

# Board Member Recruitment Information Pack

June 2025

Helping people live  
their life to the full

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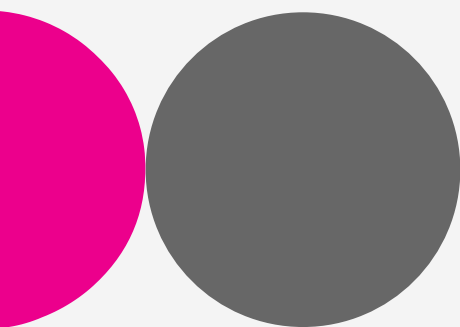
[blackwoodgroup.org.uk](http://blackwoodgroup.org.uk)

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160 Dundee Street | Edinburgh | EH11 1DQ

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# 1. Welcome

On behalf of Blackwood Homes and Care, I want to thank you for your interest in joining the Board for our organisation.

This is a pivotal and exciting time for Blackwood as we launch our new Business Plan for 2025-2028, which focuses on the following five strategic objectives:

- Create a positive experience for our customers
- Invest in our people
- Deliver quality housing and care services
- Provide affordable, safe and well-maintained homes
- Ensure strong financial management, performance and governance



Julie McDowell  
Chair, Blackwood Board

The Board and Senior Management Team have defined the key areas of improvement which will aid us in achieving our objectives. Our strategic actions are focused on achieving and maintaining regulatory compliance, improving customer engagement opportunities, and increasing our engagement with our staff and ensuring they feel heard and valued. In addition, there will be a continued focus on controlling our costs and maximising our income.

In November 2024 we were assessed to be 'not compliant - working towards compliance' by the Scottish Housing Regulator (SHR), in our approach to financial management and governance. Our [Engagement Plan](#) with SHR sets out the actions that we must undertake. Since then, we have made significant progress in addressing the key strategic issues that led to this assessment and our intention is to return to full compliance within the first year of our Business Plan.

Whilst we work toward compliance, we will continue to build on our existing strengths, to deliver the best possible outcomes for our customers. We are seeking Board members and a new Chair who are passionate about helping people to live life to the full through good quality landlord and care services, and who have the experience and enthusiasm to support our teams to drive forward the improvements required to ensure that we become a financially resilient organisation.

We hope that you are excited by this opportunity to join Blackwood as a Board member / Chair and to be an important contributor to the continued success of our mission.

**Julie McDowell**  
**Chair, Blackwood Board**

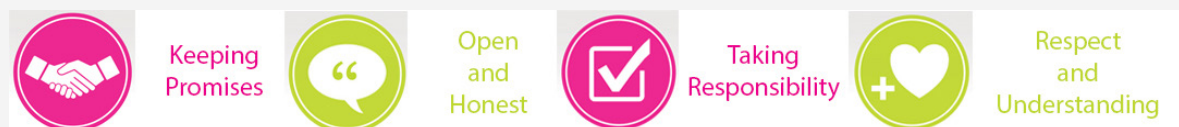
## 2. Our Vision and Values

### Our Vision

Blackwood is driven by our vision to **help people to live life to the full** through good quality landlord and care services.

### Values

Blackwood's four core values support that everything we do, whether as an organisation or as individuals, support the achievement of our vision. They determine our behaviours towards each other and our customers.



## 3. About us

Blackwood is a leading housing and care provider in Scotland, specialising in services for people with disabilities. Founded in 1972 by Dr Margaret Blackwood, the organisation is entirely focused on creating personalised and individual solutions to help people live fully and independently. We provide warm, safe, comfortable homes and care and support for adults with physical disabilities, long term conditions, sensory impairment and learning disabilities.

Blackwood's teams are friendly, committed, motivated and trained to the highest level, ensuring the best possible outcomes are achieved for our customers. We currently employ 496 staff across the organisation, with the majority of our people employed (405) across our care services in roles such as support worker, team leader and care service managers. Our corporate and professional teams (91) are critical to ensuring robust housing and independent living services and developing our digital and thought leadership capacity. These corporate teams undertake roles across Housing, Finance, Human Resources, Digital and Governance. The structure of our Board and Committees and the Senior Management Team organogram are attached as appendix 1.

Blackwood has six local bases located in Stirling, South Ayrshire, Glasgow, Aberdeen, Dundee, and Edinburgh. Being closer to our customers ensures we are in the best position to support people at a personal level and enable them to live their life to the full.

