



**Langstane Housing Association**

# **Chief Executive**

Recruitment Pack



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# Welcome

**I am delighted you are considering our chief executive officer position and hope you find the information in this pack compelling.**

Langstane is a great housing association. We make a positive difference to the quality of life for our tenants and strive to do more across North East Scotland.

To sustain and further develop our impact we need excellent leadership and, with our current chief executive retiring, we are seeking a new leader to steer Langstane through the next stages of our continued development. All housing associations are facing challenging times, but we also see great opportunities. We are a strong, financially stable and well managed organisation with enthusiastic employees and a clear vision. We are committed to being more than a landlord, offering advice and support to our more vulnerable tenants.



We are also preparing to re-engage with new build developments to enable us to support more individuals and families.

Our new chief executive will appreciate our vision and ambitions, support the board to articulate them into practical and viable actions and lead the managers and employees of the organisation to deliver in an environment of continuous improvement.

I encourage you to look through the information in this pack and if you believe you have the necessary skills and experience to lead Langstane through the next stage of our progressive future then please do submit an application.

Prospective candidates who wish to have an informal discussion about the role are welcome to contact either Gillian Tiernay or Emma Barker at Reset HR, using the contact details provided below.

E: [info@resethr.co.uk](mailto:info@resethr.co.uk)

We look forward to hearing from you.

Thank you,

**Mike Martin**

Chairperson

# Company overview

## Our history

Our founding mission in 1977 was specifically to provide homes and support to single homeless people who had no access to safe, secure, affordable homes. This is as relevant today as it was over 45-years ago.

Langstane Housing Association is a registered social landlord (RSL), a registered charity, and a registered property factor.

We currently own and manage circa 2,900 social homes throughout Aberdeen, Aberdeenshire and Moray, providing affordable rented homes to single people, couples and families.

Our head office is at 680 King Street, Aberdeen, AB24 1SL and we have a satellite office in Elgin at 7 North Guildry Street, Elgin, IV30 1JR.

Our Elgin team delivers services to our tenants in Moray and northern Aberdeenshire.

All other services are delivered by our Aberdeen based employees.

Click for more on our history: [www.langstane-ha.co.uk/about-us/](http://www.langstane-ha.co.uk/about-us/)

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## Our goals

Our mission is to provide homes and services that make a positive difference to people's lives. Our vision is to empower our people, customers and communities to be the best they can be.

Our vision reflects our ambition to create positive, lasting outcomes for our tenants and the communities we serve. We will achieve this by investing in our customers, our homes, our people, our organisation, and our communities ensuring we continue to grow, improve, and deliver meaningful impact.

Here is more information on our [mission, vision and values](#).



# Our values

Our values guide how we work, how we make decisions, and how we serve our tenants and communities. They shape our culture and set the standard for leadership across the organisation.

## 1. We value people

We see the person and consider their unique situation, putting people at the heart of our decision making and retaining a positive outlook regarding the housing industry and those we assist.

We consult and listen to the views of those involved within the Langstane Group.

## 2. We aim high

We exercise good governance and work hard to continually improve our services, delivering the services our customers want.

We have a 'can do' approach.

## 3. We are proud of our roots

We remember our origins, that Langstane Housing Association was set up to help and support households who were among the most vulnerable in our society.

We provide homes not properties and support our tenants to live independently and be active members of our communities respecting and embracing equality, diversity and inclusion.

## 4. We rely on teamwork

We work together as one team and with one voice.

We work with our partners to achieve our goals, delivering more together.

## 5. We are prudent financial managers

We recognise the importance of maintaining and protecting our financial strength and use effective financial management to underpin everything we do and help us grow.

We deliver value for money.

## 6. We are open and accountable

We provide relevant, accurate, user-friendly information about our performance that allows our tenants and others to hold us to account.

If we make mistakes we apologise and put things right as soon as possible.

## 7. We move with the times

We influence decision making to benefit our tenants and our organisation.

We respond to change with imagination and innovation.

# What makes us different

## What makes us different?

Langstane was created to provide homes and support for often very vulnerable, single, working age people who at the time relied heavily upon unsatisfactory ad-hoc / temporary accommodation. In addition, those who needed it the most, had often little or no support networks in place.

We understood then, as we understand now, that everyone needs help and support at certain times in their lives. It is important to us that we play our part in helping our tenants live successful lives, and to sustain their independence whilst living in good quality affordable homes.

We have ambitions to expand and increase the size, type and quality of homes we provide, and the range of services we deliver.

We aim to add to the number of homes we provide throughout the Grampian area and ensure these meet both the current and future needs of our tenants.

