

Applicant Information pack for appointment to the Board of the Scottish Housing Regulator



The Cabinet Secretary for Social Justice and Housing is seeking to appoint two new Members to the public body of the Scottish Housing Regulator. This applicant pack relates to the vacancy for an individual with **senior experience in the social housing sector within the last 5 years**. The Cabinet Secretary values highly the benefits of having different points of view on the public body and welcomes applications from people from all walks of life. In particular, applications are encouraged from disabled people and young people.

The appointments process for these public body vacancies follows the [Code of Practice for Public Appointments](#) and is regulated by the [Ethical Standards Commissioner](#).

Key dates for this appointment round

Information session Register here for the online information session.	Tuesday 10 November 2026 at 12:00 -12:45
Closing date	Friday 27 November 2026 at 17:00
Sift of applications	Tuesday 12 January 2027
Date applicants will hear about the outcome of their application	By Friday 15 January 2027
Interviews <i>It is unlikely that we will be able to accommodate requests for alternative interview dates. Interview slots are allocated through our online self-service system, where you will be invited to select from the available dates and times.</i>	Tuesday 26 and Wednesday 27 of January 2027 Interviews will be in person at Scottish Government St Andrews House 2 Regent Road Edinburgh, EH1 3DG
Ministerial decision	W/C 15 February 2027
Start date	Thursday 1 April 2027

Welcome Message from Garry Coutts, Chair of the Scottish Housing Regulator

Thank you for considering applying for an appointment with the Scottish Housing Regulator. The successful applicant will join a strong and experienced board committed to effective regulation to safeguard and promote the interests of tenants and others using services provided by social landlords. The Board provides strategic leadership and oversight, setting direction and ensuring effective governance and performance. The Scottish Housing Regulator is accountable to the Scottish Parliament.



This vacancy is for someone with experience, gained within the last 5 years, of working at a senior level within the social housing sector. We would welcome the perspective that senior practitioners can bring on governance and regulation. We will provide support and training to help fill any knowledge gaps or skills required to be a successful Board member. The second vacancy which is for a current tenant of social housing in Scotland can be found [here](#).

You can find out more about the selection criteria and the process in this pack. In addition, we have published information and resources to support your application on [our Board recruitment webpage](#), including a message from our Deputy Chair and a video with top tips for applicants.

Our Board brings together people with a wide range of skills, backgrounds and experiences. I encourage you to visit our website at www.housingregulator.gov.scot to learn more about the Board and our work. Our work continues to respond to the significant challenges facing tenants and social landlords, including cost inflation, rent affordability, and homelessness. We maintain a strong regulatory focus on the quality and safety of homes and work closely with our stakeholders to support good quality social housing outcomes.

As a Scottish public body, we also continue to make a wider contribution including to Public Service Reform and are mindful of our resources. We are reviewing how we work and we will develop a new Strategy for implementation from April 2027.

To discuss this opportunity, please contact our Roisin Harris, our Corporate Governance Manager at shr@shr.gov.scot. Thank you again for your interest in the Scottish Housing Regulator. I wish you every success with your application.

Garry Coutts,
Chair, Scottish Housing Regulator

Information about the role

Remuneration	<p>£204.77 per day, non-pensionable plus reasonable travel and subsistence and receipted dependents' carer costs.</p> <p>Taking up a public appointment, whether paid or unpaid, may affect your entitlement to benefits. Further information is provided on page 14.</p>
Time commitment	<p>Up to 52 days per year including preparation time at home, meetings, travel, engagements and development.</p> <p>Preparation time at home can be done outside traditional office hours and time spent does not have to be in full day blocks.</p>
Length of appointment term	<p>Appointments to this role will be made for a term of up to 4 years (with a minimum of 2 years). The length of term will be discussed and agreed with the successful candidate.</p> <p>Ministers may reappoint members if their performance is appraised as satisfactory and if their skills, knowledge and experience is still required. Each role is normally subject to a maximum term of eight years' service.</p> <p>This appointment is being made during a period of Public Service Reform in Scotland. During this period, and depending on the implementation of future reforms, appointments may end earlier than anticipated or may be extended, subject to Ministerial decisions and legislative requirements. The successful candidate will, of course, be kept informed of any likely or actual changes to the term length as a result of the changing landscape. Applicants should be aware that these positions are held at the discretion of Scottish Ministers and do not constitute employment.</p>