Blackwood's current financial position is that it has traded in deficit for the last three years, though with a steady reduction of those deficits year on year. Through focussed management action and governance oversight, it is the intention of the Board and Senior Management Team to return to surplus in the 2025/26 financial year and this is reflected in the approved budget for 2025/26. As we focus on financial management, on a practical level this involves planning, reporting and control. Our total turnover is £28million with net assets of £110million net value. Our group report and accounts for year ending 31 March 2024 can be accessed [here](#).



## **Our Housing**

We operate in 29 of 32 local authority areas across Scotland, own and maintain over 1,550 homes and we currently house 1,882 customers. We aim to have accessible and modern bespoke housing which provides great value for people with a range of disability and housing needs. Our ongoing investment programme is designed to ensure that existing homes are upgraded to meet statutory obligations and customers' priorities.

In exploring the future of accessible housing, we will continue to work with Lewis and Hickey architects to design and develop the Blackwood House. The Blackwood House design comprises a central services core of bathroom and kitchen creating a modern, accessible, open-plan space with 360° movement throughout the home for wheelchair users. Both the kitchen and bathroom utilise "rise and fall" technology allowing access to storage and services safely and easily. Combined with the nationally and internationally recognised award-winning digitally enhanced care system CleverCogs™, the Blackwood House is a highly accessible and flexible home capable of changing with any customer's needs, allowing people to stay in their home for longer. The first development of this kind saw six homes built at Glamis Road, Dundee which were opened in 2017 by the Scottish Housing Minister. Since then, we have delivered a further 24 beautiful Blackwood homes in Helenvale, Glasgow and 66 in Charleston, Dundee, 17 of which are currently owned by Blackwood. There is a clear need for accessible housing, and we will continue to explore how best Blackwood can contribute to meeting this need both directly and with partners.

## **Our Care Services**

In providing care and support we aim to take account of the needs of individual customers. Our services are co-designed with individuals and their families. Our Support Workers are trained to a consistently high standard, aligning to the benchmarked expectations of the Health and Social Care Standards (2018) and SSSC registration. We provide support to over 500 customers who receive care in our care homes or additional support to enable them to live in their own homes.

Our aim for the service is to achieve Care Inspectorate grades of good or very good, and we will seek to maintain this high standard of care.

## **Our Care Homes**

We have 3 care homes positioned across Scotland. Belses Garden is situated within a residential area of Cardonald, Glasgow. Built in 1996, the care home stands alone, with a further six wheelchair accessible terraced houses within the grounds of the development. The facilities are designed to provide accessible accommodation and care services for 14 residents, primarily those with physical disabilities and complex care needs.

Broom Court is situated within a residential area of Stirling. Built in 1987, the care home is an integrated community setting with a further 53 flats and houses within the development. Broom Court provides a 24-hour care and support service for up to 14 residents with complex disabilities and high support needs.

Raeden Court is located in Aberdeen. Built in 1983 the care home is an integrated community setting with a further 48 flats and bungalows within the development. Raeden Court provides 24-hour care and support services for up to 15 residents with complex disabilities and high support needs in a modern, newly refurbished single-story building where each resident has their own en-suite bedroom.

All homes are wheelchair accessible and equipped to support independent living, including accessible ensuite facilities.

### ***Our Digital Support service***

Our 24-7 responder service was initially launched in 2016 as a night support service in partnership with City of Edinburgh Council. We have expanded the service into a 24 hour, 7 day a week service model in Glasgow and Edinburgh, which now offers a range of options for people with varied care and support needs during the day, and at night using CleverCogs™, helping our customers living in their own homes. Our support team responds to customer calls via video, activated by customers using their technology-enabled care equipment.



More information can be found on our website: [www.blackwoodgroup.org.uk](http://www.blackwoodgroup.org.uk)

## 4. Board Member Role Description

### Overview of the Role

The Board of Blackwood have responsibility for strategy and oversight and accountability of the organisation. The Board delegates responsibility for the day-to-day management and running of the organisation to staff through the Chief Executive.

The Board, working closely with the Chief Executive and Senior Management Team:

- sets the strategy and direction of the business
- agrees the annual budget and business plan and ensure financial viability
- takes account of customers' views in respect of rents and charges, services and care provision
- takes responsibility for ensuring Blackwood is a good employer that engages with its employees
- monitors performance and manages strategic risk
- ensures legal, constitutional and regulatory compliance
- promotes and demonstrates good governance.

### Expectations of Board Members

Being a Board member is a voluntary role that carries legal responsibilities that are the same as those of a company director. All Board members are expected to use their skills, knowledge and experience for the benefit of Blackwood Homes and Care. Members will offer life experience and/or professional expertise.

