



Date : As Postmark

Dear Applicant

HOUSING SERVICES DIRECTOR

Thank you for your enquiry about the above vacancy.

I have pleasure in enclosing the following documents:

- Application Form
- Equal Opportunities Monitoring Form
- Job Profile & Person Specification
- Behavioural Competency Framework
- Conditions of Service
- Transparency and Privacy Statement

The 35-hour post will attract £67,208 per annum and will cover our homes across Argyll and Bute.

Please note that the closing date for returning applications is **Noon on Monday 24th March.**

CV's will **not** be accepted. However, please feel free to add additional pages to the application form if you wish to provide additional information.

Completed applications should be returned clearly marked "**Private & Confidential – for the attention of the Human Resources Director.**"

Thank you for your interest in Fyne Homes and I look forward to hearing from you.

Yours sincerely

A handwritten signature in black ink, appearing to read "Lyn Haemmerle", written over a horizontal line.

Lyn Haemmerle
Human Resources Director



FYNE HOMES LTD - JOB PROFILE

Job Title	<u>Housing Services Director</u>
Reports to	CEO
No. of direct reports	5
Job Purpose	
<p>As a member of the Senior Management Team, contributing at a strategic level to the leadership and direction of the organisation as a whole and to lead the development, implementation and review of Fyne Homes' front facing housing and customer related services.</p> <p>Key Responsibilities:</p> <ul style="list-style-type: none"> ➤ Develop, maintain, and implement all aspects of a professional and comprehensive housing management service to include procurement, excellent customer services meeting all statutory and regulatory requirements. ➤ To be the senior point of contact for the handling of Housing related issues. ➤ As part of the Senior Management Team, contribute to overall policy formulation, strategy, direction, and overall management of the organisation. 	
Accountabilities	
<ul style="list-style-type: none"> • Lead the development, implementation and regular review of Fyne Homes' housing services, regulatory standards, strategic direction and the policies and related procedures; consulting and collaborating with colleagues across departments, advisors and customers to deliver value for money, managing and reducing risk. • Responsibility for the strategic aspects of Housing Services in terms of inputs to the Business Plan, Operational Plan, and the Risk Register. • Set and monitor budgets for Housing Services in conjunction with the management team. • Lead the annual rent setting process through effective consultation with all relevant parties. • Lead the development, delivery, performance management, and monitoring of Housing Service Standards as they relate to Fyne Homes' business needs. (Key areas include income maximisation, housing options, allocations, void, housing and estate management, tenant engagement, scrutiny, and participation). • Effective management and development of staff, agreeing targets and ensuring performance management and learning and development is undertaken as 	

defined in policy and prioritised appropriately through identification of training needs.

- Fostering a culture of customer service excellence and internal openness and 'one-team' working across the organisation.
- Communicate effectively with staff to ensure that they feel valued and engaged, taking on Staff Survey outcomes and implementing action plans arising from it.
- Develop and implement service improvement plans, projects, and procedures; managing and monitoring plans and performance effectively to ensure targets and outcomes are measured and achieved.
- Lead in the management of an effective customer complaints service. Seeking customer feedback to shape and develop services and deal with customer complaints in a transparent, efficient, and effective way and in a way that customers understand.
- Produce all internal / external reports as and when required.
- In conjunction with Management Team ensure legal and regulatory compliance and lead continuous improvement of all aspects of housing and customer service.
- Prepare agendas, reports, submissions (ARC) and presentations for the Management Committee and external agencies as and when required.
- Maximise the use of ICT to improve efficiency, increase productivity and develop services, including document management.
- Develop existing relationships with stakeholders and partners and seek new business opportunities in line with the strategic objectives of Fyne Homes.
- Work with regulators, internal and external auditors and consultants to provide management information, data and feedback as required.
- Any other relevant duties as required.

Key Performance Indicators (KPIs):

- ✓ **Tenant Satisfaction:** Measured through surveys and feedback.
- ✓ **Arrears management:** Measured through arrears percentages.
- ✓ **Budget Adherence:** Percentage of budget utilised versus planned.
- ✓ **Turnaround Time:** Time taken to let void properties.
- ✓ **Compliance Rate:** Adherence to housing regulations and policies.
- ✓ **Staff Management and Performance Development:** PDRs and Learning and development plans in place for all staff.
- ✓ **Staff Engagement:** Staff Survey action plans in place and monitored and reported on via team meetings and through Operational Plan.
- ✓ **Tenant Participation:** Number of community engagements and satisfaction survey results.
- ✓ **Complaint Resolution Time:** Time to resolve tenant complaints.

Behavioural Competences

Teamwork
Takes Ownership

Communication
 Customer Service
 Adaptation to Change
 Leadership and Decision Making
 Developing Capability
 Business Focus
 Role Model
 Strategic Thinking
 Driving Direction

Person Specification

Personal Qualities	Essential	Desirable
Excellent people management skills.	✓	
A dynamic self-starter who thrives on change, learning and innovation.	✓	
Ability to think and operate strategically and delegate and empower others.	✓	
Excellent written and verbal communication skills to work with a wide variety of audiences and engage with stakeholders.	✓	
Ability to continually drive performance and deliver efficiency.	✓	
Project management skills.		✓
Budgetary skills and ability to analyse financial business plans and produce and analyse other statistical reports.	✓	
Ability to interpret and apply housing legislation and regulatory requirements.	✓	
Excellent ICT skills to produce reports, presentations, project plans and to extract, analyse and produce performance management and financial data		✓
Ability to work under pressure to meet tight deadlines.	✓	
Excellent skills in decision making and risk management and a proven ability to influence and negotiate with others for the benefit of the business.	✓	
Commercial acumen.		✓
Experience/Knowledge		
A proven track record of managing and motivating teams to deliver continuous improvement in customer service delivery.	✓	
Substantial experience of working at a senior level within a housing organisation, delivering housing management services, and contributing to strategy and policy development for the business.	✓	

