



**Scottish Housing
Regulator**

Statutory Manager list Application pack

July 2019

About us

We are the independent regulator of social landlords in Scotland.

We safeguard and promote the interests of:

Around:

600,000

Tenants who live in homes provided by social landlords

Over:

125,000

Home owners who receive services of social landlords

Over:

45,000

People and their families who may be homeless and seek help from local authorities

Around:

2,000

Gypsy/Travellers who can use official sites provided by social landlords

We regulate:

190

Social landlords

158

Registered social landlords

32

Local authorities

Our role:

To monitor, assess and report on social landlords' performance of housing activities and RSLs' financial wellbeing and standards of governance. We intervene, where we need to, to protect the interests of tenants and service users.

Our Regulatory Framework explains how we regulate social landlords. It is available at: www.scottishhousingregulator.gov.uk



Introduction

In 2016 we published a [list](#) of people with suitable skills and experience, from which we can select when we make statutory appointments of managers to social landlords (RSLs and local authorities). We are carrying out an exercise to update our list of statutory managers. Our objectives in creating the list are:

- To increase openness and transparency
- Have assurance the required skills, expertise and knowledge are available
- To control and potentially lower costs for regulated bodies.

This information pack explains:

- The statutory manager's role
- How we will manage the list
- The statutory manager role profile
- Candidate assessment
- How to apply

Applications need to be submitted by **12 noon on 26 August 2019**.

The statutory manager's role

As published in our [Regulatory Framework](#) available on our [website](#) one of our functions is to make regulatory interventions where appropriate, relating to the performance of housing activities by both local authorities and registered social landlords, and RSLs' financial wellbeing and standards of governance.

A regulatory intervention is when we use a statutory power to require action from a social landlord where it is failing to provide services or manage its affairs to an appropriate standard. This may be non-compliance with regulatory requirements or a failure to achieve the standards and outcomes in the Scottish Social Housing Charter . We will only intervene where we need to and will always be proportionate, using the most appropriate power to target the problem effectively.

Our overall aim in any intervention is to achieve our regulatory objective to safeguard and promote the interests of tenants and other service users. The specific aim of intervention is to ensure that the tenants and service users have the benefit of a social landlord which is compliant with regulatory requirements as quickly as possible and at the least cost to tenants and service users.

One of the intervention powers available to SHR under Sections 57 to 59 of the Housing (Scotland) Act 2010 is to appoint a statutory manager to a social landlord. Our framework sets out more information about the use of this and our other statutory powers.

The statutory manager is not an employee of SHR or of the landlord. This is an appointment to carry out a statutory function. The time commitment and length of appointment will vary in each case. An appointment is likely to be for a period of 6 months but could be extended. The appointment is also likely to be an almost full time role and candidates in employment should be aware of the time commitment involved and ensure they can secure permission from their employer to accept an appointment potentially at short notice.

The landlord is responsible for paying the statutory manager's fees and expenses.

How we will manage the list

SHR wishes to develop a list of people with suitable skills and experience to carry out the statutory manager role. We intend to use the list to select candidates if we need to appoint a manager to a social landlord. When making appointments we must be assured that the person appointed has the required experience, skills and knowledge to help deliver the changes needed within the social landlord to bring its performance, governance or financial management to an acceptable level and comply with regulatory requirements.

The list of potential statutory managers will be in place for three years, and we will keep the list under review. We may run mini-competitions for each appointment, or, if we need to act urgently, make a direct appointment. In the exceptional circumstances where no list members are available, or if we require specialist skills which are not available through the people on the list then we may make a direct appointment outwith the list.

Being on this list does not guarantee that an individual will be selected for appointment during this period.

We will provide full briefing when we make an appointment and will agree communication and reporting arrangements with the manager at that time.

Statutory manager role profile

Successful candidates will have a proven track record of carrying out interim senior officer roles in regulated organisations with serious governance, and or financial management problems. They will have extensive experience in governance, financial management and change management. They will also have excellent communication, people management and risk management skills.

The statutory manager role profile is attached at Annex 1 and sets out the essential criteria which the manager we appoint must demonstrate in their application.

We can only accept applications from individual applicants rather than from a company or organisation with its own legal identity. Individuals employed by companies who wish to apply will be required to make their own arrangements with their employers and should apply separately on their own behalf.

