

Position Profile

Home Fix Scotland

Non-Executive Board Member



“A Commercial Mind with a Social Heart”

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1. Welcome Note from Christopher Morgan, Chair of Home Fix Scotland

Thank you very much for your interest in becoming an Independent Non-Executive Director for Home Fix Scotland. This role offers you the opportunity to help shape the development and strategic direction of a fast growing company, play a key role in delivering high quality services to its customers, and define goals and targets that will be monitored and scrutinised to ensure continual improved performance and service delivery.

Home Fix Scotland (HFS) is the commercial, for profit, subsidiary of River Clyde Homes (RCH) and is part of the RCH Group. HFS generates income to support the social housing activities of our charitable parent company.

This is an exciting time to be joining HFS. Having commenced trading in August 2016 with the founding principle of 'A commercial mind with a social heart' we are currently undertaking a range of property related activities predominantly for RCH but have real ambition to grow.

Building on our strong track record of delivery and customer-centric ethos, we aim to significantly increase turnover over the next 5 years by expanding our activities and tendering for more external contracts. In order to support this ambition, we are looking for identify 2 highly self-motivated and innovative individuals to join the existing Board of Directors.

As the Chair of the Board I personally value the contribution made by Board members and can confirm that any new Board member will be supported fully in this role.

Thank you again for your interest and if you would relish the opportunity to join an ambitious and growing organisation with a clear value base, identity and purpose, we would love to hear from you.

Christopher Morgan

Chair, Home Fix Scotland

2. The Organisation

Established in 2016 Home Fix Scotland (HFS) is a wholly owned subsidiary of River Clyde Homes¹ (RCH) and part of the RCH Group with 100% of their profits reinvested into employment initiatives and meaningful social projects through gift aid back to its parent company. 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 turnover of c£9 million and employing 130 staff, HFS as an organisation is focused on using a “commercial mind with a social heart” and identifies itself as a Customer Service company delivering excellent Refurbishment, Mechanical, Electrical and Facilities Maintenance activities.

HFS has an established clear values base, that ensures that the wider community and its customers are aware of what it stands for:

- C**ommitted to exceeding expectations
- O**wnership, honesty and trust
- M**aking a difference
- M**otivational leadership, with accountability
- I**ntegrity and innovation whilst having fun
- T**ake a positive commercial approach
- T**eamwork and respect for all
- E**mploy quality people
- D**eliver exceptional results

Currently delivering a number of services directly to RCH including, planned maintenance, property investment projects and grounds maintenance, there is significant ambition to extend HFS’ activities beyond RCH. With a clear strategic focus on external business growth, HFS will develop their marketing strategy in relation to its targeted market segments and undertake tailored marketing campaigns to highlight the capability of the business in both the local area and across Scotland. The key markets that HFS will focus on are:

- **Local building maintenance market**– Actively promoted building maintenance services to existing RCH factored owners, HFS will offer a bespoke and flexible service directly to them. Further potential customers in this market segment will be privately owned single end-users, looking to have work done on their property. The idea would be to offer a single-point-of-contact for all types of repair work.

¹ River Clyde Homes, formed in December 2007, is one of Scotland’s leading social housing management and affordable housing development companies.

- **Local Registered Social Landlords (RSLs)** – HFS will offer a range of services, including planned, cyclical and responsive response. It will offer this as a one-off tendered project or through a full turn-key facilities management solution to RSLs in the area, developed from its experience in delivering the same service to RCH.
 - **Local Private Landlords** – Private landlords have the same governance and legal thresholds challenges as RSLs. HFS will be uniquely positioned to deliver similar turn-key solutions to private landlords. Individual consultation with private landlords will help tailor these maintenance packages to ensure affordability, whilst ensuring property let standards are maintained or improved.
 - **Ground Maintenance Services** – The extension to the grounds' maintenance service will allow HFS to offer this service to Factored and RCH tenants as part of a clear business growth plan. HFS has also commenced active tendering for external contracts.
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3. The Role

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

Adding value to the company by contributing experience, expertise and insight in order to help determine strategy, direction and control, you will have collective 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 interests.

Strategic leadership

- Develop and promote the values of HFS, ensuring they remain at the heart of everything the Board and company does
- Agree strategies, policies and plans which enables HFS to achieve its 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 its customers
- Monitor the company's performance against its strategic objectives
- Support and challenge the Executive Team to ensure the efficient and effective management of the company
- Act as an ambassador for the company promoting its aims, values and work
- Delegate operational responsibility, and set key performance targets for the Managing Director and Senior Team
- Ensure all corporate activity satisfies legal, regulatory and Group requirements

- Establish a framework of prudent and effective controls that enable risk to be properly assessed and managed and to ensure the company's ongoing viability.

Governance

- Ensure that the company acts in accordance with its Constitution and Governance Frameworks and relevant legal and regulatory requirements
- Ensure all obligations to its stakeholders are fully understood and enacted
- 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
- Board members may be invited to other committees, working groups and internal and external stakeholder events; attendance will be voluntary
- 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 these for the Group.

People

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

4. Preferred Candidate Background

HFS is looking to identify 2 new independent Board members who bring both senior level and strategic experience ideally gained within the **Construction / Facilities Management** or **Marketing, Communications** and **Brand** environments

While each Board member will make a unique, important and valuable contribution to the Board's work and their diverse skills, experiences and perspectives strengthen the Board, HSF has identified the following core competencies that all Board members need. However, it is recognised that individual members will not all be at the same level on every competency.

- 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, its 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
- A personal connection with the Inverclyde area would be desirable but not essential

5. 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.

6. The Recruitment Process

For more information, interested candidates should contact Douglas Adam, Head of Public and Not for Profit Practice, at Livingston James on 0131 220 2209.

Interested candidates should provide a tailored CV and covering letter, explaining your motivation for applying, to douglasadam@livingstonjames.com