	Applicants who have previously served on this public body should refer to the Q&A section at the end of this pack on previous service and term limits.
Location of meetings	We value in-person collaboration and hold most meetings face-to-face however reasonable adjustments will be considered to support inclusivity. SHR's office is located at High St, Glasgow.
Disqualifications	<p>A member of the Scottish Parliament cannot also hold a public appointment for public bodies listed in the Schedule to the Scottish Parliament (Disqualification) Order 2025.</p> <p>Former Ministers and senior civil servants (Director General level and above) should ensure they comply with any applicable business appointment rules.</p> <p>The Charities (Regulation and Administration) (Scotland) Act 2023 came into force on 31 August 2025, and the updated automatic disqualification criteria for charity trustees will apply.</p> <p>The Housing (Scotland) Act 2010 sets out restrictions on who can be a Board member with the Scottish Housing Regulator. Applicants will be ineligible to take up a position if they are:</p> <ul style="list-style-type: none"> (a) a member of the Scottish Parliament, (b) a member of the House of Commons, (c) a member of the European Parliament, (d) an office-holder in the Scottish Administration, (e) a councillor of any local authority, (f) an officer of any registered social landlord (other than by virtue of this Act), (g) an employee of any local authority, or (h) an employee of any registered social landlord. (i) are under 18 years old <p>Also, Scottish Ministers may remove a member from office if:</p> <ul style="list-style-type: none"> (a) the member is an undischarged bankrupt, or

	<p>(b) the member -</p> <ul style="list-style-type: none"> (i) has been absent from meetings of the Regulator for a period longer than 6 consecutive months without the permission of the Regulator, or (ii) is unable to discharge the member's functions as a member or is unsuitable to continue as a member. <p>If you are currently disqualified from appointment, you can still apply, but we will ask you to confirm that you will stand down from the position that disqualifies you prior to taking up any appointment to the SHR's Board.</p> <p>Should you have any questions about this disqualification section, you can seek advice by emailing the Public Appointments Team, Public.Appointments@gov.scot</p>
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The Scottish Housing Regulator

The Scottish Housing Regulator (SHR) are the independent regulator of Registered Social Landlord and local authority housing services in Scotland. The SHR were established on 1 April 2011 under the Housing (Scotland) Act 2010.

Their statutory objective is to safeguard and promote the interests of:

- around 600,000 tenants who live in homes provided by social landlords
- over 120,000 owners who received services from social landlords
- around 40,000 people and their families who experience homelessness and seek help from local authorities
- around 335 Gypsy/Traveller families who can use official sites provided by social landlords

Find out more [about SHR and what they do](#)

Find out more about how SHR regulate from their [Regulatory Framework](#) or read [How we regulate: A guide for tenants and service users.](#)

The Scottish Housing Regulator is led by a Board of non-executive members, appointed by Scottish Ministers following an open public appointments process.

The Board provides strategic leadership and oversight to ensure the Regulator fulfils its statutory purpose effectively and efficiently. It sets the organisation's strategy and objectives, monitors performance and delivery, ensures strong management and governance arrangements, holds the Chief Executive and senior team accountable, safeguards the Regulator's independence, and promotes open, accountable and constructive engagement with stakeholders.

