

Position Profile

River Clyde Homes

Non-Executive Board Director



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## 1. Welcome Note from Jillian Moffat, Chair of the Board

I would like to thank you for expressing an interest in joining us.

As one of the largest social housing landlords in Scotland, with a fully established commercial subsidiary, the RCH Group has the scale and presence to make a difference within our communities and beyond. Our aim is to provide more than just a home for our customers and in order to support this ambition; we are looking for self-motivated and innovative individuals to join existing Board members on our parent company Board.

These are exciting times in the RCH Group as we are in the process of undertaking an extensive new build and investment programme; diversifying further our offer to customers; and continuing to grow our commercial subsidiary company, Home Fix Scotland (HFS). This contributes in fulfilling our ambitions to continue to grow and do even more for our customers.

This role offers you the opportunity to lead on the development and strategic direction of a company with a turnover in excess of £27.5million per annum, play a key role in delivering high quality services to our customers, and define goals and targets that will be monitored and scrutinised to ensure continual improved performance and service delivery.

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 community focused organisation with a clear value base, identity and purpose, we would love to hear from you.

Yours faithfully

**Jillian Moffat**  
**Chair of the Board**

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## 2. The Organisation

Formed in December 2007, **River Clyde Homes** (RCH) is one of Scotland's leading social housing management and affordable housing development companies. They currently own over 5,700 homes, act as property factor for over 2,200 homes, are building 550 new homes over the next 4 years and have assets in excess of £200m. With a strong social purpose, RCH uses business methods to deliver social outcomes, taking commercial decisions and reinvesting any financial surplus back into the business. The business has recently moved into their new headquarters at Clyde View, Pottery Street, Greenock, which is only 30 minutes' drive from Glasgow.

With a vision of 'improving lives and places' RCH's mission is to be recognised as a customer focused and inspirational business creating aspirational homes and communities. This will be delivered through the achievement of four primary outcomes:

- Excellent services
- Thriving communities
- More and better homes
- Engaged colleagues

RCH views themselves as much more than a landlord. They understand how, as an anchor institution in Inverclyde, they can make an important contribution to the local economy; through helping tackle inequality (particularly fuel poverty), and by improving Inverclyde's 'housing offer'. RCH support several 'pathways to employment', have achieved Living Wage accreditation, and have commenced a large-scale new build programme that is securing significant investment in the local economy.

As an organisation, they are focused on ensuring their customers have direct involvement in helping RCH make the appropriate changes to provide the best possible services that suit their needs and aspirations. From their nationally acclaimed and award-winning Customer Senate to their various Customer Panels and Armchair Critics, customers are in a position to shape RCH's future plans and priorities. In 2019, RCH also received the award for "Excellence in Customer Services" by The Chartered Institute of Housing (CIH) Scotland.

