

# Southside

FACTORING & RELATED SERVICES

Recruitment Information for the Post of:

Board Member

Voluntary Position

Closing Date: 19<sup>th</sup> of July 2019

If you are interested in becoming a member on a Board of Directors then please contact

Mandy Wright by email at [mawright@southside-ha.co.uk](mailto:mawright@southside-ha.co.uk) or by post at

Southside House, 135 Fifty Pitches Road, Cardonald Business Park, G51 4EB with your CV

and a covering letter explaining why you are interested.

**Southside**  
HOUSING ASSOCIATION

## *Recruitment of new SFARS Board Members*

Southside Housing Association (SHA) would like to recruit two Board members for its subsidiary company Southside Factoring and Related Services (SFARS) Ltd. The current Board has good representation from its customer base and would therefore particularly like to recruit new board members with a commercial or business background. Below we have set out some of the qualities and experience we would look for from prospective Board members. We have also set out a description of the role of a Board Member. In addition, some background on the Association and its relationship with its subsidiary company is also set out.

## Person Specification

QUALITY/EXPERIENCE	ESSENTIAL	DESIREABLE
Experience of being a board member in a private company		*
Experience of property based businesses		*
Leadership experience on a board or in a workplace setting		*
An ability to build relationships with peers and staff	*	
A commitment to the Association's social purpose	*	
Experience of operating in a commercial environment	*	
An understanding of company accounts		*
An understanding of the role of a Director of a limited company registered with Companies House		*
A questioning but constructive approach to decision making	*	
A commitment to high ethical standards	*	
A sensitivity and understanding of working amongst diverse communities		*

## **DESCRIPTION OF ROLE FOR SFARS BOARD MEMBERS**

This role description sets out the activities and responsibilities associated with being member of SFARS Board of Directors.

## **KEY TASKS AND RESPONSIBILITIES OF AN SFARS BOARD MEMBER**

The main purpose of the SFARS Board is to direct and control the work of SFARS to support the strategic aims of SHA. Being effective in your role depends on how you work as part of a team with the rest of the Board, and on your approach as an individual.

### **Working as part of the SFARS Board of Directors**

The Board is responsible for providing leadership, setting the strategic direction for SFARS in association with SHA, monitoring our performance and exercising control to make sure we achieve our aims. Key areas of responsibility for a Board Member are:

#### **Leadership and Strategy**

- Deciding on overall purpose and values, and making sure these are achieved
- Deciding the strategic direction and business objectives of the company, taking account of our operating environment and the needs and views of our customers\*
- Approving the company's strategic plans and the resources needed to achieve these
- Making sure the company is accountable to its members, customers and other stakeholders
- Deciding and keeping under review our partnerships with other organisations
- Establishing relationships with senior staff that are professional and supportive, while also avoiding undue familiarity or undermining the Board's role in providing constructive challenge to the staff team
- Ensure staff members are accountable for enforcing the policies and objectives of the company.

\*the strategic direction of SFARS has to be developed in a direction that complements and supports the strategic priorities of the Association

## Performance and Control

- Setting the company's policy
- Seeking assurance that our systems for internal control are adequate and effective
- Protecting the assets and good reputation of the Board and the Association at all times
- Ensuring that the Board identifies and acts on risks to our customers, business and good reputation
- Ensuring that the Board operates within the law and according to its Rules and procedures;
- Exercising financial control
- Assessing how well the Company is delivering to customers
- Assessing the Board's own effectiveness, to ensure that it has the skills, knowledge and experience it needs and working with the Association's Management Committee to review performance and effectiveness.

## Working as an Individual

As an SFARS Board member, you should always act with personal integrity. These are the main standards we expect all members to meet in carrying out their role:

- Acting at all times in the organisations best interests
- Meeting the standards set out in our Code of Conduct
- Upholding the Board's values and policies, including our commitment to equality and treating people with courtesy and respect
- Attending and being well prepared for Board meetings
- Contributing effectively to the Board's discussions and decision-making
- Accepting shared responsibility for the Board's decisions
- Developing the skills and knowledge you bring to your role as a Board member
- Making sure that you base your decisions on facts and evidence
- Taking part in training and other learning opportunities and in reviews of the Board's performance and your own contribution to the Board's work
- Keeping up to date with changes in the company's operating environment
- Representing the Company positively
- Declaring any relevant interests as soon as they arise, in accordance with the Code of Conduct and our procedures
- Making sure you are aware of, and comply with, the company's policy on payments and benefits

- Fostering positive and professional working relationships within the Board, and between the Board and our staff and stakeholders
- Respecting the confidentiality of information, you receive in your role as a Board member.
- To seek appropriate specialist advice and ensure that correct information is provided.

## SUPPORT FOR BOARD MEMBERS

We appreciate that the responsibilities listed may seem daunting, especially for people joining Board for the first time. There is plenty of practical support available from the Association and SFARS, the best policy if you are unsure about anything is always to just ask.