The role of Member

Board members are expected to contribute actively to collective decision-making, provide constructive challenge and support, and help ensure that Board decisions are implemented effectively. They should focus on the interests of tenants, homeless people and other service users, engage respectfully with different perspectives, attend and prepare fully for meetings, uphold collective responsibility, commit to ongoing development, and act in accordance with the Board's Code of Conduct and governance standards.

Board members are expected to act collectively in the best interests of the Scottish Housing Regulator's statutory objective. While they may bring valuable personal, professional or lived experience, they are not appointed to represent particular interest groups and must support collective Board decision-making and accountability.

The selection panel

Chair	Matt Elsby, Deputy Director, Better Homes, Scottish Government
Panel member	Garry Coutts, Chair, Scottish Housing Regulator
Independent Panel member	Beth-Anne McDowall, NHS Lanarkshire's Promise Officer

Please note that applicants will be asked to declare if they know any members of the selection panel named in this pack. The panel will also declare if they know any applicants. Any actual or perceived conflicts of interest will be managed in line with the [Ethical Standards Commissioners Code of Practice for Public Appointments](#).

Person specification

The Cabinet Secretary for Social Justice and Housing is seeking to appoint two new Members to the Board of the Scottish Housing Regulator. This applicant information pack relates to the vacancy for an individual **with senior experience in the social housing sector within the last 5 years**. If you would also like to apply for the other SHR vacancy seeking a current tenant of social housing in Scotland you can find details on our [vacancies page](#). To be considered for both vacancies, a separate application must be submitted for each.

The table below sets out the skills, knowledge, experience and attributes that we are seeking for this role and explains how the criteria will be tested. You may have gained your experience through work, by being active in your community, in a voluntary capacity or through your own living experience. Applicants must meet the priority criterion and the essential criteria.

The priority criterion is weighted over the essential criteria, and the candidate who provides the strongest evidence against the priority criterion will be considered best suited for the role. Where candidates are assessed as equally strong against the priority criterion, the panel will then evaluate the strength of the evidence presented against the essential criteria in determining who is most capable of fulfilling the role.

Priority Criterion	Indicators	How this will be assessed
1. Senior experience in the social housing sector within the last 5 years.	<ul style="list-style-type: none">• Held a senior executive/management role with a provider of social housing or homelessness services within the UK in the last 5 years.• You will have an understanding and direct experience of the value and impact of effective housing regulation and governance• You will be confident and credible when communicating with strategic stakeholders across the housing sector.	<p>Application: In the online application form, please demonstrate how you meet this criterion using no more than 400 words and your tailored career history.</p> <p>Interview: This will also be assessed at interview stage through interview questions.</p>

Essential Criteria	Example indicators	How this will be assessed
<p>1. Constructive & supportive challenge</p> <p><i>(this means questioning ideas, decisions, or actions in a positive way to help improve them, while remaining respectful and encouraging)</i></p>	<ul style="list-style-type: none"> You are confident in expressing your viewpoint, while remaining open and respectful to the perspectives of colleagues. You ask questions to clarify and deepen your understanding, using information gained to inform collective decisions. 	<p>Interview: This will also be assessed at interview stage through practical exercise interview questions.</p>
<p>2. Communication & influencing</p> <p><i>(this means you are able to express your views, listen to others, and help people make informed decisions)</i></p>	<ul style="list-style-type: none"> You can show us how you have influenced people. You can explain your views clearly, listen to others, and change how you communicate to help different people understand your message. 	<p>Interview: This will also be assessed at interview stage through a practical exercise and interview questions.</p>
<p>3. Working collaboratively</p> <p><i>(this means you will be able to work well with other people, listen to them, and help find solutions together)</i></p>	<ul style="list-style-type: none"> You may have worked successfully within a team. You take responsibility for decisions, including the collective decisions made by a group you have been part of. You accept that sometimes these may not align with your personal view. You appreciate the skills and knowledge of others, show respect and you are willing to share your own knowledge 	<p>Application: In your online application, please demonstrate how you meet this criterion using no more than 200 words and your tailored career history.</p> <p>Interview: This will also be assessed at interview stage through interview questions.</p>

Tailored Career History

In the online application form you will be prompted to complete information on your career history. This should be no longer than 600 words and can include information from your professional, personal and voluntary experience tailored to the requirements of the role.

