              |
| <b>Leadership</b>           | <ul style="list-style-type: none"> <li>• Lead the delivery of a high quality, responsive service that focuses on positive outcomes for tenants and other service users.</li> <li>• Provide inspirational leadership to the Senior Staff Team.</li> <li>• Develop the Senior Staff Team as a creative, confident, experienced Team.</li> <li>• Establish a system of appraisal and personal development, encouraging staff to gain relevant new skills and experience.</li> <li>• Assist the Board in developing its skills and keeping its membership and structure under review.</li> </ul> |

## → JOB DESCRIPTION

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Asset Management Strategy</b>              | <ul style="list-style-type: none"> <li>• Ensure that the Asset Management Strategy is fit for purpose to protect the assets of the Association and ensure its long term sustainability.</li> <li>• Ensure compliance with the Asset Management Strategy.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>New Business Opportunities</b>             | <ul style="list-style-type: none"> <li>• Identify and develop new services and business opportunities in accordance with Strategic Objectives.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Stakeholders</b>                           | <ul style="list-style-type: none"> <li>• Act as a positive ambassador for the Association.</li> <li>• Manage all aspects of external relations, including marketing, public relations and relationships with key external organisations and individuals.</li> <li>• Feed into consultation exercises.</li> <li>• Contribute to the production of publications.</li> </ul>                                                                                                                                                                                                                                                                                   |
| <b>Staffing and Human Resource Management</b> | <ul style="list-style-type: none"> <li>• Take overall responsibility for all employees.</li> <li>• Establish a system of appraisal and personal development, encouraging staff at all levels to gain relevant new skills and experience.</li> <li>• Ensure staff have the necessary resources to allow them to fulfil their duties effectively.</li> <li>• Empower staff to carry out their roles.</li> <li>• Ensure the staff structure fits with the Association's business needs.</li> <li>• Take responsibility for the recruitment process.</li> <li>• Provide cover for other members of the Senior Staff Team and other staff if require.</li> </ul> |
| <b>Health &amp; Safety</b>                    | <ul style="list-style-type: none"> <li>• Take overall responsibility for all Health &amp; Safety matters.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

|                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>General</b>                             | <ul style="list-style-type: none"> <li>• Attend meetings out with normal working hours as required.</li> <li>• Attend training and personal development sessions as required.</li> <li>• Ensure compliance with Cathcart's policies, procedures and processes.</li> <li>• Promote Cathcart's Equality &amp; Diversity Policy.</li> <li>• Attend Community Events.</li> <li>• Carry out other tasks reasonably appropriate to this post.</li> </ul> |
| <b>General Data Protection Regulations</b> | <ul style="list-style-type: none"> <li>• Handle and protect all personal data in line with our Data Protection policies and current Data Protection legislation.</li> </ul>                                                                                                                                                                                                                                                                        |
| <b>Value for Money</b>                     | <ul style="list-style-type: none"> <li>• Endeavour to achieve VFM in all the delivery of services and to bring to the Board's attention any opportunities for improvement.</li> </ul>                                                                                                                                                                                                                                                              |
| <b>Complaints</b>                          | <ul style="list-style-type: none"> <li>• Ensure service and housing complaints are investigated, dealt with promptly and effectively and in line with required timescales.</li> <li>• Ensure that a record of all complaints are kept and reported through the appropriate committee and publications.</li> </ul>                                                                                                                                  |

**This job description is designed to provide a general statement of the required tasks, duties and responsibilities. It is not exhaustive and may be subject to amendment and/or review depending on business needs from time to time.**

