



Livingston James



POSITION PROFILE

Board Members



Welcome Note from the Chair.....	3
The Organisation .....	4
The Role.....	5
Preferred Candidate Profile .....	7
Remuneration & Recruitment Process .....	9





Home Fix Scotland (HFS), the commercial subsidiary of River Clyde Homes (RCH), was established in 2016 and employs 113 staff. The business undertakes the core repairs and maintenance, planned works, ground maintenance and other activities for RCH.

We aim to grow the business, and to support this ambition, we are looking to identify self-motivated and innovative individuals to join the existing Board of Directors.

The HFS Board comprises a combination of representatives from our RCH Parent Board, RCH Executive Directors and independent Non-Executive Directors. We are looking for new independent Board members and would welcome interest from anyone with appropriate skills and knowledge. Although we are ideally looking for applicants with senior-level experience in the commercial or property-related sectors, relevant sector experience is not a requirement.

This role offers an exciting opportunity to lead on the development and strategic direction of a fast-growing company, play a key role in delivering high quality services to our customers, and to define goals and targets that will be monitored and scrutinised to ensure continual improved performance and service delivery.

The business values the significant contribution made by Board Members, and all Board Members benefit from an induction and wider development programme.

Thank you again for your interest, and we look forward to receiving your application.



**Christopher Morgan, Chair  
Home Fix Scotland**



Home Fix Scotland (HFS) is RCH Group's commercial subsidiary company which undertakes a range of activities for RCH including responsive and planned maintenance works, grounds maintenance works and technical services.

Our Group's purpose is to improve lives and places and this will be delivered through the achievement of the following primary outcomes:

- Excellent services
- Thriving communities
- Sustainable homes
- Engaged employees
- Strong Partnerships

The Group also has five common values, shown below, and the values are referred to as the RCH Group's 'every's':

- Every customer happy
- Every home loved
- Every opportunity taken
- Every penny counts
- Every person positive

There is ambition to extend HFS's activities beyond RCH and in doing so make a noticeable contribution to the overall sustainability and resilience of RCH. HFS's profits are reinvested through Gift Aid back to RCH. This positive approach is what makes HFS different and will ultimately enable the organisation to establish strong and lasting partnerships, whilst also positively contributing to its communities more than traditional contractors.

With a clear strategic focus on external business growth, we will explore the following key market areas:

- Local building maintenance market
- Local Registered Social Landlords (RSLs)
- Local Private Landlords
- Ground Maintenance Services



Board members are collectively responsible for setting the strategic direction of the company, determining the vision and business plan and ensuring long-term success. Individually and collectively you must ensure, working with the Executive Team, that HFS achieves our aims and objectives efficiently, effectively and in accordance with legal and regulatory requirements.

Board members will add value to the company by contributing experience, expertise and insight in order to help determine strategy and provide direction and control in the interests of tenants and leaseholders, other service users and the wider community. With shared responsibility for the Board of Management's decisions, each Board member should act only in the interests of HFS, putting the interests of the company before their own.

The following is merely a summary of the role profile (further detail will be shared with candidates later in the process).

## **Strategic Leadership**

- Develop and promote the values of HFS and ensure they are at the heart of everything the Board does
- Define HFS's vision and strategic direction
- Agree strategies, policies and plans which enable HFS to achieve our strategic objectives
- Exercise sound financial and risk management to ensure the long-term success of HFS
- Make decisions which are in the best interests of HFS and our customers
- Establish and oversee a framework of delegation and internal control
- Monitor the organisation's performance against strategic objectives
- Support and challenge the Executive Team to ensure the efficient and effective management of HFS
- Act as an ambassador for HFS and promote our aims, values and work
- Delegate operational responsibility, and set key performance targets for the senior team
- Ensure all corporate activity satisfies legal, regulatory and HFS requirements
- Establish a framework of prudent and effective controls that enable risk to be properly assessed and managed and to ensure HFS's ongoing viability