Please include:

- Dates
- Information about the organisation
- Information about your role and experience

How to apply online

1. Download and save this applicant information pack to refer to.
2. Read the 'person specification' section in this pack.
3. Prepare your written evidence, ensuring to adhere to the stated word limits, for:
 - Priority Criterion 1 - Senior experience in the social housing sector within the last 5 years
 - Essential Criterion 3 - Working collaboratively
 - Your Tailored Career History
4. Navigate back to the job advert and click 'apply'.
5. Complete the personal information and conflict of interest questions.
6. When prompted, provide your evidence against the relevant boxes for the Priority Criterion 1, Essential Criterion 3 and your Tailored Career History.
7. Submit your online application by 17:00 on Friday 27 November 2026.

Please Note: you do not have the option to edit your application once you click 'submit'. You must have all your information to hand before submitting your application.

We strongly recommend that you draft your answers in a word document and check that you are happy with them before copying and pasting your answers in the relevant sections of the online application.

Please note that any content exceeding the stated word limits will not be considered by the selection panel.

Late applications will not be accepted by the selection panel.

The online system has been extensively tested for compatibility with a range of assistive technologies. However, should you experience any difficulties accessing or using the system, please contact the Public Appointments Team at: Public.appointments@gov.scot

Application Advice

The selection panel will not make assumptions – for example from a job title – as to the skills, knowledge, experience and attributes you have gained. The Panel will review the evidence provided and invite to the second and final assessment stage those applicants who most closely meet the criteria being tested at this first stage of assessment. By the end of the selection process, you must have demonstrated that you have met the essential criteria to the satisfaction of the selection panel to be considered for appointment.

You should provide clear and succinct information about yourself and how you meet the criteria that are being tested at this application stage. When being asked to demonstrate knowledge, understanding or experience, you should describe how you gained this, the breadth and depth of this knowledge, understanding or experience and any situations where you have used this.

Please use specific evidence to support your answers that is relevant to the requirements being tested. Draw on evidence from your working and/or personal life, or through your participation with a private, public, voluntary, charity or community organisation. Please note that there are word limits at each of the sections.

Suggested preparation

- Take time to think about each of the criteria and think about the situations you have recently been involved in.
- Think how your actions and experiences led to results that demonstrate the criteria.
- Prepare your answers.

Your evidence

- Please be clear and succinct. You may be asked to expand on your answers at interview.
- Draw on evidence which best demonstrates your skills, knowledge or abilities in that area.

In providing your evidence, it would be helpful if you could explain your personal contribution, what you did and how you did it – use “I” not “we.” Give the outcome – what happened? How effective was the result? How influential were your role, actions and interventions? What impact did you have?

Using the STARR method

When providing evidence against the criteria, you may find it helpful to structure your responses using the STARR method. This helps you present clear, concise, and relevant evidence and allows the selection panel to understand your individual contribution and impact.

- **Situation** – Briefly describe the context or background.
- **Task** – Explain your specific role or responsibility.
- **Action** – Describe what you did (use “I”, not “we”), including how and why you took those actions.
- **Result** – Set out the outcome of your actions and what was achieved.
- **Reflection** – Where appropriate, reflect on what you learned, what you would do differently, or how this experience is relevant to the role of a Non-Executive Public body Member.

Using this approach will help you demonstrate not only what you did, but how you applied your skills, judgement, and values, and the impact of your contribution.