Our business-as-usual activities continue to be driven by a desire to meet the needs of those we serve whilst continuing to deliver value for money.

To allow us to achieve our ambitions, excellent financial management is crucial as any surplus we make, is reinvested back into our business.

## Governance

A voluntary board of management governs our activities and ensures the public funding invested in providing Langstane's homes, is used to good effect.

Our board members provide strategic direction and leadership, and task us with ensuring the services we provide make a positive difference to people's lives whilst meeting all legal and regulatory requirements.

Under the guidance of our board, Langstane's main strategic document, our business plan, has recently been reviewed. This sets down our strategic direction for the next five years. You will play a key role in delivering our ambitions.

Equally, as part of our leadership team, you will be responsible for delivering business as usual activities. This involves preparing and presenting key reports to governing body members. You will be lead officer for a number of activities and provide expert advice during governing body meetings.

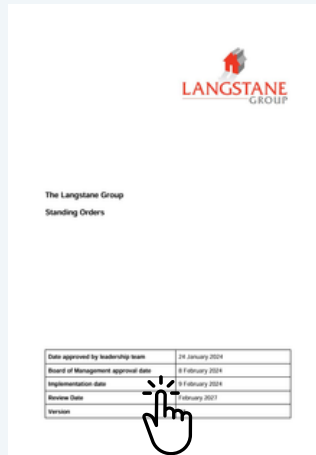


# Doing the right things, well

If you are interested in what we do, please view our [website](#) and in particular the following:



Business Plan  
2024 - 2029  
and addendum



Standing Orders



Key Information



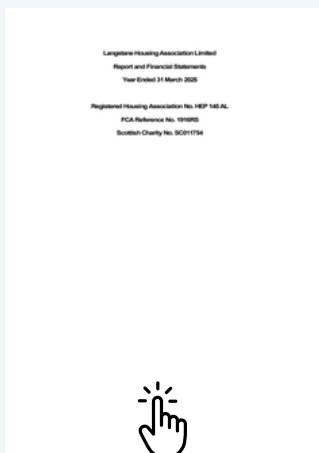
Annual Report  
2024 - 2025



ESG Report 2025



Health and Safety  
Policy



LHA Final accounts  
year end 2025



Asset Management  
Strategy 2024 - 2029



Development Strategy

# Our governance structure

Our experienced governing body members come from a wide range of disciplines. More information on our non-executive team can be found [here](#).



**Mike Martin**  
Chairperson



**Anne Stevenson**  
Vice chairperson



**Katie Butler**



**Tony Dinozzi**



**Jamie Drummond**



**John Fraser**



**Jodie Gillies**



**Ian Jamieson**



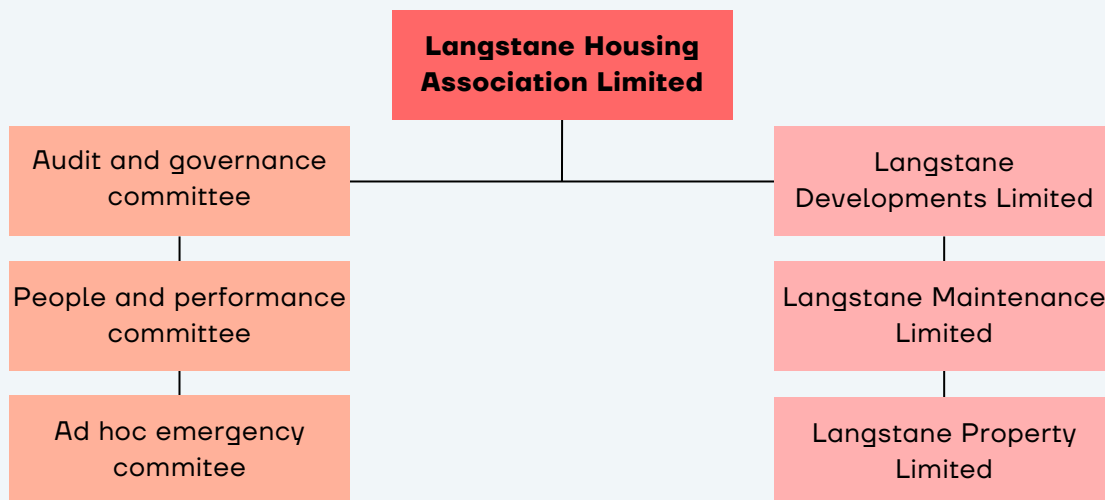
**James Knowles**



**Charlie Lynch**



**Jack Marshall**



# Our Leadership team

Further information on our leadership and senior management team can be found [here](#)