Experience of managing remote teams across a geographically spread area.		✓
Experience of developing, implementing, monitoring and evaluating plans.		✓
Proven experience of setting targets and driving performance improvement through others.	✓	
Experience of working with and reporting to governing bodies to ensure effective and transparent decision making.		✓
Detailed working knowledge of housing regulation, policy and legislation; particularly in relation to housing management.	✓	
Experience of working with customers to influence and shape services and understanding of what is needed to deliver effective customer engagement and empowerment.	✓	
Experience of working in partnership to deliver positive results for customers and/or the business.		✓
Experience in managing and controlling substantial budgets and a proven track record in achieving value for money.		✓
Understanding and experience of leading others through change.	✓	
Experience in different types of working environments would be an advantage – commercial, public and voluntary sectors.		✓
Qualifications		
Qualified to degree level or equivalent	✓	
Relevant housing related professional qualification. (May be substituted for working towards relevant professional qualification <u>and</u> where substantial direct relevant experience and appropriate skill set can be demonstrated.)	✓	
Membership of relevant professional body (e.g. CIH, ILM)		✓
Other		
Due to our rural location driving and access to a business insured vehicle is an essential requirement of the post.	✓	
Evening and very occasional weekend work is a requirement of the post.	✓	
Additional information		
Location flexible between our offices in Rothesay, Dunoon, Lochgilphead and Campbeltown Hybrid / blended working will be considered Salary starting at £67,608 per annum 40 days annual leave entitlement (including some fixed public holidays)		



IN CONFIDENCE

**PLEASE COMPLETE ALL SECTIONS
CVs will not be accepted**

The information that you supply in this application form will enable the interview panel to decide whether to invite you to an interview. Whilst all sections may not be relevant to you personally, you should complete the form as fully and as accurately as possible to enable your application to be given full consideration.

The information provided within your application form will be processed in accordance with the Data Protection Act 1998. Please note that the first two pages will not be shown to the short-listing panel.

Post Applied for:	HOUSING SERVICES DIRECTOR
Closing date for receipt of application is:	Noon Monday 24th March 2025
Applications received after this time will NOT be considered.	

Personal Information

Title:	Surname:	First Name:
Address for Correspondence:		
Postcode:		
Private Telephone Number:		Mobile Number:
E-mail Address:		
Your Daytime Telephone Number (on which a message may be left):		

What is your notice period, if applicable?
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Assistance for people with disabilities

We are committed to being an Equal Opportunities Employer and do not discriminate. If you consider yourself to have a disability, are there any arrangements that we can make to assist/adapt for you, if you are called to interview or if successfully employed? Please give details below.

Referees

Please give details of two referees. They should be qualified to comment on your ability and experience for this appointment and should include a referee from your current or most recent employer. Fyne Homes does not accept references from family members.

Referees will not be approached prior to a conditional offer being accepted.

Name:	Name:
Job title:	Job title:
Company:	Company:
Address:	Address:
Postcode:	Postcode:
Email:	Email:
Tel No:	Tel No:

Immigration Asylum and Nationality Act 2006

The Immigration Asylum and Nationality Act 2006 makes it an offence to employ anyone who is not entitled to live or work in the UK. All applicants selected for interview will be required to provide evidence that they are entitled to live and work in the UK. Appropriate documentation may include the original of your current passport, visa, birth certificate or any other document [or combination of documents] indicated by the Act.

Do you currently have the right to work and live in the EU?

YES/NO
(please delete as appropriate)

Declaration

I have read this application form fully and I declare that the information I have given in support of my application is, to the best of my knowledge and belief, true and complete. I understand that if it is discovered subsequently that any statement is false or misleading, or that I have withheld any relevant information my application may be disqualified or, if I have already been appointed, I may be dismissed without notice.

Signed: _____ **Date:** _____

Post Applied For: Housing Services Director

For Office use
only:

Secondary Education (please list subjects passed)

Standard/O'Grade or equivalent	Grade	Higher Grade or Equivalent	Grade

Further Education

University or Further Education Establishment	Course(s) & Subjects Studied	Degrees, Diplomas, Certificates Obtained	Date obtained

Professional Qualifications

Name of Awarding Body	Qualifications Obtained, Membership of Professional Institution etc	Date obtained

For Office use
only:

Training Courses

(Please give details of any relevant short courses or training undertaken)

Course(s) Undertaken	Provider(s)

Computer Skills (please detail your practical experience)

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Driving Licence

Do you possess a full current driving licence? **YES/NO** (please delete as appropriate)

Do you have access to a car for work purposes? **YES/NO** (please delete as appropriate)

Are you insured for business purposes? **YES/NO** (please delete as appropriate)

For Office use
only:

Employment History (list in order with most recent post first)

Name & Address of Previous Employer(s)	From Month/Year	To Month/Year	Position Held, Main Duties and Reason for Leaving

Please continue on a separate sheet if necessary.

Employment with Fyne Homes

Fyne Homes wishes to compare your experience, skills and knowledge with its requirements. You should, therefore, try to show in the following part of the form how you satisfy these. This does not have to be from paid work but can be from other experience. The Selection Panel will consider candidates who do not meet all the requirements, therefore please complete all sections as appropriate.

Please use the space below to demonstrate how you meet the person specification for the role, with a focus on key performance areas and skills, knowledge and behaviours detailed in the job profile, person specification and behavioural competences.

Empty response area for candidate details.

(Please continue on a separate sheet if necessary.)

Additional Information

Please provide any relevant information not covered elsewhere on this form, which may include other activities e.g. voluntary work, major achievements, projects to date and indicate how this will enable you to contribute further to this post. Please continue on a separate sheet if required.

Relationship to Staff Members

If you are related to any employee of Fyne Homes or anyone who has been employed as a staff member or has been engaged as a supplier, consultant or contractor in the last 12 months, please provide details:

Relationship to Committee Members

If you are related to a Committee member of Fyne Homes or anyone who has been a Committee member in the last 12 months, please provide details:

Rehabilitation of Offenders Act 1974

The Rehabilitation of Offenders Act 1974 enables some criminal convictions to become spent or ignored, after a 'rehabilitation period'. Excepted posts are those to which the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 applies. You may be entitled to withhold information about convictions that are 'spent' under the provision of the act. In the event of employment, any failure to disclose could result in dismissal or disciplinary action by your employer. If selected for interview you will be required to complete a criminal convictions declaration form that will only be reviewed if an offer of employment is being made.

Canvassing

Canvassing directly or indirectly in connection with the appointment shall disqualify your application. If discovered after appointment you will be liable to dismissal.

Confirmation of Qualifications

If selected for interview you will be required to bring with you the original certificate(s) of all qualifications referred to in this application. This extends to membership of professional bodies.