We expect statutory managers to abide by relevant Codes of Conduct and to:

- Work with integrity and impartiality;
- Act with respect, sensitivity and courtesy;
- Respect diversity and promote equal opportunities and keep the interests of tenants and service users at the forefront of their activities;
- Communicate clearly and helpfully using plain English.

We will discuss the anticipated time commitment for an appointment with candidates before any appointment is made. We will expect a significant proportion of the time to be spent on site at the social landlord's premises. In the initial stages of an intervention an appointment can be full time. We also expect candidates to be flexible in working evenings and weekends in order to attend meetings or other engagements if required.

All successful candidates will be required to produce indemnity insurance prior to commencing their role as a statutory manager. A Basic Disclosure certificate may also be required at a later stage. Further information on Basic Disclosure certificates can be found at www.disclosurescotland.co.uk.

If you're a non-British national you can apply. You must be legally entitled to work in the UK and SHR would require the successful applicant to provide proof of eligibility to work in Scotland.

Candidate assessment

We have set out the essential criteria for the statutory manager role at Annex 1.

In order to apply to be included on the statutory manager list candidates should submit a recent CV and application form. Submitted CVs and application forms should match the essential criteria in Annex 1 demonstrating that applicants have the required experience, knowledge and skills for the appointment. We will use candidates' CVs and application forms to conduct an initial sift and decide which candidates best meet our essential criteria. We will assess CV's and application forms against our essential criteria.

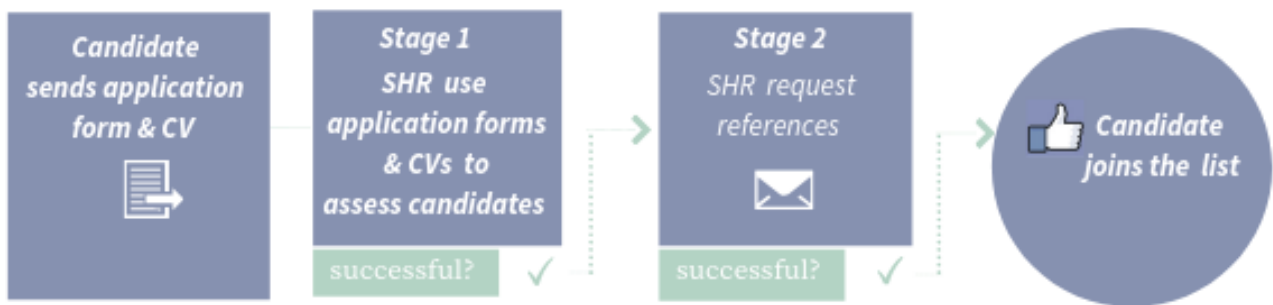
Candidates who pass the initial sift will proceed to the next stage of the assessment process which is the taking up of references.

We will take up references for two recent appointments. References will be used to demonstrate that candidates meet the essential criteria.

Applicants should also state a daily rate when applying to become part of the list. The person's suitability, qualifications and experience to carry out this role are our most important selection criteria. We will weight quality (80%) and price (20%) in our assessment.

We will select the candidates who best meet our requirements for the list of potential managers. We anticipate the assessment process will take approximately four weeks for stage 1 and four weeks for stage 2.

How we assess candidates



How to apply

If you are interested in being considered please provide us with a CV demonstrating how you meet the criteria and complete the application form on our website. It needs to be returned to SHR **by 12 noon on 26 August 2019**. The forms can be returned to:

- By post to SHR, Buchanan House, 58 Port Dundas Road, Glasgow G5 0HF
- By email to shr@scottishhousingregulator.gsi.gov.uk

The information pack and application forms are also available on the SHR website www.scottishhousingregulator.gov.uk

SHR is an equal opportunities organisation and welcomes applications from suitably qualified and eligible candidates regardless of sex, race, disability, age, sexual orientation, gender reassignment, religion or belief, marital status or pregnancy or maternity.

We recognise the principles of Equal Opportunities and are keen to find out whether we are attracting people from across our communities. To help us do that applicants are invited to provide Equal Opportunities monitoring information on the attached monitoring form. This is not compulsory.

This information will form no part of the selection and appointments process, however if you would prefer not to answer the questions please tick the box on the form. All information supplied will be anonymous and held in accordance with the Data Protection Act 2018.