**Vacancy**  
Chief executive



**Bob Jack**  
Director of property



**Anne Jenkins**  
Director of housing



**Mandy Macarthur**  
Director of finance and corporate services

# Our management team



**Rebecca Davidson**  
Customer service manager



**Gillian McCormack**  
Finance manager



**Martin Toward**  
Housing manager



**Donna Campbell**  
HR manager



**Steven Lobban**  
ICT & service delivery manager



**Claire McEleny**  
Property manager

# Total rewards package

## Work / life balance

### Hybrid / flexible working

We recognise the benefits a good work / life balance brings and, taking business requirements into account, we promote a hybrid working framework that benefits both our employees and Langstane. We also offer a flexible working approach through flexi-time for eligible roles.



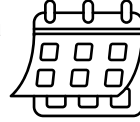
### Enhanced sick pay

Depending on length of service, the Association provides enhanced sick pay.



### Generous family leave

Enhanced maternity, paternity and adoption payments are made to qualifying employees.



### Annual leave

A total of 37 days leave is provided. The annual leave entitlement is 25 days plus 12 public and local holidays (pro rata for those employed for less than full-time hours per week).

## Health, wellbeing & support

### Employee assistance programme and wellbeing app

The MCL Medics employee assistance health and wellbeing programme includes short-term counselling and referral services for all our employees and their immediate family, alongside a helpline and app that provide health, wellbeing and lifestyle support.



### Eye care

One contribution towards spectacles prescribed for VDU use will be made per annum. This contribution is capped at £50 per annum.

### Flu vaccination

We offer the flu vaccination to all employees on an annual basis.



### Health shield

The health shield cash plan provides money back on everyday healthcare costs. It allows easy access to additional benefits including a virtual GP and rewards platform.

## Salary and financial benefits

### Salary

The Association offers a competitive salary package.

A pay review occurs annually at the start of each financial year and eligible employees will also receive incremental progression.

### Pension scheme

The Association offers a generous pension scheme with Langstane contributing 10% and employees contributing a minimum of 5%.

A death in service benefit is also provided to those who are part of the pension scheme.

### Salary sacrifice

Electric and hybrid car scheme.



### Credit union

Employees are eligible to save and borrow with the St Machar Credit Union.



### Essential car user allowance

For qualifying roles



## Discounts, rewards and recognition

### Blue light card

We are delighted that, due to the services provided, Langstane employees qualify for a blue light card. This allows employees to receive a range of discounts online and in-store.

### Housing perks

Housing perks is a user-friendly online platform, that gives tenants and employees access to a wide range of discounts on everyday essentials such as groceries, pharmaceuticals, petrol, and clothing.

### Long service awards

The Association recognises the benefits of long service, and these are recognised five-yearly from year 10 onwards.



## Development and professional support

### Training / development

Ongoing training and development will be provided throughout an employee's career with the Association.

### Professional fees

The Association will pay one set of annual professional fees where such membership is directly relevant to the role undertaken.

## Additional benefits

### Free on-site parking

We understand the importance of convenient and secure parking for our employees and parking spaces are provided on site.

### Social fund

We operate a voluntary social fund in collaboration with the Credit Union to help employees save for Christmas.

# Langstane promise

## Langstane's Promise



**Positive**  
Our communications with you will be **positive**. We will be approachable, listen, act quickly and treat you fairly.



**Personalise**  
We will try to understand your needs and **personalise** the service and experience you receive from us.



**Proactive**  
We will be **proactive** when you tell us something hasn't gone right. We will be transparent and do what we say we will to put things right.



**Partners**  
We will work with our **partners** to support you and we will refer you to relevant organisations where we can.



**Prepare**  
We will **prepare** you for what comes next by providing clear information and achievable timescales so that you know what to expect.



**Progress**  
We will take on board your feedback and use it to make **progress** and allow our services to grow.

## Customer Commitment



**Care**  
We will ask you to **care** for your property, neighbours and community and let us know when something goes wrong.



**Contact**  
When you **contact** us, we will ask you to listen, be respectful and understand we are trying to help. You will give us the time we need to investigate and refrain from using abusive or threatening behaviour.



**Contribute**  
You can **contribute** to our service improvements by telling us what we can change or do better.



**Courtesy**  
When things go wrong, show our teams **courtesy** and understand that we can't get things right all the time. Please give us time to put things right.



**Communicate**  
**Communicate** openly and honestly with us about your needs to allow us to support you as much as we can.

Langstane Housing Association is committed to delivering excellent service to our customers. As part of this commitment we have developed Langstane's Promise for our customers. This is our minimum service standard. However, we want all of our people to go above and beyond this level. We provide comprehensive training to ensure our teams can deliver on our Langstane Promise.