Advertisement Source

Where did you see this post advertised? _____

When completed this form should be returned by e-mail marked for the attention of the Human Resources Director at:

postmaster@fynehomes.co.uk

Or by post marked Private & Confidential to:

Human Resources Director
Fyne Homes Ltd
81 Victoria Street
Rothesay
Isle of Bute
PA20 0AP

(Please affix the required postage for weight/size of envelope if returning by post)

(If returning the application form by e-mail please note that there is no need to also post a hard copy. If shortlisted you will be asked to sign your application form at interview.)

Please note the closing date for receipt of application is noon Monday 24th March 2025 2025

Fyne Homes Competence Framework

Behaviour Definition	ALL STAFF		MANAGERS		DIRECTORS and SENIOR MANAGEMENT	
	Examples of behaviours where effectiveness is demonstrated	Examples of behaviours where development is required	Examples of behaviours where effectiveness is demonstrated	Examples of behaviours where development is required	Examples of behaviours where effectiveness is demonstrated	Examples of behaviours where development is required
<p>TEAMWORK</p> <p>This competency implies the intention of working co-operatively with others, to be part of a team, to work together as opposed to working separately or competitively. It requires the creation and maintenance of genuine, positive, professional and trusting working relationships with colleagues and clients. At all levels it means working as a team, supporting others, sharing information and building positive relationships both within Fyne Homes and with external clients.</p>	<ul style="list-style-type: none"> Is always approachable and builds rapport with colleagues. Considers the team's objectives before their own personal objectives. Is open to feedback and accepts it positively. Offers constructive feedback in a way, which makes it acceptable to others. Rises above personal team conflicts in order to achieve team goals. Makes time to support their colleagues. Is always willing to 'roll up their sleeves' and help colleagues. Is keen to learn from others and to help others learn. 	<ul style="list-style-type: none"> Is reluctant to help colleagues and has difficulty relating to colleagues. Puts own objectives before team objectives. Fails to support other team members. Has a defensive attitude and is reluctant to accept feedback. Allows personal conflicts to get in the way of team goals. Does not consult with colleagues. Refuses to do any task which they view as outwith their remit. Is only concerned with their own development 	<ul style="list-style-type: none"> Actively involve and manage team members and colleagues to deliver business outcomes through team working Be prepared to share resources to allow higher priority projects or work to proceed. Includes whole team in decision making process for team objectives Understand and demonstrates empathy with colleagues' issues from other areas of the organisation and offers constructive assistance when required. Always puts the team's objectives before their own. Makes time to support other team members. Seeks the views of their colleagues. Identifies colleagues best suited to a task and delegates accordingly. 	<ul style="list-style-type: none"> Does not focus on team working. Is disinterested in colleagues' priorities. Has hidden agendas. Withholds knowledge, expertise and ideas from colleagues. Doesn't see things from colleagues' perspectives. Puts own objectives before the team's objectives. Is abrupt and impatient when asked for help? Does not consult with colleagues. Delegates to the same people all of the time. 	<ul style="list-style-type: none"> Builds productive relationships with people across and outside the organisation Gives constructive feedback, asks for and visibly acts on honest feedback Gets to know individuals and their aspirations Listens and takes account of others views Readily shares ideas and information with others Actively seeks opportunities to improve delivery to the customer and raise business performance Takes a 'whole FH' view when identifying own priorities and plans: gives priority to benefits for whole business over 'quick wins' for own area Commits resource from own area to support wider projects and initiatives Considers other Execs and harnesses views across the business to achieve objectives and share outcomes 	<ul style="list-style-type: none"> Blames others Ignores people's concerns – makes them feel unimportant Takes sole credit for achieving results Shows impatience with colleagues: criticizes others. Focuses on own 'patch' without thinking of the greater good. Sees self as better than others: fails to respect the contribution of others. Withholds information from colleagues, which could benefit the business. Does not build trust or credibility. Sees that working together with colleagues could benefit the customer but chooses not to. Is inflexible when working with colleagues: hears what they say but sticks to a position or pre-determined course of action.

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<p>TAKES OWNERSHIP</p> <p>This is about acting in a way that is consistent with what one says or values and the expectations of Fyne Homes. It requires a demonstration of commitment to openness and ethical values such as honesty, honour and reliability. It includes being transparent and truthful whilst engaging with all people.</p>	<ul style="list-style-type: none"> • Accepts personal responsibility for own actions • Maintains commitments and completes undertakings • Accepts and learns from their mistakes. • Takes ownership of any issues/problems highlighted by customer and if at all possible ensures they are resolved • Takes a “get it right first time attitude” to everything 	<ul style="list-style-type: none"> • Passes responsibility to others inappropriately • Lets people down by not maintaining commitments • Does not respect confidentiality • Passes the buck • Lets someone else solve the problem “It’s not my problem” 	<ul style="list-style-type: none"> • Implements plans that support a culture which encourages diversity and eliminates discrimination • Encourages mutual respect throughout team • Is able to quickly evaluate situations, foresee problems and take corrective action. • Takes responsibility for performance weaknesses in themselves and their team and works to build competency. • Delegates to others while retaining overall responsibility for delivery. 	<ul style="list-style-type: none"> • Does not keep confidential information to self • Displays bullying competence towards own staff • Takes no responsibility for forward planning and identification and management of risks. • Does not take responsibility for own development 	<ul style="list-style-type: none"> • Creates an environment where personal integrity, honesty and accountability are embedded in all activities • Promotes and enforces business rules and good practice when incurring expenditure, and when managing business relationships and risks • Treats all stakeholders with fairness, dignity and respect 	<ul style="list-style-type: none"> • Allows a culture of distrust and disrespect to thrive • Does not listen to or take account of colleagues views • Looks after themselves at the expense of their team/team members • Blames others • Gets defensive when given constructive criticism