Every Board member shares the same level of responsibility regardless of their background. These responsibilities are set out in Blackwood's Code of Conduct and include the following:

- understand and be committed to the Vision, Values, and Business Plan of Blackwood Homes and Care
- attend and be well prepared for meetings
- take part in training and other learning and development opportunities
- participate in an annual review of their individual contribution
- respect and maintain confidentiality of information
- foster effective working relationships within the Board and between the Board and employees
- comply with the Entitlements Payments and Benefits Policy and declare any relevant conflict of interests.

Further information about what it means to be a Trustee of a charity can be found on: [OSCR Trustee Duties](#)



## 5. Chair Role Description

### Overview of the Role

**The Chair of the Board plays a vital role in providing strategic leadership, ensuring strong governance, and supporting effective decision-making at Blackwood. This section outlines the key responsibilities of the Chair, along with information about how the role is appointed and governed.**

- Members of the Board elect the Chair of Blackwood Homes and Care (who must be an elected Board member). The Chair is appointed on an annual basis at the next scheduled Board Meeting held after each Annual General Meeting (AGM).
- The Chair is responsible for the leadership of the Board and ensuring its effectiveness in all aspects of the Board's role and to ensure that the Board properly discharges its responsibilities as required by law, the Rules and the Standing Orders of Blackwood. The Chair will be delegated such powers as is required to allow them to properly discharge the responsibilities of the office.
- The Chair has additional responsibilities to that of a Board Member which are:
  - leading the Board and Committees constructively, providing direction and managing meetings effectively
  - developing and maintaining a constructive and positive working relationship between the Chair and Chief Executive and between Committee Chairs and senior staff
  - undertaking the Chief Executive appraisal with the Vice Chair
  - with the support of the Vice Chair, undertaking annual appraisals of all Board Members
  - upholding the Code of Conduct and promoting good governance; ensuring that any breaches are investigated appropriately
  - ensuring that Blackwood's business is conducted effectively between meetings and that emergency decisions are taken appropriately when required
  - ensuring that the Board has access to the range of skills, knowledge and experience necessary for the achievement of Blackwood's aims and objectives and for the fulfilment of the Board's responsibilities
  - ensuring that the Board has access to the necessary advice, information and support to fulfil its responsibilities and that, where appropriate, external and/or specialist advice is sought
  - providing support to new and experienced Board members by promoting access to relevant induction, training and development opportunities
  - being an ambassador and representing Blackwood at external events.
- Blackwood's Scheme of Delegation outlines in more detail the specific responsibilities of the Chair & Vice Chair.



## 6. Commitment

The Board seeks new members with skills and experience in the following areas:

- Financial Management (Qualified Accountant)
- Housing & Asset Management
- Care services

The Board member with experience as an accountant will be appointed as the Chair of the Finance and Audit Committee.

We operate hybrid Board and Committee meetings. Members are asked to:

- Attend 5 Board meetings throughout the year and the Annual General Meeting annually in September
- Participate in at least one of the Committees which support the Board – Finance and Audit Committee, Performance and Risk Committee (both meet quarterly) or People Committee (meets three times a year)
- Attend 2 Board Strategy Day meetings which are usually held in June and November
- Allow for reading and preparation time
- Participate in induction and training which is appropriate to the role of a governing body member

The Board has recently agreed a remuneration allowance for the Chair of the Board and the Chair of the Finance and Audit Committee. In recognition of the time and commitment required, remuneration offered is:

- Chair of the Board: £5,000 per annum
- Chair of the Finance and Audit Committee: £3,000 per annum.

All Board Members are reimbursed for out-of-pocket expenses including travel.

## 7. Recruitment Process

We would be delighted to arrange an initial confidential discussion with our Chair or another Board member if you wish to discuss the role and ask any initial questions. If you wish to do so, please contact a member of the Governance Team at [governanceteam@blackwoodgroup.org.uk](mailto:governanceteam@blackwoodgroup.org.uk) to arrange a discussion.

To apply, please send us your CV, a covering letter and equal opportunities form, setting out clear evidence of how your experience, skills and knowledge fit with the requirements we have set out, and why you are interested. Please also state if you are applying for the role of the chair. Submit your completed application by email to [governanceteam@blackwoodgroup.org.uk](mailto:governanceteam@blackwoodgroup.org.uk)

The deadline for submission of applications is: **16 July 2025**

Interviews will take place week commencing **11 August 2025** with the Chair and Vice Chair of the Board and may include another Board member.

The Company Secretary or a representative of HR may be present in a note taking capacity.

Our Board Fair Processing Notice is attached as appendix 2.