## **Governance**

- Ensure that HFS acts in accordance with our Constitution, Governance Framework and the relevant legal and regulatory requirements and that our obligations to our stakeholders are fully understood and enacted
- Agree a governance structure which best facilitates delivery of HFS's strategic objectives and populate this accordingly
- Establish mechanisms by which the Board communicates with and receives insight from key stakeholders
- Take appropriate advice, including external advice where necessary, in order to make robust decisions



## Conduct

- Prepare for and attend six Board meetings per annum and one annual appraisal meeting
- Make an effective and engaged contribution to strategic discussion, debate and decision-making
- Maintain appropriate standards of behaviour in accordance with the Code of Conduct and role model of HFS
- All Board Members, executive and non-executive, share the same legal status and have equal responsibility for decisions made. Each must act only in the interests of the organisation and not on behalf of any constituency or interest group and should not place any personal or other interest ahead of their duty to HFS. Board Members should put the interests of the organisation and our customers before their own interests whether commercial or otherwise

## People

- Maintain good relationships with other Board members, Executive staff and other key members of staff and external stakeholders including customers

## Time Commitment

- The Board meets approximately six times per year on Tuesday evenings. These meetings take a hybrid format and can therefore be joined remotely. Board members are, however, expected to also attend at least two annual Strategy Events in person





HFS is looking to identify two new independent Board members who bring both senior level and strategic experience, ideally gained within the **Construction / Facilities Management environment**. Relevant experience operating within either a **Business Development, Finance or Human Resources focused role** would also be welcome.

While each Board member will make a unique, important and valuable contribution to the Board's work and we recognize that Board members' diverse skills, experiences and perspectives will strengthen the Board, we have identified the following core competencies that all Board members need.

- Ability to think and communicate constructively, critically, objectively and clearly
- Ability to listen and ask relevant questions
- Ability to understand the diverse needs, preferences and experiences of current and future customers to improve services
- Ability to interpret and challenge financial information about HFS's business, and to promote the efficient, effective and prudent use of resources to achieve HFS's objectives
- Ability to scrutinise and provide feedback on performance
- Ability to evaluate risks, and to ensure that HFS has measures in place to manage risks in the most cost-effective way
- Appreciation of, respect for, and willingness to work with others from a diverse range of backgrounds, as part of a team
- Lead and represent an organisation at the most senior level, giving a strong sense of strategic direction
- Read and analyse complex information and draw out key points for discussion
- Manage different views and build consensus through persuasive discussion
- Make balanced and informed decisions
- Balance constructive challenge with support

## Personal qualities

- Passionate about the HFS vision, our values and customer focused ethos
- Committed to accountability, openness, transparency and equality of opportunity
- A strong, credible leader
- Works well in a team
- Open, engaging and enthusiastic
- Honest and possessing integrity
- Understands the principles and practices of collective Board responsibility and decision making

## Values and ethics

All Board members need to demonstrate commitment to:

- The mission and values of River Clyde Homes and Home Fix Scotland
- The principles and practices of collective Board responsibility and decision making



- Customers and other service users
- The wider community in which HFS operates

Board members should be prepared to undergo training and development within the Board and be at ease with an organisational style of continuous improvement. They also need to be comfortable within a pressurised and highly regulated environment. Individuals must maintain high standards of probity and integrity.

## Diversity and Inclusion:

Home Fix Scotland is an equal opportunity company that is committed to diversity and inclusion. We prohibit discrimination and harassment of any kind and we, therefore, welcome applications from all backgrounds. All applicants will be treated equally and fairly throughout the recruitment and selection process.





## Remuneration:

This is a voluntary position without remuneration.

Travel costs will be reimbursed in line with HMRC rates. Other subsistence or expenses incurred will be paid at market rates.

## The Recruitment Process:

The recruitment process is being handled by our retained advisors, Livingston James.

Interested candidates should provide a CV and covering letter, outlining their interest and suitability, to Douglas Adam at [douglasadam@livingstonjames.com](mailto:douglasadam@livingstonjames.com).

