



BOARD MEMBER RECRUITMENT POLICY 2024

1.0 INTRODUCTION

The Board of Management, in conjunction with the Senior Management Team, has responsibility for leading and directing the Association. As a registered social landlord and a Scottish charity, it is vital that the Association have people with the right skills and experience to carry out this critical role.

The Association will therefore:

- ✓ Be clear about the mix of skills and experience necessary for our Board to operate effectively, and the Association will re-assess these annually.
- ✓ Annually assess the skills and experience which Board members currently hold and match these against the skills and experience the Association need
- ✓ Identify gaps between the skills and experience required and those currently held.
- ✓ Take steps to fill those gaps by a mix of:
 - Structured training and development programmes for the Board as a whole and/or for individual Board members.
 - Recruitment (through election at the AGM and by co-option during the year) of additional members in an open and transparent way.
- ✓ Ensure a process of succession planning is in place, to protect and enhance the skills and experience held by individuals in the event of their departure from the Board.
- ✓ Support the work of the Board through organisational measures in order to make the most of the contributions made by voluntary Board members

This Policy sets out the steps the Association will take to secure additional skills through recruitment; but as indicated above it forms part of a range of governance measures designed to sustain and increase the capacity of the Board.

2.0 WHAT THE ASSOCIATION IS LOOKING FOR

The Association are looking for individuals to serve as Board Members who can demonstrate the following:

- ✓ A **commitment** to supporting the **local communities** that the Association engages with or the needs of our service users through the provision and development of high quality housing and housing related services, and
- ✓ A **willingness** to work as a member of a **team** which has responsibility for **leading and directing** the work of the Association

In addition, prospective members should have knowledge, skills and experience of **at least one** of the three areas listed below.

- ✓ **Local Knowledge:** for example, awareness of the housing needs in the areas the Association work in, knowledge of local issues in Clackmannanshire/West Fife and the people who live here; awareness of concerns facing the Association's customers, familiarity with the respective local authority plans, priorities and practices.
- ✓ **Business Skills and Knowledge:** for example, strategic and business planning, personnel or Human Resource issues, financial planning and control, monitoring and control of performance, corporate management/administration or legal experience.
- ✓ **Specialist Housing and Related Knowledge:** for example, knowledge of housing management and maintenance, housing-related legislation, Regulatory Framework for Scottish RSLs, health, OSCR's requirements, housing finance, equality and human rights issues; energy efficiency; renewables; regeneration; public relations

It is not expected that every member will be an 'expert' in all or even most of these areas.

The Association is looking primarily for those who feel they have a contribution to make to the work of the Association and who can offer relevant knowledge and/or experience; the Association will ensure that Board Members, once serving on the Board, have the opportunity to enhance their existing skills and knowledge through training and development.

The Association is committed to equality of opportunity in the way our Board operates.

The Association welcomes applications from all individuals, irrespective of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, religion or belief, sex, race and sexual orientation. The Association is particularly interested in providing opportunities for involvement to individuals who are under-represented in public life or who are currently under-represented on our Board. This, however, will not take precedence over the need to have people with the right skills and experience.

3.0 WHAT BOARD MEMBERS GET OUT OF BEING INVOLVED.

As a voluntary organisation, the Association does not provide payment to members of the Committee. However, that does not mean to say that Board members get nothing in return for their time and commitment. Amongst the rewards from being a Board member are:

- ✓ The satisfaction of helping improve the lives of local people
- ✓ The satisfaction of contributing to an organisation committed to improving the quality of life of its customers and communities
- ✓ The satisfaction of helping to sustain and promote local communities
- ✓ The opportunity to develop knowledge and personal skills
- ✓ The opportunity to work in a stimulating and mutually supportive environment
- ✓ The chance to socialise with others with a shared commitment
- ✓ The opportunity to stand for one of the office bearer positions

4.0 RECRUITMENT

In addition to developing the skills and knowledge of existing Board members, the Association will seek to recruit to fill gaps identified through the annual Board review process. Recruitment will be carried out in accordance with our constitution, and will take the form of co-option (the number of co-optees is limited to one-third of the elected membership of the Board) or the filling of casual vacancies left by the retirement of existing Board members. Recruitment does not supersede the rights of shareholding members to seek election to the Board at the AGM.

Annually, the Association identify the skills, experience and expertise required to lead and direct the Association's affairs. Through recruitment, the Association will attempt to fill any gaps which have been identified: these are set out in the checklist which is attached as a schedule to this Policy.

The Association will also seek to identify any current groups which are underrepresented on our Board, with reference in particular to the nine protected characteristics under the Equality Act, in pursuit of our commitment to equal opportunities.

The Association will promote the opportunity to become a member of the Board through the use of:

- ✓ Advertisements in the local press
- ✓ Advertisements on social media
- ✓ Circulation of information to:
 - partner organisations and other stakeholders
 - tenant organisations and community groups
 - members of the Association
 - local business interests and their representatives
 - other voluntary organisations and social enterprises

in each case inviting enquiries from interested individuals.