| Requirement                                                                                                                                                                                                                                           | Essential | Desirable |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------|
| <b>Skills/ Abilities</b>                                                                                                                                                                                                                              |           |           |
| Strong, practical leadership and effective staff management competency to inspire high levels of motivation, performance, and commitment and to act as a change agent to achieve a culture that puts the customer first and delivers quality services | ✓         |           |
| A clear decision maker, able to initiate and implement significant strategies to achieve business goals effectively                                                                                                                                   | ✓         |           |
| Willingness to participate actively as a team member in a small staff group and to offer 'hands on' assistance when required                                                                                                                          | ✓         |           |
| Creation, development and implementation of policies into practices and ideas into actual results. Creation of an organisational climate that encourages staff to develop and give their best                                                         | ✓         |           |
| Provision of clarity about organisational priorities, vision, direction and change                                                                                                                                                                    | ✓         |           |
| Excellent operational and project management skills with the ability to communicate effectively with a range of stakeholders                                                                                                                          | ✓         |           |
| An analytical and strategic thinker who can formulate strategy, policies, implementation plans and delivers on outcomes                                                                                                                               | ✓         |           |
| Commitment to both the ethos of the RSL and the social housing movement                                                                                                                                                                               | ✓         |           |
| Ability to contribute positively to organisational performance, service improvement and collaborative working                                                                                                                                         | ✓         |           |
| Innovation, implementation, and development skills to effect changes to organisational culture and working methods                                                                                                                                    | ✓         |           |

| Requirement                                                                                                                                                                                         | Essential | Desirable |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------|
| <b>Skills &amp; Abilities (contd)</b>                                                                                                                                                               |           |           |
| Commitment to equality, diversity, inclusion and accessibility and the promotion of these principles through policies, services and working practices                                               | ✓         |           |
| A relationship builder, able to engage at all levels in the organisation, work under pressure and ensure provision of a customer driven approach to meet diverse customer needs                     | ✓         |           |
| Strong communication skills, with the ability to prepare and present clear, concise and effective information to a variety of audiences through written reports, presentations and verbal briefings | ✓         |           |
| Competency in balancing complex interests and conveying a direction understood by a variety of internal and external audiences                                                                      | ✓         |           |
| Strong negotiation and influencing skills, with the ability to build effective partnerships and achieve organisational objectives                                                                   | ✓         |           |
| Networking abilities, sound political judgement and equipped to promote the Association                                                                                                             | ✓         |           |
| Competent IT skills and an effective user of Information Technology for management purposes                                                                                                         | ✓         |           |
| Flexible approach to work priorities and ability to attend meetings out with normal hours of work to meet organisational needs and targets                                                          | ✓         |           |

## → PERSON SPECIFICATION

| Requirement                                                                                                       | Essential | Desirable |
|-------------------------------------------------------------------------------------------------------------------|-----------|-----------|
| <b>Knowledge</b>                                                                                                  |           |           |
| Degree level qualification or equivalent professional qualification and/or significant relevant experience        | ✓         |           |
| Excellent knowledge of housing issues, policy, statutory frameworks and / or wider regeneration and social policy | ✓         |           |
| Understanding of governance issues                                                                                | ✓         |           |
| Numerate with understanding of financial accounts, management accounts and investment methodologies               | ✓         |           |
| Possession of Postgraduate Diploma in Housing Studies or formal management education or training                  |           | ✓         |
| Membership of Chartered Institute of Housing or relevant professional body                                        |           | ✓         |
| Knowledge of Scottish Housing Regulator, business plans, regulatory frameworks and requirements                   |           | ✓         |

## → PERSON SPECIFICATION

| Requirement                                                                                                           | Essential | Desirable |
|-----------------------------------------------------------------------------------------------------------------------|-----------|-----------|
| <b>Experience</b>                                                                                                     |           |           |
| Substantial experience within housing or a related sector, including experience operating at senior management level. | ✓         |           |
| Creative and innovative management style and substantial experience of effective staff management                     | ✓         |           |
| Experience of managing change                                                                                         | ✓         |           |
| Preparation, promotion and implementation of business plans and other planning/bidding documents                      | ✓         |           |
| Strong grasp of financial frameworks and funding mechanisms, experience of budgets and general business management    | ✓         |           |
| Partnership working and delivering a positive contribution to wider action and community regeneration activity        | ✓         |           |
| Involvement in identifying, assessing and managing the impact of risk on projects                                     | ✓         |           |
| Experience of working with and servicing voluntary Board or Management Committee Members                              |           | ✓         |
| Previous work experience gained at a senior level                                                                     |           | ✓         |