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<p>COMMUNICATIONS</p> <p>Being able to communicate in the work environment is essential. This competence reflects the ability to influence and communicate with others both within and beyond Fyne Homes, including individuals, groups, external bodies or markets to gain buy-in or co-operation. It includes speaking up for what you believe is best for the business. Outstanding performers not only ensure that the formal presentation is impressive and the business logic lucid and unassailable, but also lobby, use third parties, find sponsors and champions, actively network and think through the approaches that are most likely to succeed in positioning their objective as well as Fyne Homes position.</p>	<ul style="list-style-type: none"> • Communication is accurate and easy to understand by the receiver. • Communication is concise. • Communication is grammatically correct. • Actively listens to clarify questions and issues. • Uses questions to check understanding. • Avoids using jargon when explaining technical issues. • Provides explanation when the use of jargon is unavoidable. • Adapts their language to the needs of the listener. • Issues are raised in a sensitive way without causing offences. • Applies the organisation's policy on confidentiality of information • Communicate positive body language and vocal cues • Communicates the correct attitude 	<ul style="list-style-type: none"> • Communication is inaccurate or misleading. • Communication is rambling or long-winded. • Grammar is used incorrectly. • Does not pick up key points. • Uses jargon unnecessarily and without explanation. • Is tactless when raising issues. • Uses the same approach regardless of the audience. • Does not comply with the Organisation's policy on confidentiality of information • Concentrates only on the words you speak not the body language or vocal cues • Comes across as being negative, unhelpful, uncaring etc 	<ul style="list-style-type: none"> • Communication is timely, accurate and understood immediately by the receiver. • Adapts the content, style, message and tone of a meeting, presentation or discussion to fit the audience or situation. • Communication is concise and in context. • Communicates potentially unpopular messages in an unambiguous way. • Gains colleagues' commitment and support for recommendations. • Explains complex issues simply. • Communicates regularly with colleagues and external agencies, to ensure information is exchanged effectively. • Applies the Organisation's policy on confidentiality of information 	<ul style="list-style-type: none"> • Communication is inaccurate or misleading. • Shows no consideration for others, and no concern for how what they say can impact others. • Communication is rambling or long-winded and grammar used incorrectly. • Fudges the issue. • Colleagues are not persuaded to act on recommendations. • Does not ensure complex issues are understood. • Does not comply with the Organisation's policy on confidentiality of information. • Rarely communicates with colleagues, keeping relevant information to themselves 	<ul style="list-style-type: none"> • Communicates ideas clearly and persuasively, and with an appropriate degree of assertiveness. • Gives objective advice based on sound evidence and analysis. • Adapts the content, style, message and tone of a meeting, presentation or discussion to fit the audience or situation. • Thinks about the implications of actions taken and how they may impact on the image of Fyne Homes internally and externally e.g. in the marketplace, the press. • Makes complex ideas, issues and observations clear, understandable and attainable. • Builds internal and external support for ideas to ensure buy-in & ownership. Gets stakeholders on side. • Uses external networks to position the business favourably. • Uses influencing approaches to impact strategically 	<ul style="list-style-type: none"> • Writes rather than speaks. • Doesn't listen to and talks over others, determined to make their point irrespective of its relevance. • Shows no consideration for others, and no concern for how what they say can impact others. • Relies on positional power or status to influence others. • Displays arrogance. • Concentrates on the negative in their communication. • Keeps repeating same facts even when an impasse is reached.

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<p>CUSTOMER SERVICE</p> <p>We are committed to excellent customer service through the provision of high quality, reliable services in which our clients come first. We are committed to listening to them and responding to their needs accurately, promptly and fully. We will act on feedback to improve the services they receive. We will deliver on promises and do what we say we will. We will set and publicise our aims, objectives and targets, whilst making the best use of resources.</p>	<ul style="list-style-type: none"> Always puts clients first. Establishes friendly but business-like relationships with clients. Displays a positive impression of their team and Fyne Homes by being helpful at all times. Displays an understanding of client's needs and expectations. Promises made to clients can always be delivered. Ensures clients are informed and updated on progress. Remains patient and calm even when dealing with difficult calls or face-to-face situations. Value their internal clients as well as external clients. 	<ul style="list-style-type: none"> Does not regard clients as their highest priority. Does not attempt to build rapport with clients. Only does the minimum required of them. Does not try to see things from the client's perspective. Fails to deliver on promises. Keeps clients in the dark on progress. Is disrespectful and impatient when dealing with difficult call or face-to-face situations. Is unhelpful to internal clients. 	<ul style="list-style-type: none"> Always puts the client first. Encourages clients to raise issues and provide feedback. Uses feedback from clients to identify and resolve problems with our service provision. Shifts resources as priorities change. Organises the work to deliver to time, budget and agreed quality standards. Takes personal responsibility for ensuring client needs are met. Promises made to clients are achievable. Establishes a wide network of client contacts and identifies key individuals and groups with whom to build relationships. Creates a positive impression of their team and Fyne Homes by exceeding client's expectations. 	<ul style="list-style-type: none"> Does not regard clients as their highest priority. Fails to encourage clients to raise issues and problems. Pays little or no attention to client feedback. Misses deadlines and fails to monitor or meet business targets. Does not accept responsibilities for ensuring clients' needs are met. Makes promises that can't be met. Focuses on a narrow range of client contacts, and is unaware of the key individuals and groups with whom to build relationships. Does not meet client expectations. 	<ul style="list-style-type: none"> Looks forward and learns from own and others' experiences Agrees clear responsibilities and objectives to deliver results Assimilates and makes sense of complex or conflicting data and different perspectives Homes in on key issues and principles Anticipates and manages risks and consequences Puts clients first Shifts resources as priorities change Organises the work to deliver to time, budget and agreed quality standards Outcome focussed Delivers on time 	<ul style="list-style-type: none"> Gets involved in areas/decisions they don't need to Commits to deliver regardless of impact on team and self Focuses on the process rather than getting results Avoids dealing with difficult problems Continually fire fighting Does not manage risks Gets bogged down in excessive detail Always abides by the rules even when it is not working Easily distracted from the course of action Misses deadlines and fails to monitor or meet business targets