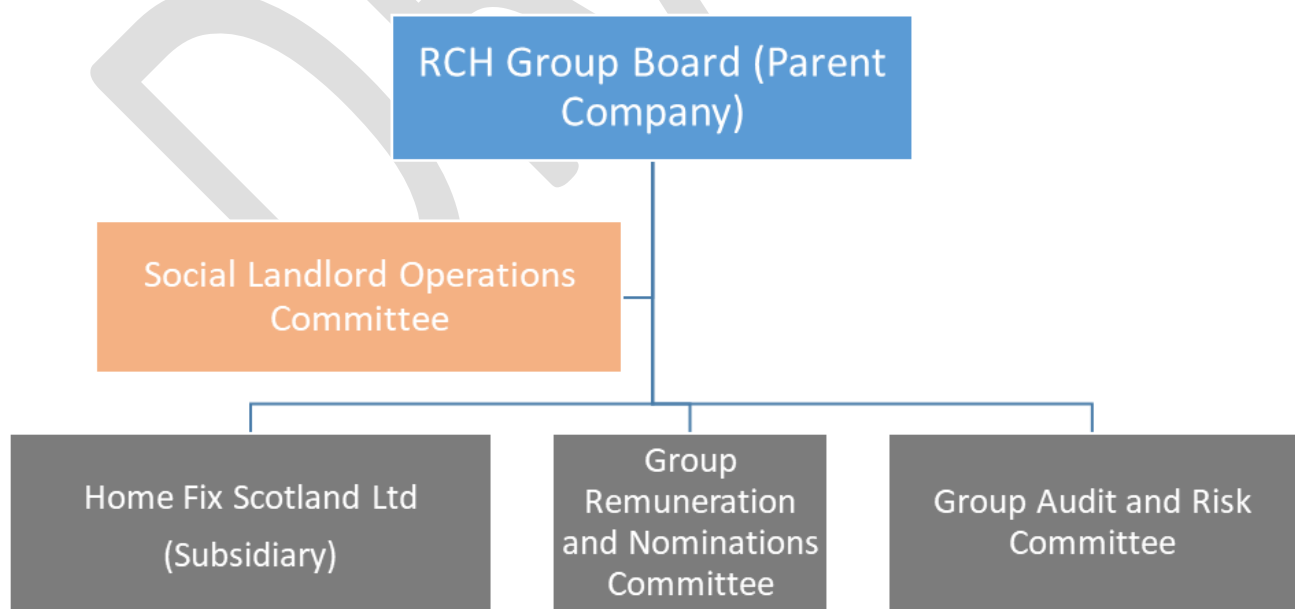
RCH owns a subsidiary company, **Home Fix Scotland** (HFS) which undertakes a range of activities including responsive and planned maintenance works, grounds maintenance works and technical services to support the development of new homes. HFS is a commercial organisation, focused on using a "commercial mind with a social heart".

Through external tendering and developing strategic partnerships, HFS will focus on a number of key markets including building maintenance, registered social landlords, private landlords and ground maintenance services. There is significant ambition to extend HFS' activities beyond RCH and in doing so make a noticeable contribution to the overall sustainability and resilience of RCH. HFS' profits are reinvested into employment initiatives and meaningful social projects 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 their communities more than traditional contractors.

Their five values, shown below, are what the Group stand for. They support and engage all staff to achieve their individual missions whilst also directly guiding the behaviour of their staff. The values are referred to as RCH Group's 'everys' with each a clear statement of intent:

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

### RCH Group Governance Structure



### **3. The Opportunity**

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 RCH 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, in the interests of tenants and leaseholders, other service users and the wider community

With collective responsibility for the Board of Management's decisions. Each Board member should act only in the interests of RCH, putting the interests of the company before their own interests.

#### ***Strategic leadership***

- Develop and promote the values of RCH, ensuring they remain at the heart of everything the Board and company does
- Agree strategies, policies and plans which enables RCH to achieve its strategic objectives
- Exercise sound financial and risk management to ensure the long-term success of RCH
- Make decisions which are in the best interests of RCH 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 RCH Group promoting its aims, values and work
- Delegate operational responsibility, and set key performance targets for the Chief Executive and Senior Team
- Ensure all corporate activity satisfies legal and regulatory requirements
- Establish a framework of prudent and effective controls that enable risk to be properly assessed and managed and to ensure RCH's ongoing viability.

#### ***Governance***

- Ensure that RCH 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

- Attend committees, working groups and internal and external stakeholder events as required
- 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.

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## **4. Preferred Candidate Background**

RCH Group are specifically looking to identify new independent Board members who bring both senior level and strategic experience gained within the **Accountancy or Technology** 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, RCH Group have 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 RCH, and to promote the efficient, effective and prudent use of resources to achieve key strategic objectives
- Ability to scrutinise and provide feedback on performance
- Ability to evaluate risks, and to ensure that RCH Group 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 RCH 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
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## **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.

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## **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 CV and covering letter, explaining your motivation for applying, to [douglasadam@livingstonjames.com](mailto:douglasadam@livingstonjames.com)

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