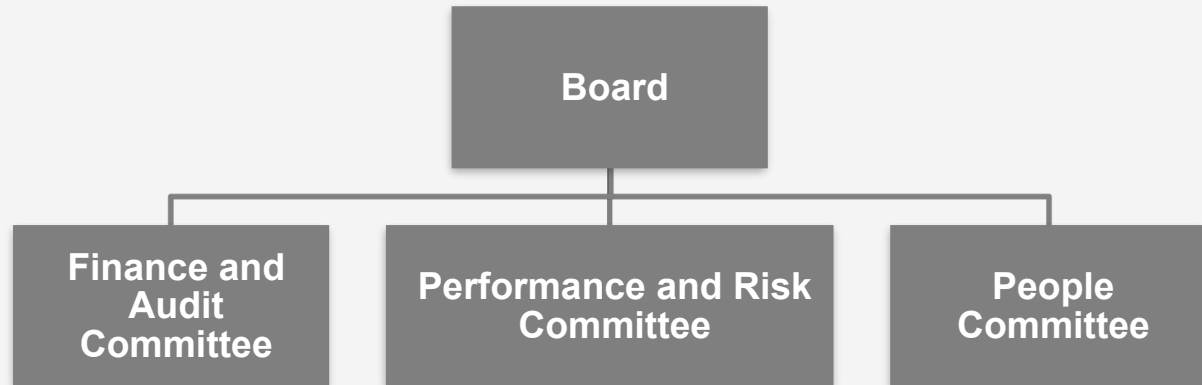
If you require any accessibility support at any stage of the recruitment process, please let us know, we are happy to accommodate your needs.

Blackwood Homes and Care is an Equal Opportunities employer. This means that when carrying out our work and in the employment of staff to undertake this work, we will seek to ensure accessibility and equity of treatment for all persons regardless of ethnicity, gender, age, marital status, disability, religion, sexual orientation, or economic status.

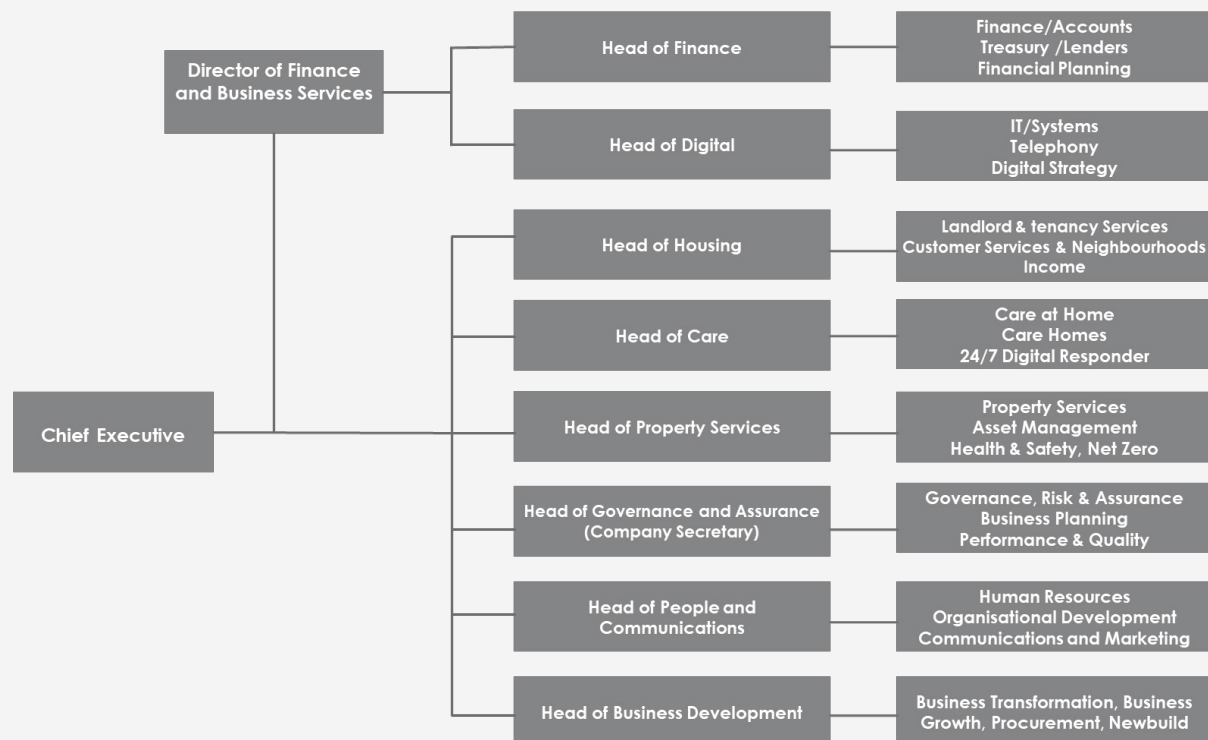
We're grateful for your interest in joining Blackwood as a Board member and we look forward to hearing from you.