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<p>ADAPTATION TO CHANGE</p> <p>Fyne Homes works in a changing environment and has to embrace these changes. In order for the Association to be successful, individuals will need to actively support change, be as flexible and adaptable as possible, pre-empting change where required, adopt change as a positive thing, and be creative, innovative and resourceful. Leaders as well as demonstrating all of these must be able to actively encourage all of these behaviours in others and lead others through change.</p>	<ul style="list-style-type: none"> Sees change as a positive thing and an opportunity Actively supports change to colleagues Shows flexibility and adaptability when trying out any new system or process Proactively looks at continuous improvement, suggesting better and more efficient ways of doing things. Shows commitment to the long term goals of the Association 	<ul style="list-style-type: none"> Sees change as a negative thing Demotivates colleagues by portraying a negative attitude towards change and openly discussing issues in a negative way Shows no or little flexibility or adaptability to anything new; digs their heels in, creating barriers, to prevent the new system from working. Sits back and focuses on the present discouraging anything new Waits for others to come up with new ideas 	<ul style="list-style-type: none"> Promotes change as an on-going process Sees the implications and benefits of change Enthuses the team with a positive attitude to change Drives change within own area of influence Encourages the team to propose new and innovative ideas Identifies and implements service improvements Challenges change constructively where appropriate and offers alternative solutions Breaks down resistance to change 	<ul style="list-style-type: none"> Fails to embrace continual change Views change as having a negative impact Demotivates the team by having a negative attitude to change Does not actively seek new ideas from team members Does not seek ways to improve service Challenges negatively without offering alternatives and solutions Fails to deal with teams and others concerns around change 	<ul style="list-style-type: none"> Finds new ways of looking at issues – challenges the status quo Seeks new or different ideas and opportunities to learn Promotes a culture that actively encourages experimentation, creative and innovative ideas in others, and tries innovative ways of working Adapts quickly and flexibly to change Takes a long term view when introducing change and communicates a compelling view of the future Initiates change to make things happen Makes change work by starting new projects themselves 	<ul style="list-style-type: none"> Accepts the status quo Sticks to out-dated methods Reluctant to change Leaves individuals uncertain about what is happening. Does not obtain buy-in or support; fails to bring others along with them. Abdicates rather than delegates. Gives the team total freedom to be creative and innovative but gives no guidance. Is openly pessimistic about changes or corporate initiatives.

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LEADERSHIP AND DECISION MAKING

Leadership is the ability to provide inspiration, clarity and direction to achieve common goals. Leadership can be provided through direct line management responsibility or through leading projects. Leadership is essential for effective implementation and delivery of our immediate business and also for shaping Fyne Homes for future success. Outstanding leaders measure their own success through the success of others and create a sense of direction and purpose for others. Being able to exercise judgement, an essential part of the process of decision making, and particularly where there is uncertainty about the issue or where there is discretion to be used.

<ul style="list-style-type: none"> • Enthuses colleagues with the Organisation and team's vision, goals and direction at all times. • Colleagues adopt the vision, goals and direction for the function. • Adopts an approachable management style. • Provides clear direction to the team. • Reviews and uses past performance to assess the strengths and development needs of individuals. • Recognises individuals for their achievements. • Challenges and is prepared to be challenged. • Encourages the team to take on tough challenges and provides the support to help them meet the challenges. • Makes timeous, accurate and sound decisions, escalating issues where appropriate. 	<ul style="list-style-type: none"> • Team is unclear of the vision. • The leader is aloof and unapproachable. • The team has no focus to its work. • Does not work with individuals to identify their strengths and development needs. • Ignores individuals' achievements • Individuals do not pull together for the good of the team. • Is defensive when receiving challenges from their team and colleagues. • Is satisfied with the status quo, failing to develop their team's potential. • Fails to make decisions when required. 	<ul style="list-style-type: none"> • Makes decisions even when they may be unpopular in some areas. • Is prepared to be challenged and encourages others to take on challenges. • Makes best use of diverse talents and resources to deliver results, opening doors for others to allow them to work effectively • Adapts approach and behaviour according to the situation, knowing when to step in and when not to • Sets clear short and long term objectives • Delegates the details to those who are experts and empowers people in deciding what has to be done and planning for the future • Provides clarity on how everyone's priorities contribute to the organisation's vision/objectives • Tackles poor performance or inappropriate behaviour • Supports, coaches and develops individuals to give their best, focussing on maximising their potential. • Recognises and praises achievements, and celebrates successes and encourages people. 	<ul style="list-style-type: none"> • Has a fixed management style • Delegates the decision making process when unpopular decisions have to be made • Is frequently pessimistic, infecting others with pessimism • Works only from own perspective or assumptions about the world • Assumes at the outset that different perspectives need not be taken on board • Does not listen • Works only with the most competent people • Avoids giving bad news, or ignores poor performance • Does not delegate challenging or interesting work • Over corrects • Only focuses on the negative
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Behaviour Definition	ALL STAFF		MANAGERS		DIRECTORS and SENIOR MANAGEMENT	
	Examples of behaviours where effectiveness is demonstrated	Examples of behaviours where development is required	Examples of behaviours where effectiveness is demonstrated	Examples of behaviours where development is required	Examples of behaviours where effectiveness is demonstrated	Examples of behaviours where development is required
<p>DEVELOPING CAPABILITY</p> <p>Developing Capability is a genuine intent to work to develop yourself, individuals and groups to build the capability of Fyne Homes. It goes beyond formal training and includes a range of coaching and other activities designed to further individual development or to meet an organisational need. At higher levels its focus is on the long-term development of the individual or group and goes beyond the needs of the current job or organisation to meet the needs of the future. This competency is critical to ensure the organisation can leverage the full potential of its people to deliver step changes in business performance.</p>			<ul style="list-style-type: none"> Provides timely and appropriate feedback, focusing on objectives and personal behaviours, both positive and negative to individuals within the team. Looks for opportunities to develop members of the team in new areas/skills. Uses a range of tools, methods of development, training, including buddying, secondment, projects etc to achieve end result. Recognises people for achieving personal development objectives. Weights up the individual's strengths and weaknesses against a job, project or other opportunity. Effectively delegates tasks to balance individuals' development needs and business outcomes. 	<ul style="list-style-type: none"> Criticises others in personal terms and without giving suggestions for improvement. Relies on training courses to meet development needs: sends people on a course simply to be able to 'put a tick in the box'. Does not correctly anticipate the organisational impact of actions. Focuses on the immediate task: never makes time to consider the development needs of individuals or groups. Holds on to good people for the sake of their area or team in spite of the individual's or business need. Puts people in roles to which they are not suited. Doesn't provide feedback in a constructive and timely manner. 	<ul style="list-style-type: none"> Gives tailored suggestions to the individual to support their long-term learning and development. Works to develop the competencies and characteristics of the business as well as their knowledge and skills. Identifies long-term business requirements and takes action to ensure appropriate core capabilities and people competences are developed in order to meet the needs of the business. Recognises and grooms high flyers for Executive positions 	<ul style="list-style-type: none"> Dwells on short term development issues. Is more concerned about their own career than succession planning Is more concerned about developing themselves than developing the organisation Feels threatened by exceptional subordinates