## → SUMMARY TERMS

Cathcart & District Housing Association are Full Members of Employers in Voluntary Housing (EVH Ltd). The summary terms are for guidance and do not form part of the contract of employment.

|                             |                                                                                                                                       |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| <b>Salary</b>               | EVH, SM20 – SM23, £89,413 – £94,690 per annum<br><br>Work outwith normal working hours shall be compensated for by time-off-in-lieu.  |
| <b>Contract Duration</b>    | Permanent                                                                                                                             |
| <b>Hours</b>                | 32 hours per week over 4 days.<br>Currently piloting a 4 day working week, pilot in place until December 2027.                        |
| <b>Place of Work</b>        | Cathcart & District Housing Association<br>3–5 Rhannan Road<br>Glasgow<br>G44 3AZ<br><br>Office based with flexibility to work hybrid |
| <b>Holiday Entitlement</b>  | 25 days & 15 public holidays                                                                                                          |
| <b>Sickness Entitlement</b> | As per EVH Terms and Conditions                                                                                                       |
| <b>Pension</b>              | Defined Contribution pension scheme<br>Employer Contribution – currently 9.15%<br>Employee Contribution – 4%                          |
| <b>Notice Period</b>        | 12 weeks                                                                                                                              |
| <b>Salary Payment Date</b>  | 28 <sup>th</sup> of each month, or nearest day before in eeh event that this a weekend or public holiday.                             |
| <b>Professional Fees</b>    | One set of relevant professional fees paid annually as per the T&C's.                                                                 |
| <b>Travel</b>               | Mileage will be paid for travel in connection with Association business                                                               |

## → KEY DATES

To keep you informed about the recruitment process, please see below an outline of the key dates.



**CLOSING DATE/ TIME**

**7<sup>TH</sup> SEPTEMBER 2026  
AT 12 NOON**



**SHORTLISTING**

**WEEK COMMENCING  
14<sup>TH</sup> SEPTEMBER 2026**



**ALL CANDIDATES  
CONTACTED TO ADVISE  
OUTCOME OF APPLICATION**

**WEEK COMMENCING  
21<sup>ST</sup> SEPTEMBER 2026**



**1ST INTERVIEW**

**1<sup>ST</sup> OCTOBER 2026  
HOLIDAY INN GLASGOW  
- EAST KILBRIDE  
STEWARTFIELD WAY  
G74 5LA**



**2ND INTERVIEW  
IF REQUIRED**

**EITHER 2<sup>ND</sup> OR 5<sup>TH</sup> OCTOBER  
AT CATHCART & DISTRICT OFFICE**



**INTERVIEW OUTCOME**

**SHORTLY AFTER  
INTERVIEWS TAKE PLACE**

## **Application Form**

If you believe that you meet the criteria of the job role, we would encourage you to apply by completing the application form on the EVH [website](#).

Please note, we want to compare your experience, skills and knowledge with the requirements for this role. You should, by use of example, demonstrate below how you satisfy the criteria detailed in the person specification. This does not have to be from paid work but can be from other experience. Please clearly state which criteria you are referring to when completing your application.

Please submit your completed application form by **Monday 7<sup>th</sup> September 2026 at 12 noon** to [\*\*Recruitment@evh.org.uk\*\*](mailto:Recruitment@evh.org.uk). Applications received after this time, will not be considered.

All relevant information should be included in the application form. Please do not include a CV or attach any other information, as this will not be considered during the shortlisting process.

Please note that you will receive an acknowledgement of your application. If you do not receive this, please contact our recruitment partner, EVH on 0141 352 7435.

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## **Equal Opportunities**

We are an equal opportunities employer and positively encourage applications from suitably qualified and eligible candidates regardless of sex, race, disability, age, sexual orientation, gender reassignment, religion or belief, marital status or pregnancy and maternity.

If you consider yourself to have a disability, please detail on your application form, any reasonable adjustments that we can make for you as part of the recruitment process.

**We look forward to hearing from you!**



[\*\*Recruitment@evh.org.uk\*\*](mailto:Recruitment@evh.org.uk)



**0141 352 7435**