The assessment process

The assessment process will happen as follows:

1. The selection panel will assess all applications against the criteria for appointment (see the person specification). Those who demonstrate evidence that most closely meet the criteria tested at this stage will be shortlisted for interview.
2. Candidates invited to interview will be provided with a practical exercise to prepare in advance of the interview. During the interview, candidates will be required to present their prepared oral response.
3. The selection panel will interview candidates and the questions they ask will relate directly to the criteria for appointment.
4. The selection panel will also ask questions relevant to the fit and proper person test (see below) which will include questions about the [Principles of Public life in Scotland](#).

5. The selection panel will review the evidence provided and agree on which candidates have most closely met the criteria for selection and should be recommended to the appointing Minister.
6. The appointing Minister will make a decision about whom to appoint based on evidence from the selection panel. The appointing Minister may request to meet with candidates before making a final decision.
7. Appointees will be asked to complete pre-appointment checks which will include a Disclosure Check (there is no charge for this). Appointment is conditional on satisfactory completion of these.

Guaranteed interviews

This appointment round will provide guaranteed interviews for disabled people who meet the criteria for the role being tested at the application stage. The selection panel will not know which applicants have requested a guaranteed interview until the shortlisting is complete.

Fit and proper person checks

In the context of public appointments, a fit and proper person is someone who is suitable because they meet the requirements of the role, and their past or present activities and behaviour means they are suitable. Tests are built into different stages of the appointment process to ensure that:

- Conduct to date has been compatible with the public appointment
- Membership is not barred by the body's constitution e.g., criminal record or bankruptcy (see disqualifications)
- There are no unmanageable conflicts of interest
- Political activity is declared
- There is agreement to abide by the [Principles of Public life in Scotland](#)
- There is confirmation that the time commitment required for the role can be met.

Media checks for candidates invited to interview

The selection panel may consider publicly available information about candidates, including posts on social media platforms. Any findings that the selection panel agree are pertinent to the role or that may call into question suitability for the appointment, credibility of the appointments process or the public body will be discussed with candidates at interview. Consideration of any issues will take place openly and transparently to establish the facts.

Candidates will be given an opportunity to respond to any concerns. This information will be handled in line with the [Privacy Notice](#) for public appointments.

Gender Representation on Public Body Boards (Scotland) Act 2018

The Gender Representation on Public Body Boards (Scotland) Act 2018 sets a gender representation objective that 50% of non-executive members of public body boards should be women.

Where two or more candidates are assessed as equally qualified for appointment, and at least one candidate is a woman and one is not, section 4(3) of the Act requires the appointing Minister to appoint the woman where this would help the public body achieve, or make progress towards achieving, the gender representation objective*.

Once you apply, the Scottish Government will write to you to collect the required information regarding your sex.

*To note, under section 4(4) of the Act, the appointing Minister may instead appoint a candidate who is not a woman where another characteristic or circumstance appropriately justifies doing so.

Common questions and answers

Who can I contact to speak about this role?	Roisin Harris, SHR Corporate Governance Manager shr@shr.gov.scot .
Who can I speak to about a disability related reasonable adjustment?	Please contact the Public Appointments Team Email: Public.appointments@gov.scot Deaf, deafblind and BSL users can contact the team via contactSCOTLAND-BSL
I am having a problem with the application process who can I speak with?	Please contact the Public Appointments Team (see contact details above).
Do you have any advice for candidates attending interviews?	Yes. More information is provided here: Introduction - Public appointments: guide - gov.scot (www.gov.scot)