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	Examples of behaviours where effectiveness is demonstrated	Examples of behaviours where development is required	Examples of behaviours where effectiveness is demonstrated	Examples of behaviours where development is required	Examples of behaviours where effectiveness is demonstrated	Examples of behaviours where development is required
<p>BUSINESS FOCUS</p> <p>Business Focus is giving priority to Fyne Homes objectives rather than to your own personal objectives and working with others across the business to achieve them. It is based on recognition that other people can contribute positively and involves working co-operatively with colleagues. At a higher level it involves seeing and working towards possible synergy for the businesses and functions. Business Focus enhances our potential to deliver an integrated approach to Partners and clients to achieve the business strategy.</p>			<ul style="list-style-type: none"> • Understands and pre-empted actions of their department on other parts of the business (vice versa). • Understands wider market place, external environment including Fyne Homes • Promotes direct communication across Fyne Homes and is visible and approachable at all levels. • Proactively collaborates with people from other areas to work towards a common purpose. • Willingly shares full information with colleagues, which could benefit the business. • Works co-operatively with colleagues outside own area or company to achieve business goals or support others in their roles. 	<ul style="list-style-type: none"> • Shows impatience with colleagues: criticizes others. • Focuses on own 'patch' without thinking of the greater good. • Sees self as better than others: fails to respect the contribution of others. • Withholds information from colleagues, which could benefit the business. • Does not build trust or credibility. • Sees that working together with colleagues could benefit the client but chooses not to. • Is inflexible when working with colleagues: hears what they say but sticks to a position or pre-determined course of action. 	<ul style="list-style-type: none"> • Actively seeks opportunities to improve delivery to the client and raise business performance by working with colleagues. • Takes a 'whole Fyne Homes' view when identifying own priorities and plans: gives priority to benefits for the whole business over 'quick wins' for own area. • Commits resource from own area to support wider projects and initiatives. • Considers organisation counterparts and harnesses views across the business to achieve objectives and share outcomes. 	<ul style="list-style-type: none"> • Tends to work alone and not with colleagues • Tends to be reluctant to share ideas and information • Tends to focus on own area and not the bigger picture • Tends to always be promoting his or her area despite the impact soon other areas or subsidiaries

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<p>ROLE MODEL</p> <p>Epitomises the complete role model of a great leader in all actions and behaviours. Leads by example.</p>			<ul style="list-style-type: none"> Serves as an example of the values, attitudes, and behaviors associated with Fyne Homes to the teams they manage Is visible to their teams so their behaviours can be seen and emulated Encourages others to act in line with organisational standards and frameworks. Articulates own principles and expectations and acts consistently to uphold these in line with organisational processes and values. Handles emotive issues with sensitivity, applying wisdom and judgement to identify a constructive path forward. 	<ul style="list-style-type: none"> Does not show the correct values and attitudes expected in Fyne Homes Hides away and works on their own Acts inconsistently or overlooks inappropriate behaviour with regard to the company's processes, values and expected behaviours. Is preoccupied with own agenda rather than the needs of the organisation. 	<ul style="list-style-type: none"> Is passionate about what they do, show that they care and that they mean it Acts with utmost honesty and integrity Is consistent - does what they say they will do Openly admits mistakes, reveals weaknesses – show that they are genuine, approachable, visible and human Aware of own strengths, weaknesses and motivations Clear, open, honest, direct, concise, respectful. Values others and respects contributions and expertise not status, rank, hierarchy Consciously carry the reputation of Fyne Homes and projects a strong public profile Is seen as a role model and a credible leader within Fyne Homes to champion the correct people and business practices. 	<ul style="list-style-type: none"> Takes contrary views as personal criticism Aggressive, not assertive Aloof and arrogant Consistently adopts behaviour which others find ineffective, obstructive or offensive Avoids dealing with conflict Says one thing and does another Is unaware of own strengths and weaknesses.

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<p>STRATEGIC THINKING</p> <p>Strategic Thinking is the ability to look broadly and see the whole process/picture and see linkages and interdependencies, which may not be obvious. It is about being able to think outside the box, thinking forward and taking a broad perspective, mastering the whole picture and creating vision and direction for the business.</p>					<ul style="list-style-type: none"> Identifies opportunities to improve delivery through partnerships Sensitive to wider and organisational priorities Considers how the current business might be affected by future developments and trends. Understands the wider and less obvious implications behind a situation or set of facts. Uses the 'big picture' as a yardstick when evaluating options or making decisions. Demonstrates an understanding of how current actions will impact longer-term business goals. Applies a range of experiences and/or models to rethink situations and recognize themes others haven't and uses this to create new models and help people make sense of things. Deals with ambiguous or unfamiliar situations by applying experience and knowledge in an innovative way. 	<ul style="list-style-type: none"> Loses sight of the big picture Fails to make connections between ideas or people Restricts thoughts and actions to immediate area and/or short term objectives Fights own corner ignoring wider interests Can only see the immediate problem or obvious connections and relationships. Cannot see the wood for the trees. Looks at components individually rather than as part of a system. Confuses others with unnecessary detail Is unable to stand back from recurring issues and problems to see underlying trends.