Any Questions?

If you have any questions please e-mail shr@scottishhousingreguator.gsi.gov.uk.

Annex 1

Statutory Manager Role Profile

Experience, knowledge and skills required

We are looking for you to demonstrate **all** the experience and knowledge and skills listed under Essential Criteria.

Essential Criteria	
Experience	<ul style="list-style-type: none">• You will have a proven track record of successfully carrying out interim senior officer roles in regulated organisations with serious governance and/or financial management problems. And delivering improvements and lasting change• You will have experience in governance and financial management at a senior level• You will have experience in assessing risks and using sound judgement to develop and implement effective strategies to address risk• You will have a track record of working collaboratively with internal and external colleagues/stakeholders to manage risk and deliver improvements in troubled organisations• You will have personal resilience to deliver improvements in challenging organisational environments• You will have experience of identifying and implementing performance improvement. This will include planning, agreeing and monitoring the delivery of financial and other performance targets
Knowledge	<ul style="list-style-type: none">• You will understand the role of the Scottish Housing Regulator• You will have a high level of relevant knowledge of regulation frameworks and expectations• You will have a high level of relevant specialist knowledge of social housing operations, legislation and professional competence• You will have knowledge of relevant legislative framework for Scottish social landlords/Scottish housing sector• You will have an excellent understanding of governance structures, processes, controls and behaviours in a social housing context• You will have financial acumen and an ability to understand complex financial information in order to make management decisions• You will understand the funding environment, financial structures and funding mix for Scottish social landlords• You will have a knowledge of employment legislation• You will have a knowledge of equalities legislation

Skills	
Leading change:	<ul style="list-style-type: none"> • You communicate a clear vision which supports action and engages others • You set a standard by taking responsibility for delivery. • You manage risk and resources to drive continuous improvement • You are able to lead a way through complex issues and conflicting perspectives • You manage conflict effectively to achieve desired outcomes • You lead & manage the authorising environment, making connections across boundaries to build strong networks and partnerships
Governance	<ul style="list-style-type: none"> • You provide strategic direction to the organisation • You understand governance structures and processes and use these to ensure accountable decision making • You embed good governance structures, processes and behaviours • You demonstrate robust challenge
Financial management skills	<ul style="list-style-type: none"> • You use a variety of tools and techniques and know when to seek advice from audit, risk, procurement and finance specialists • You assure the highest standards of value for money, internal controls and governance • You are able to interpret complex financial information & options to underpin sound decisions • You are able to effectively manage funder/investor relationships
Communication and engagement	<ul style="list-style-type: none"> • You have excellent written and oral communication skills. • You use customer insight to identify appropriate communication channels to target internal /external stakeholder audience needs • You understand, influence and translate the wider communications agenda

People management	<ul style="list-style-type: none"> • You work collaboratively with internal and external colleagues/stakeholders to manage risk and deliver improvements in troubled organisations • You are credible with stakeholders, creating conditions to build effective teams that empower, value, recognise, inspire and motivate people • You raise performance using constructive challenge and feedback • You are a resilient and self-aware role model. You recognise your impact on others • You are able to shape the business direction to engage and align governing bodies and staff, manage workloads & ensure capacity to deliver • You seek advice from employment specialists when necessary
Risk management and improving performance	<ul style="list-style-type: none"> • You oversee risks to strategic objectives, influencing others to enhance outcomes and aid continuous improvement • You assess risks and use sound judgement to develop and implement effective strategies to address risk • You prioritise areas for action based on sound risk management • You plan, agree and monitor the delivery of financial and other performance targets • You implement ways to improve resource & asset efficiency • You link evidence with specific outputs and outcomes to challenge norms, and identify new ways of working • You use skills and resources effectively to meet changing circumstances and expectations

Applicants will be asked to certify that the information provided to us is correct. If the application passes the initial sift we will take up references from two recent appointments.

When we need to make an appointment we will take steps to confirm that the applicant is able to be appointed to the position. At that stage applicants will be asked to certify that:

- they have indemnity insurance
- they have no inappropriate or unmanageable conflicts of interest incompatible with the appointment
- the applicant's appointment is not barred by criminal offences or other relevant matters
- they agree to be bound by relevant Codes of Conduct
- they are able to meet the time commitment required