Langstane's Promise makes sure we can hold our employees accountable, and our tenants and other customers know they will be dealt with fairly, equitably and with respect.

In order to ensure we can adhere to our promise, we ask our customers to make a commitment to us in terms of the way they communicate with us.

To read more on our Customer Care Policy, please visit our website: [Customer Care Policy](#).



# Role profile

<b>Department</b>	Executive office	<b>Location</b>	Aberdeen
<b>Reporting to</b>	The board of management		
<b>Responsible for</b>	Leadership team and executive office		
<b>Role Purpose</b>			
<p>The chief executive (CE) will provide inspirational strategic leadership and direction, and drive operational excellence to ensure Langstane Housing Association delivers high-quality, affordable homes and services to its tenants.</p> <p>The CE will guide the organisation through a renewed period of development activity, expanding the housing portfolio while ensuring financial sustainability, community empowerment, and compliance with Scottish housing legislation, regulatory standards, and best practice.</p> <p>Working closely with the Board, the CE will foster a values-led organisational culture, develop effective strategic partnerships, and represent the organisation with stakeholders, funders, regulators, local authorities, and the wider community. The CE will champion innovation, sustainability, and continuous improvement to enhance tenant outcomes, organisational resilience, and the company's long-term impact.</p>			
<b>Key responsibilities</b>			
<b>Strategic leadership</b>			
<ul style="list-style-type: none"><li>• Lead by example and, at all times, champion Langstane's mission, vision, and values, inspiring all those involved with Langstane to be the very best they can be and deliver for Langstane's tenants.</li><li>• Advise and assist the board of management in determining and implementing an achievable, ambitious, and sustainable long-term strategy that puts Langstane's tenants at its core.</li><li>• Lead the Association's return to development, ensuring projects are viable, sustainable, and meet community needs.</li><li>• Promote a culture of accountability, transparency, and continuous learning across the organisation.</li></ul>			
<b>Operational excellence</b>			
<ul style="list-style-type: none"><li>• Establish a performance orientated culture that delivers excellence for Langstane's tenants and delivers its agreed plans, goals and targets.</li><li>• Create a culture that recognises and promotes innovation, collaboration, and continuous improvement whilst delivering value for money.</li><li>• Promote efficient, modern, and customer-focused service delivery models where equality, diversity and inclusion are embraced and championed.</li><li>• Ensure robust systems, policies, and controls are in place to support high standards of performance and compliance. This includes the effective use of ICT services.</li><li>• Develop and use meaningful performance measures and tenant outcomes to drive service improvement.</li></ul>			



# Role profile

## Key responsibilities

### Development and asset growth

- Lead the planning, financing, procurement, and delivery of new housing developments.
- Build strong relationships with local authorities, developers, funders, and the Scottish Government to secure pipeline opportunities and capital funding are secured.
- Ensure new and existing properties are safe, energy-efficient, and maintained in line with agreed standards.

### Tenant support

- Oversee the design and delivery of support services tailored to meet the needs of Langstane's tenants - including financial wellbeing and tenancy sustainment.
- Embed person-centred approaches across the organisation.
- Champion tenant voice and co-production in service design and organisational strategy.

### Governance and financial sustainability

- Provide the board of management with the required information and independent advice needed to make informed decisions and perform its full responsibilities.
- Ensure full compliance with the Scottish Housing Regulator's (SHR) regulatory framework and all other legally / regulatory required standards at all times.
- Provide timely, accurate reporting, to the board and externally, and ensure robust assurance frameworks are in place.
- Uphold high standards of health, safety, wellbeing, safeguarding, and data protection.
- Oversee preparation and monitoring of budgets, business plans, and long-term financial models.
- Ensure appropriate rent setting that balances affordability with financial viability.
- Identify and manage risks, ensuring strong financial controls and risk-based decision-making.

### People leadership and a positive culture

- Provide empowering leadership to employees, promoting a positive, inclusive, and compassionate workplace culture.
- Ensure employees have the competencies, development opportunities, and resources needed to deliver high-quality services.
- Lead organisational change where required.
- Support workforce planning, talent development, and succession planning to ensure long-term organisational resilience.

### External relations and advocacy

- Represent the Association within the housing sector, local community, and with national partners.
- Advocate for the needs of tenants, the community, and the Association's mission, exploiting business opportunities as they arise.
- Build partnerships to support holistic tenant services (health, employability, welfare advice, mental health support, community groups).
- Influence local and national policy discussions relevant to housing, regeneration, and tenant wellbeing.