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<p>DRIVING DIRECTION</p> <p>The competence of Driving Direction is based in a deep-rooted passion to compete towards standards of excellence and achieve both change and business results at pace. It includes the desire to exploit opportunities and maximize results, to strive for constant improvement and to continuously redefine what can be achieved. This competence ensures the organisation will continue to be a success in an ever-changing environment.</p>					<ul style="list-style-type: none"> • Is not deflected by obstacles or problems • Shows unwavering resolve to do whatever must be done to produce the best long term results • Resilient and determined, persists in the face of obstacles and bounces back after setbacks • Is clear about what needs to be achieved • Clearly defines success criteria, targets and goals for self and own team or area of the business. These goals will be challenging for the business or business area. • Constantly reviews and re-establishes goals to ensure they provide a challenge and meet business strategy. 	<ul style="list-style-type: none"> • Takes an overly cautious approach • Wavers over critical decisions and is generally indecisive, leaving people waiting for decisions to be made • Makes knee jerk decisions • Unwilling to be exposed to risk or uncertainty • Stifles ideas • Looks to others to provide direction • Assumes people know what is required of them without being told • Leaves people confused about the future • Is not resilient – gives up easily • Focuses on intellectual debate at the expense of action

					<ul style="list-style-type: none">• Takes ownership for improvements in performance that are difficult to achieve.• Commits significant resources (e.g. people, money, time) to achieve key business priorities.• Focuses on challenges that result in benefits for Fyne Homes	
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Equal Opportunities Monitoring Form

Post applied for:	
<p>We are committed to equal opportunities in employment ensuring that no job applicant or employee receives less favourable treatment because of age, disability, gender reassignment, marriage and civil partnership, pregnancy or maternity, race, religion or belief, sex or sexual orientation.</p> <p>If you wish to assist us in achieving a diverse workforce, and advertising our vacancies appropriately, please complete the following questionnaire. If you do not wish to complete the form, this will have no bearing on any selection decisions.</p> <p>All information will be treated in the strictest confidence, processed anonymously and separately from any application form you submit. The information will not be provided to or shared with the shortlisting or interview panel.</p>	

Ethnic Origin					
<i>Please select the appropriate box to indicate your ethnicity</i>					
White					
English		Scottish		Welsh	
Northern Irish		Irish		British	
Gypsy or Irish Traveller					
Any other White background, please state:					
Asian or Asian British					
Indian		Pakistani		Bangladeshi	
Chinese					
Any other Asian background, please state:					
Black, African, Caribbean or Black British					
African		Caribbean			
Any other Black, African or Caribbean background, please state:					
Mixed or Multiple Ethnic Groups					
White and Black Caribbean		White and Black African		White and Asian	
Any other Mixed of Multiple ethnic background, please state:					
Other Ethnic Group					
Arab		Arab Scottish/British			
Any other Ethnic Group, please state:					
Prefer not to say					

Gender		
Male	<input type="checkbox"/>	<input type="checkbox"/>
Female	<input type="checkbox"/>	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>	<input type="checkbox"/>
Prefer to self-describe, please provide details:		

Sexual Orientation			
Heterosexual / Straight	<input type="checkbox"/>	Gay / Lesbian	<input type="checkbox"/>
Bi-Sexual	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>
Prefer to self-describe, please state:			

Religion
I would describe my religious background / belief as:

Age			
16-24	<input type="checkbox"/>	25-34	<input type="checkbox"/>
35-44	<input type="checkbox"/>	45-54	<input type="checkbox"/>
55-64	<input type="checkbox"/>	65+	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>	<input type="checkbox"/>	

Disability					
Do you consider yourself to have a disability?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
If yes, what is the effect or impact of your disability on your work? Please state:					

CONDITIONS OF SERVICE INFORMATION



February 2025

Post: Housing Services Director
Department : Housing Services

SALARY SCALES

The starting salary applicable to the post is: £67,208 per annum.

The salary scale for this Grade 9 post is £67,208 to £83,785 per annum, progression through the scale will be performance related.

Salaries are reviewed annually in April

Provided six months' service within the grade has been completed, salary reviews are conducted annually and any applicable change to salary is normally applied on 1 April each year, subject to performance rating in post.

PROBATIONARY PERIOD

For new starts, confirmation in post will be dependent upon satisfactory completion of a six-month probationary period.

ALLOWANCES

A mileage allowance is payable for staff using their own vehicles on Association business. This is paid at Inland Revenue Authorised Mileage Rates.

METHOD OF PAYMENT

Salary is paid monthly on the last Thursday of each month by direct credit transfer into the employee's bank or building society account.

PENSION

All permanent employees have access to the Scottish Housing Associations Pension Scheme. This is a Defined Contribution scheme and both Fyne Homes as your employer and you will make contributions to the scheme based on a % of your earnings. This may be varied as part of a salary sacrifice arrangement and may be adjusted annually. Staff can contribute as much as they would like, Fyne Homes' contribution is limited to 12%. Further details will be available from the Business Services Director.

HOURS OF WORK

Full-time, office-based staff work 35 hours per week.

SICKNESS ALLOWANCE

All permanent employees are entitled to sickness allowance as follows: -

In any one rolling period of 52 weeks, we will pay a sickness allowance in line with the following scale:

Continuous service on the day your sickness absence starts	Period of Full Pay	Period of Half pay
Up to 1 year	5 weeks	5 weeks
Over 1 and under 2 years	9 weeks	9 weeks
Over 2 and under 3 years	18 weeks	18 weeks
Over 3 and under 5 years	22 weeks	22 weeks
Over 5 years	26 weeks	26 weeks

LEAVE

The leave year runs from 1st April to 31st March. The annual leave entitlement for full-time staff is 40 working days of which 15 days are fixed by the Association.

NOTICE PERIODS

By the Employee : 12 weeks

By the Association :

- continuous employment under 1 year 4 weeks
- continuous employment over 1 year 12 weeks.

OUTSIDE WORK

Outside work on any matter connected with official duties is not permitted. Prior permission must be obtained from the Association before any outside work is undertaken.

SMOKING

A no smoking/vaping policy is observed at the Association's offices and in transport associated with Fyne Homes.

INTERVIEW EXPENSES

Where applicants are required to travel to attend interviews, the Association will reimburse reasonable travel incurred. All expenses other than car mileage must be supported by receipts.

No expenses will be paid where an applicant withdraws or refuses an offer of employment.



FYNE HOMES

HOW WE USE YOUR PERSONAL INFORMATION

We, Fyne Homes, are the controller of the personal information that we hold about you. This means that we are legally responsible for how we hold and use personal information about you. It also means that we are required to comply with data protection laws when holding and using your personal information. This includes providing you with the details contained within this statement of how we hold and use your personal information, who we may share it with and your rights in relation to your personal information.

We have appointed a Data Protection Officer (DPO), Daradjeet Jagpal, who ensures that we comply with data protection laws. If you have any questions about this statement or how we hold or use your personal information, please contact the DPO by: e-mail at fynedpo@infolawsolutions.co.uk; telephone on 07848 171 635; or writing to: The Data Protection Officer, 81 Victoria Street, Rothesay, Isle of Bute, PA20 0AP.