I can't attend the interview in person, can I attend remotely?	Yes. You can request to attend the interview using MS teams. Please contact the Public Appointments Team. Email: Public.appointments@gov.scot
Will you reimburse expenses for attending an interview?	Yes. You can claim reasonable expenses. A claim form will be issued with your invitation to interview, along with instructions.
What does 'appointed on merit' mean?	Appointed on merit means that the people who are appointed most closely meet the criteria that is sought for the public body vacancy at a point in time. People are assessed on the evidence that they present in the appointments process and the findings of the fit and proper person test.
What role does the Ethical Standards Commissioner (ESC) have in the appointments process?	The ESC regulate and monitor the public appointments process . The Commissioner plays a role in ensuring appointments are made on merit and use fair methods. More information about the Commissioner's role is provided here: Public appointments Information leaflet Ethical Standards Commissioner
Can I apply if I am not a British citizen?	Yes. You can apply if you are not a British citizen. However you must be legally entitled to work in the UK.
Would remuneration for a public appointment impact on my benefits?	Possibly. Taking up a remunerated public appointment may affect benefits payments. This will depend on individual circumstances and you should seek advice from your benefits provider. More information is provided here: Public appointments and welfare benefits: information - gov.scot (www.gov.scot)
Do the selection panel see information from the diversity monitoring form?	No. Diversity monitoring information provided by applicants is not shared with the selection panel. If applicants opt for a guaranteed interview this information will be shared with the selection panel. Information about a reasonable adjustment may be shared with the selection panel to ensure that requirements are met (e.g. if a BSL interpreter is required).

<p>Do I need to provide an email address and contact details at application stage?</p>	<p>Yes. You must provide your contact details, including an email address, when submitting your application. This information is required so that we can contact you regarding your application and, if you are successful, to support the appointment process. As part of the Baseline Personnel Security Standard (BPSS) requirements, the Scottish Government may need to verify the identity and credentials of candidates who are recommended for appointment. Contact details are also needed by the public body to arrange induction.</p> <p>Applications submitted without the required contact information will be rejected.</p>
<p>How will my personal information be handled?</p>	<p>All personal information will be handled with great care and in line with UK GDPR and data protection requirements. Further information can be found in the Privacy Notice.</p>
<p>Can I get feedback on my application or interview?</p>	<p>Yes. You can request feedback. Candidates have 20 working days from the date of notification of the outcome of their application to make the request in writing.</p>
<p>Is any training provided if I am offered and take up an appointment?</p>	<p>Yes. Each public body has their own induction process and training offer, they will make contact directly should you be appointed. New appointees are also invited to attend an induction day hosted by the Public Bodies Support Unit of the Scottish Government.</p>
<p>Can I apply for a role on a regulated public body if I have previously served on that public body?</p>	<p>Yes. Previous service on a public body does not prevent you from applying for a new appointment.</p> <p>Time served as a Member, Trustee or Commissioner and time served as Chair are treated separately. Each role is normally subject to a maximum of eight years' service. If you have previously held the same role on the public body, any earlier periods of service will count towards the eight-year limit, even if there has been a break between appointments.</p>

Is it possible to hold more than one public appointment?	<p>Yes. It is possible to have more than one public appointment. However, please check the disqualification section in this pack for further details related to this specific public body.</p> <p>You should also check that you can make the time commitment for an additional appointment and that there are no unmanageable conflicts of interest.</p>
Are public appointments announced?	<p>Yes. Every appointment is announced here: Public appointments: news releases - gov.scot (www.gov.scot)</p> <p>The public body may also announce new appointments on their own website and social media platforms.</p> <p>Information published will include a biography and details of any political activity within the last 5 years.</p>
What standards are expected of public body members?	<p>The conduct expected of public body members of Scottish public bodies is set out here: Members of devolved public bodies: model code of conduct - December 2021 - gov.scot (www.gov.scot)(this includes the Principles of Public Life)</p>
How can I complain about the public appointments process?	<p>Further information about the complaints process for public appointments can be found here: How to apply - Public appointments: guide - gov.scot (www.gov.scot)</p> <p>Anyone concerned about public appointments can raise a complaint and have it independently investigated by the Ethical Standards Commissioner.</p> <p>Investigation process public appointments Ethical Standards Commissioner</p>

For further information

Please contact the Public Appointments Team, Scottish Government

Email: Public.appointments@gov.scot

Deaf, deafblind and BSL users can contact the team via [contactSCOTLAND-BSL](#)