# Role profile

Criteria	Essential	Desirable
<b>Experience</b>	<ul style="list-style-type: none"> <li>• A strong leader with senior leadership experience in a customer focussed organisation – preferably within the housing, social care, or wider third / public sector.</li> <li>• Experience of community development, stock investment, regeneration, housing growth, and asset management, with a commitment to creating sustainable communities and positive tenant outcomes.</li> <li>• Proven track record of motivating and empowering people to deliver service improvement and change leadership.</li> <li>• Experience working with vulnerable or low-income groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Current, and active membership of a relevant professional body.</li> <li>• Evidence of continued professional development (CPD).</li> <li>• Non-executive director experience – effective working with a voluntary board.</li> </ul>
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Strong understanding of Scottish housing association related legislation, regulation, and in particular the SHR Regulatory Framework.</li> <li>• Knowledge of person-centred support models.</li> <li>• Understanding of asset management, development finance, procurement, and risk management.</li> <li>• Awareness of welfare benefits, poverty challenges, and barriers faced by adults on low incomes, especially those within single person households.</li> <li>• Understanding of the role of digital systems, ICT, and data in supporting effective, modern, and customer-focused service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• Commercial awareness of funding mechanisms and financial frameworks used by social housing providers.</li> </ul>
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• Degree level qualification and/or relevant professional qualification or equivalent senior leadership experience.</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant governance qualification.</li> </ul>
<b>Skills and abilities</b>	<ul style="list-style-type: none"> <li>• Strategic thinker with ability to turn vision into actionable plans.</li> <li>• Strong financial acumen and ability to interpret and manage complex budgets.</li> <li>• Excellent communication, relationship-building, and stakeholder engagement skills with the ability to persuade, negotiate, and put forward reasoned arguments for change.</li> <li>• Effective leadership style aligned with organisational values.</li> <li>• Demonstrable experience of embedding robust corporate governance.</li> <li>• Ability to lead teams through growth and organisational change.</li> <li>• Ability to develop effective strategic partnerships and influence stakeholders at local and national level.</li> </ul>	<ul style="list-style-type: none"> <li>• Political and business acumen, recognising new opportunities to achieve change.</li> </ul>
<b>Personal attributes</b>	<p>A highly professional and resilient individual with integrity and sound judgement, committed to equality, diversity, inclusion, and excellent customer service; collaborative and empathetic in approach, with a strong passion for social justice and tenant-focused service, and flexible to meet organisational and community needs, including business continuity responsibilities.</p>	

# Role profile

## Key performance indicators (KPIs)

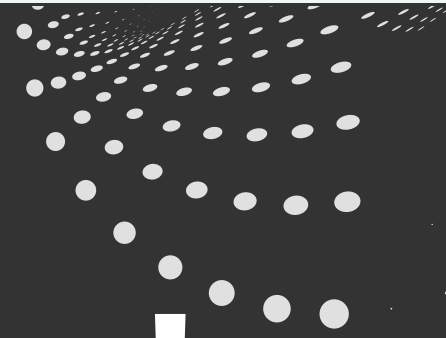
- Regulatory compliance with positive SHR engagement status.
- Delivery of development programme milestones and financial targets.
- Tenant satisfaction, tenancy sustainment, and service quality indicators.
- Organisational performance against strategic and business plan objectives.
- Employee engagement, wellbeing, and development outcomes.
- Community impact metrics (e.g. wellbeing, employability, support outcomes).

## Working relationships

- **Internal:** Board of management, leadership and management teams, all employees
- **External:** Scottish Housing Regulator, Scottish Government, funders, development partners, local authorities, community organisations, health and social care partners, sector bodies (SFHA, CIH Scotland), political bodies and our tenants and other customers.

# Key information

<b>Post</b>	Chief executive		
<b>Location</b>	King Street, Aberdeen. Hybrid / flexible working available to suit business needs.		
<b>Contract</b>	Full time, permanent. 35 hours per week.		
<b>Salary</b>	£101,224 - £112,471		
<b>Welcome period</b>	A six month welcome period applies to all new employees. Slightly different terms and conditions apply during this period.		
Recruitment schedule		Key dates and times	
Closing date		Monday, 29 June 2026	
1st interview		Monday, 20 July 2026	
2 <sup>nd</sup> interview		Tuesday, 11 August 2026	



# Thank You!

## Our Contact Information



[www.langstane-ha.co.uk](http://www.langstane-ha.co.uk)



01224 423000



680 King Street, Aberdeen



North Guildry Street, Elgin

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Registered Scottish Charity SCO11754  
A member of the Scottish Federation of Housing Associations  
Property Factor Number PF 000666  
Landlord Registration number 900480/100/24071