You can also contact us by: e-mail at postmaster@fynehomes.co.uk; telephone on 0345 607 7117; or writing to: Fyne Homes, 81 Victoria Street, Rothesay, Isle of Bute, PA20 0AP.

Your attention is particularly drawn to section 3 of this statement, which confirms that you consent to your personal information and sensitive personal information being held and used by us as described in section 2 of this statement.

1. What personal information do we hold and use about you?

While we anonymise applications for employment prior to assessment, we may need to hold and use the personal information that you provide to us as part of your application and / or other personal information that we may obtain about you from you (for example, during an interview) and from third parties (including referees). This includes your:

- name;
- contact information;
- age;
- gender;

- identification documentation, such as your passport and / or driving licence;
- employment history and experience, including job titles, duties, salaries and skills gained;
- education, qualifications, training courses completed and professional memberships held (including copies of certificates);
- responses to questions in the application form which allow us to compare your experience, skills and knowledge with our requirements;
- relationship (if any) to our staff, Committee members, suppliers, consultants or contractors;
- hobbies and interests;
- referees' names, contact details and job titles;
- nationality and immigration status and right to work in the UK (including relevant supporting documentation);
- sensitive personal information about your racial or ethnic origin, sexual orientation, your physical and / or mental health, religious or other similar beliefs and / or political opinions (where you choose to share this with us as part of your application); and
- criminal records information, including Disclosure Scotland and / or Protecting Vulnerable Groups scheme checks (if relevant to the position that you are applying for).

The law requires you to provide certain evidence of the above personal information to allow us to verify your right to work in the UK and to assess your suitability for the position applied for. If you do not provide us with this personal information, we may not be able to process your application successfully and / or take it further.

2. Why do we hold and use this personal information about you?

We hold and use this personal information to:

- carry out the recruitment process and assess your application for employment;
- verify the qualifications information provided by you;
- verify the criminal records information provided by you;
- carry out right to work and other statutory background checks;
- shortlist for and arrange an interview with you (if applicable);
- comply with legal requirements when arranging an interview with you (if applicable);
- comply with our equal opportunity monitoring obligations;
- communicate with and inform you of the outcome of the recruitment process;
- obtain references about you from your referees (if applicable); and
- protect and defend our legal rights in the case of a dispute between us.

3. What is our legal basis for holding and using your personal information?

Data protection laws require us to have a legal reason for holding and using your personal information. Our legal reasons for holding and using your personal information include:

- complying with the laws that apply to us, such as to check your eligibility to work in the UK and to make appropriate adjustments to comply with disability discrimination and accessibility laws when arranging an interview with you (if applicable);
- taking steps to enter into an employment contract with you, if your application is successful; and
- protecting our legitimate interests – in the highly unlikely event that we do not have another legal reason, we may have a legitimate interest in handling and using your personal information. In those circumstances, we will always consider your legitimate interests in the protection of your personal information, and will balance those against

our own legitimate interests in handling and using your personal information for the purposes described in section 2 of this statement.

In very limited circumstances, we may rely on your consent as the legal reason. By providing us with your personal information and sensitive personal information (including your racial or ethnic origin, sexual orientation, your physical and / or mental health, religious or other similar beliefs and / or political opinions) and the personal information and sensitive personal information of other individuals (including your referees), you:

- consent to it being used by us as described in section 2 of this statement; and
- confirm that you have informed the other individuals if they are of 12 years old and above of the content of this statement and they have provided their consent to their personal information and sensitive personal information being used by us as described in section 2 of this statement.

You and the individuals have the right to withdraw your consent to us holding and using your and their personal information and sensitive personal information by contacting us. Once you / they have withdrawn your / their consent, we will no longer use your / their personal information and sensitive personal information for the purpose(s) set out in section 2 of this statement, which you originally agreed to, unless we have another legal reason for doing so.

4. Who do we share your personal information with?

We may share your personal information with the following organisations for the purposes described in section 2 of this statement:

- our consultants, advisers and IT service providers;
- our solicitors;
- your referees; and
- Disclosure Scotland.

5. How long do we keep your personal information?

We keep the personal information that we obtain about you during the recruitment process for no longer than we need to meet any legal, accounting, reporting or regulatory requirements.

We keep recruitment information (including interview notes) for 12 months after the recruitment process has been completed. We will only keep recruitment information for longer than this if your application for employment is successful (we will only keep the recruitment information that is relevant to your employment).

We may also retain your personal information if you indicate to us that you wish us to do so in case a further similar opportunity arises in the future.

More information is contained in our data retention policy, which is available by contacting our DPO.

6. What rights do you have in relation to your personal information that we hold and use?

It is important that the personal information that we hold about you is accurate and current. Please keep us informed of any changes. Under certain circumstances, the law gives you the right to request:

- A copy of your personal information and to check that we are holding and using it in accordance with legal requirements.
- Correction of any incomplete or inaccurate personal information that we hold about you.
- Deletion of your personal information where there is no good reason for us continuing to hold and use it. You also have the right to ask us to do this where you object to us holding and using your personal information (details below).
- Temporarily suspend the use of your personal information, for example, if you want us to check that it is correct or the reason for processing it or to stop us from using your personal information altogether if we have committed a breach of data protection laws.
- The transfer of your personal information to another organisation, for example, the transfer of your training record to a future employer.

You can also object to us holding and using your personal information where our legal reason is a legitimate interest (either our legitimate interests or those of a third party).

Please contact our DPO if you wish to make any of the above requests. When you make a request, we may ask you for specific information to help us confirm your identity for security reasons. You will not need to pay a fee when you make any of the above requests, but we may charge a reasonable fee or refuse to comply if your request for access is clearly unfounded or excessive.

7. Feedback and complaints

We welcome your feedback on how we hold and use your personal information, and this can be sent to our DPO.

You have the right to make a complaint to the Information Commissioner, the UK regulator for data protection, about how we hold and use your personal information. The ICO's contact details are as follows:

Telephone: 0303 123 1113

Website: <https://ico.org.uk/concerns/>

If you would like to receive this statement in alternative format, for example, audio, large print or braille, please contact us.

8. Updates to this statement

We may update this statement at any time, and we will provide you with an updated version when required to do so by law.

Last updated: October 2024