## Appendix 1: Board and Management Team Structure

The Board structure in June 2025 is:



The Blackwood Management Team in June 2025 is:



## Appendix 2: Board Member Fair Processing Notice



### **Blackwood Homes and Care Fair Processing Notice – Board Members**

#### **(How we use your personal information)**

This information sheet explains what information we collect, when we collect it and how we use this. During the course of your call with us we will process personal data about you and we recognise the need to treat it in an appropriate and lawful manner. The purpose of this notice is to make you aware of how we will handle your information.

Blackwood Homes and Care ("we" or "us") is committed to a policy of protecting the rights of individuals with respect to the processing of their personal data and adhere to guidelines published in the [Data Protection Act of 1998] and the General Data Protection Regulation (EU) 2016/679, together with any domestic data protection laws which may come into force. We collect and use personal data for a variety of reasons.

Blackwood is registered as a Data Controller with the Office of the Information Commissioner (registration number Z5644613). This means that we are responsible for ensuring that any personal data that you provide to us is protected.

Our Data Protection Officer is Thorntons Law LLP, who can be contacted at [cst@blackwoodgroup.org.uk](mailto:cst@blackwoodgroup.org.uk). Any questions relating to this information sheet and our privacy practices should be sent to the Head of Governance and Assurance at [cst@blackwoodgroup.org.uk](mailto:cst@blackwoodgroup.org.uk).

#### **How we collect information from you and what information we collect**

We collect the following information either directly from you either at application stage or when you join the organisation:

- Name;
- Date of Birth;
- Address;
- Telephone number and e-mail address;
- Personal characteristics such as gender and ethnic group;
- Qualifications;
- Emergency contact details;
- Bank details;
- Occupation;
- Employer's address

## **Why we need this information about you and how it will be used**

We collect and use the above information and personal data for:

- Recruitment and selection;
- Appraisal, training and development;
- Payment of expenses;
- Auditing purposes.

## **Sharing of Your Information**

We may disclose and share information about you with third parties for the purposes set out in this notice, or for purposes approved by you, including the following:

- In the administration of governance
- when required to do so for audit purposes

Unless required to do so by law, we will not otherwise share, sell or distribute any of the information you provide to us without your consent.

## **Transfers outside the UK and Europe**

Your information will only be stored within the UK and Europe. Where information is transferred outside the UK or Europe, we will ensure that there are adequate safeguards in place to protect your information in accordance with this notice.

## **Security**

When you give us information, we take steps to make sure that your personal information is kept secure and safe. This is through controlled access, password protection and ensuring personal data is minimised. For further information, please see the Data Protection Policy.

## **How long we will keep your information**

We review our data retention periods regularly and will only hold your personal data for as long as is necessary for the relevant activity, or as required by law (we may be legally required to hold some types of information), or as set out in any relevant contract we have with you.

Data Type	Retention Period & Reference
Board member documents – appointment letters, SLAs, bank details etc	6 years after board membership ceases though some details should be destroyed when membership ceases eg bank details.
Board and Committee minutes	Permanently

## Your Rights

You have the right at any time to:

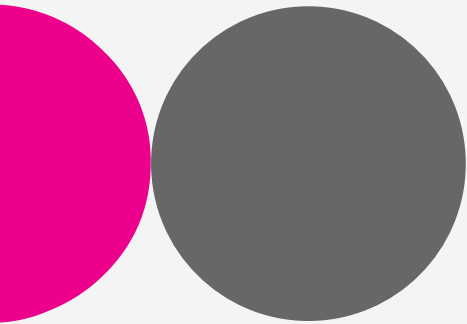
- Ask for a copy of the information about you held by us in our records; and
- Require us to correct any inaccuracies in your information.

If you would like to find out more about how we use your personal data or want to see a copy of information about you that we hold or wish to exercise any of your above rights, please contact: [cst@blackwoodgroup.org.uk](mailto:cst@blackwoodgroup.org.uk).

You also have the right to complain to the Information Commissioner's Office in relation to our use of your information. The Information Commissioner's contact details are noted below:

The Information Commissioner's Office – Scotland  
Queen Elizabeth House  
Sibbald Walk  
Edinburgh  
EH8 8FT  
Telephone: 0303 123 1115  
Email: [Scotland@ico.org.uk](mailto:Scotland@ico.org.uk)

The accuracy of your information is important to us – please help us keep our records updated by informing us of any changes to your personal and contact details.



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