The advertisement will highlight the particular skills and areas of experience where gaps have been identified, and will invite applications from underrepresented groups.

Those enquiring will be issued with a **recruitment pack**, consisting of the following:

- ✓ **Information on the Background of the Association**
- ✓ Explanatory **information** on the process of **becoming a Board Member**
- ✓ **Board Member Role Description**
- ✓ **Itemised checklist of the skills, knowledge and other qualities** sought (Schedule 1)
- ✓ **Application form**, which asks for information on the areas of skills, knowledge and experience which the applicant can offer, and for personal information to allow equal opportunities monitoring.

The process of advertisement may be supplemented by personal approaches from members of the Board. In the event of such an approach being positive, the details of the individual will be submitted to the Chief Executive, who will arrange a recruitment pack as described above to be forwarded.

Completed application forms will be sent to the Association's offices, and the Chief Executive in conjunction with the Chairperson will review the applications with a view to confirming eligibility.

Eligible applicants will then be invited to attend an interview with the Executive Committee.

The purpose of the interview will be to:

- ✓ Confirm the applicant's eligibility to act as a member of the Board
- ✓ Establish the applicant's understanding of the role of Board members, including the likely time commitment involved.
- ✓ Establish the potential contribution likely to be made by the applicant, in the light of the skills, knowledge and experience sought by the Association.
- ✓ Answer any questions from the applicant.
- ✓ Explain the potential benefits of having an experienced Board Member supporting and mentoring the applicant, if successful.

The applicant will be informed of the result of the interview as soon as possible thereafter.

Co-opted members of the Board are encouraged to become shareholding members of the Association but this is not a requirement. Co-opted members cannot vote on matters relating to the membership of the Association or the election of office bearers; nor can they themselves stand for election as office bearers.

They can only serve as co-optees on the Board until the AGM following their co-option, at which point they must, if they wish to continue to serve as members of the Board apply for membership of the Association (if not already a member) and stand for election.

The process described above may also be used to fill casual vacancies left by the retirement or resignation of existing Board members during the course of the year. Under the Association's Rules, an individual filling a casual vacancy must first become a member of the Association.

5.0 SKILLS AUDIT

When new members are first appointed or nominated to the Board, they will be invited to a meeting with the Chief Executive and Chairperson in order to find out more about the skills and experience they have to offer; this will form part of the induction programme, for which a separate policy exists. The Association wants to make sure that the Association is able to recognise and build on what new members have to offer, and to identify any immediate priorities for further training and development.

Thereafter there will be an annual opportunity for each member to update this assessment through an annual review. This will be linked to an assessment of the contribution and effectiveness of individual Board members to the Association's governance. On the basis of that interview, the Association will draw up a structured training and development programme. Training and development opportunities will be pursued under the terms of the Committee Skills Development Policy.

6.0 REVIEW

This policy will be reviewed at least every 5 years.

Anne Smith
Chief Executive

27th August 2024

Policy Review Consultation Process

Recommended by the Finance, Audit & Corporate Governance Committee	5 th September 2024
APPROVED BY THE BOARD OF MANAGEMENT	26th September 2024
Date of Next Review	September 2029

Checklist of Skills, Knowledge and other Qualities

1. **Knowledge and Understanding:** the Association are looking for individuals able to demonstrate knowledge or experience of one or more of the following areas:
 - ✓ Strategy and policy
 - ✓ Business planning
 - ✓ Community planning
 - ✓ Service delivery
 - ✓ Engagement with tenants
 - ✓ Asset Management
 - ✓ Responsibilities to owners
 - ✓ Procurement and contract management
 - ✓ Housing support
 - ✓ Economic Development and/or regeneration
 - ✓ Financial planning and control
 - ✓ Employer responsibilities
 - ✓ Equality , diversity and human rights
 - ✓ Current housing policy and legislation
 - ✓ Health and Safety
 - ✓ Role of the regulator
 - ✓ Marketing and media

2. **Skills:** the Association are looking for one or more of the following:
 - ✓ Ability to work as a member of a team with other Board members and with staff
 - ✓ Ability to contribute to discussions about strategy and policy
 - ✓ Ability to interpret and question information received
 - ✓ Ability to identify what is important for the Association's success as a business
 - ✓ Ability to contribute to effective decision making
 - ✓ Ability to communicate effectively, contribute to decision-making and to challenge constructively

3. **Qualities:** The Association are also looking for people able to demonstrate these qualities:
 - ✓ Contributing ideas and new perspectives
 - ✓ Respecting confidentiality
 - ✓ Focusing on the best interests of the Association, its tenants and service users and its aims and objectives rather than personal interests
 - ✓ Keeping one's own knowledge up-to date
 - ✓ Accepting collective responsibility for decisions