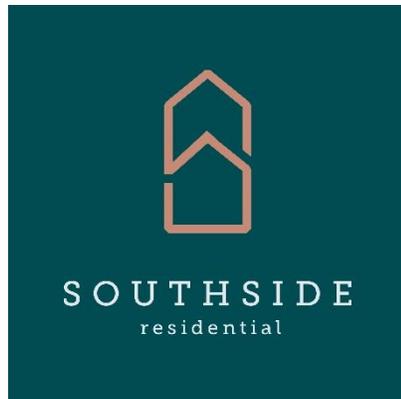
We will use this role description:

- As part of the induction process for new Board members;
- To help existing members to reflect on any personal support or training needs, when they are preparing for their annual review meetings;
- To make sure that the training and support we offer to members is relevant and useful.

## Background

The Association (SHA) was established in 1971 and is a charity and a Registered Social Landlord. It is regulated by the Scottish Housing Regulator, the Care Inspectorate, the Financial Conduct Authority and the Office of the Scottish Charities Regulator.

SFARS (Southside Factoring and Related Services Ltd) is a company limited by shares, and is wholly owned by SHA (the sole shareholder). SFARS was established in 2005 and is not a charity. It was initially set up to deliver the Association's factoring service and to protect the parent's (SHA's) charitable status. It now operates through two trading brands, **Southside Residential** (for factoring services to property owners) and **Southside Lettings** (for Mid-Market Rent). A new private letting service with private landlords has recently commenced under the Southside Lettings brand.



Although SFARS is not regulated in the same way as the Association, a number of the services it provides have regulatory oversight. Eg. The provision of a factoring service is now governed by a Scottish Government Code of Conduct and has a specialist legal redress through the First Tier Tribunal system. Similarly, both Mid-Market Rent and Private Letting also have specialist means of legal redress through the First Tier Tribunal system and "letting" services are also now prescribed in a Government Code of Conduct.

## Financials

SHA has an expected turnover of £11m in 2019/20. SFARS turnover for this year is expected to be around £2m.

The factoring business (Southside Residential) provides a service to 1,039 privately owned properties and 1,290 SHA owned units. SHA and private owners are charged a management fee commensurate with the level of service provided. The SFARS Business Plan projects growth at approximately 10% per annum, but operationally the service is currently outperforming this forecast.

Southside Letting currently has approximately 140 properties for Mid-Market Rent (MMR) and the Business Plan expects this to rise to 227 over the next few years. MMR generates a small surplus, which supports the financial health of the Association.

The final service, Private Letting, remains in it's infancy with an ambition to grow the service over the next few years. While not currently generating profits, this service has the potential to make a significant contribution to the commercial development of the SFARS while providing a fully compliant service to private landlords in the Southside Housing Association area.

## **Governance Arrangements**

As a limited company, SFARS has its own legal structure and Board of Directors. SHA Management Committee members fill two SFARS Board places. The balance of the SFARS Board includes local residents who receive a service from SFARS. There are currently two vacancies on the SFARS Board.

The outlook for SFARS over the next 5-10 years is one of growth and as a commercial entity, we are keen that this growth is guided by a Board including members with blend of business and commercial skills.

The relationship between SHA and SFARS is set out in an **Intra Group Agreement** (sometimes called an Independence Agreement). There is also a separate Service Level Agreement, which sets out how certain operational services are delivered between both organisations.

The Scottish Housing Regulator sets out its expectations on "Groups", i.e. where Registered Social Landlords are in a legal relationship with another company in its Revised Regulatory Guidance 2015 "Group Structures and Constitutional Partnerships". The current SHA/SFARS arrangements comply with this Guidance.

A member of the SFARS Board sits on the Association's Audit Sub-Committee.

## **Staffing**

SFARS currently employs no staff. Mandy Wright, SHA's Head of Finance and Commercial, provides senior management support to a small team of staff led by Melanie Tait (Factoring & Mid- Market Rent Manager). The current team consists of three officers, three assistants and a Development/Marketing Officer.

## **Contracted Services**

SFARS avails of a range of contracted services procured by SHA, including

- Maintenance Contractors
- Insurances
- HR

- Projects / Development
- IT

The Association has brought all of its ground maintenance and common cleaning services 'in house' to be delivered by the its Mobile Estates team. While some factored owners receive this in-house service, most services to owners are delivered by private contractors as SHA's mobile concierge service is now at full capacity.

### **Future Plans**

SHA has set out its Plans in its three year Business Plan (we are currently in Year 3 of this cycle). Similarly, SFARS has its own Business Plan and the narrative for this was approved in 2017. In addition, SHA and SFARS set out their annual plans in an Internal Management Plan, which captures the priorities, key performance indicators and milestones for each service within the Group.