



Policy Name		Governing Board Members Recruitment, Selection, Induction, Training and Succession Planning Policy	
Policy Ref		CG9	
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Purpose		CONSIDER & APPROVE	
Next Review Date		August 2027	
Committee		Board of Management	
Author		Gail Robertson	
Internal Policy	X	To be published	X

Purpose

The Association wishes to ensure that it continues to have a wide breadth of skills, knowledge, experience and background within its Governing Body (GB). In order to identify potential candidates for nomination to the GB, the Association will advertise for applicants and put forward for nomination to the GB, applicants whose values mirror those of the Association and whose skill set compliment and/or enhance the overall skills of the GB.

This policy sets out the process and expected outcomes of the recruitment process, delivering:

- A clear, fair and consistent process for the recruitment of committee members that strengthens the Associations overall governance by recruiting in the best interests of the Association and its customers
- Compliance with the Association's rules, other related policy and legislation and the regulatory requirements of the Scottish Housing Regulator (SHR)
- Increased awareness of the benefits of voluntary service and ensuring applicants fully understand the role, responsibility and commitments to our GB.

Other Relevant Policies

This policy should be viewed in terms of the Association's:

- Equality and Diversity Policy
- GBM Code of Conduct
- GBM Roles and Responsibilities
- EPB and Declaration of Interest Policy
- The Association's Vision and Values

Recruitment for Good Governance

The GB leads, directs and oversees the operation of the Association's activities. GBM are accountable to each other, the Association's stakeholders, service users and regulatory bodies. In order to ensure that GBM's deliver compliance with the Regulatory Framework, GBM's are required to perform their duties in line with the GBM Code of Conduct. GBM's are expected to develop their knowledge and skills through ongoing training, undertake annual skills appraisals

Governing Board Recruitment Process

Application Stage

The Association will recruit new GBM's through the following routes:

- Word of mouth
- Recommendations from existing GBM's/stakeholders

- Tenants Forums/Features in Newsletters
- Advertising in the local and housing sector press

Applications will be considered from existing members of the Association or non-members.

All candidates will be provided with a Recruitment Pack. The pack will contain information about the strategic objectives of the Association, Membership Policy, summary of KPI's, current collective skills appraisals summary, governance arrangements, Tenants Annual Report on Charter, Annual Assurance Statement, Code of Conduct and induction policy. All candidates should complete an application form and eligibility statement which should be returned to the Arbroath Office (if there is a closing date as part of a recruitment drive or for nominations for the AGM, this must be indicated in the associated paperwork)

Candidates will be invited to meet with the Association's Chair/Vice Chair and CEO to discuss the role of GBM in more detail.

Non-members should receive a membership application form and invited to join the membership of the Association although this is not a requirement at this stage.

Routes to Governing Board Membership

Only shareholding members can be nominated to the MC and stand for election. The Association's Membership Policy covers application and approval of membership.

Application from existing member: nominations must be in writing and must give full name, address and occupation of the member being nominated. Nominations must be signed by and include a signed statement from the member being nominated to show that they are willing to be elected. Nominations must be delivered to the Secretary or received at the registered office at least 21 days before the AGM. A member cannot nominate themselves for election.

Application from Non-Member: process as above however the applicant must first apply for membership of the Association in accordance with the Membership Policy and be approved as a member before standing for election/nomination to the GB.

Casual Vacancies: these are a result of a vacancy arising between AGM's. The GB can appoint a shareholding member to fill the vacancy until the next AGM at which point the appointee can stand down or seek election to the GB if they wish to continue. Those filling casual vacancies have full Committee Member status

Co-optees: Co-optees are not required to be members and can sit on the GB until the next AGM or until removed by the GB. Co-optees can be involved in all matters relating to the business of the GB except those related to the Rules of the Association, membership of the Association or the election of office bearers.

Applicant Interview

The purpose of the meeting will be to:

- Confirm the candidate's eligibility to act as a member of the GB
- Establish that the candidates understand the role of GBM including the likely time commitment involved
- Establish the potential contribution likely to be made by the candidate with regard to the skills, knowledge and experience as per the Governing Board Members Role and Responsibilities
- Answer any questions from the candidate
- Explain the induction process and support available including peer mentoring system
- Confirm the timescales for appointment
- It is important that the GB understand the motivation for an applicant wishing to join the MC as it needs to be made clear that membership of the GB specifically prevents individual or personal matters being pursued other than through the procedures that are available to all tenants and service users.

Outcome of Interview

Applicants will be advised of the outcome of their interview within a reasonable timescale and if successful and where meeting dates can be accommodated, invited to attend as an observer at a main Management Committee meeting. It is not necessary for the GB to give specific reasons for not selecting an applicant for nomination to the GB however this must be in line with policy. The GB must be satisfied that there is no organised campaign to undermine or disrupt the Association.

New GBM's will be allocated an experienced GBM to provide support and assistance during their induction period and as required after this time.

If an applicant is unsuccessful in being appointed to the MC due to a competitive election, the CEO will engage with the applicant to consider how their interest in the Association can be encouraged and that they remain interested. It is much more likely that they may stand for election to the MC in future as a result.

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Equality

The Association are keen to ensure that the GB has a balanced demographic mix in terms of age, gender, and ethnicity and will consider this in recruitment however the GB's primary requirement is to ensure that those on the GB have the correct set of skills to govern.

Induction

The Association recognises the complex and detailed oversight performed by the GB and the importance to the induction process in ensuring that the role of GBM is one which can be sustained and developed.

Regulatory Standard 6.3 states that *“the RSL supports new governing body members with effective induction to enable them to exercise their governance responsibilities effectively.”*

In order to ensure that GBM's are equipped with the tools to perform the role, the induction pack will include:

- Trustee Background Information
 - Office of the Scottish Charity Regulator (OSCR) Guidance & Practice for Charity Trustees
- Governance:
 - Code of Conduct for GBM's
 - Entitlements, Payments and Benefits Policy
 - Employers in Voluntary Housing (EVH) Committee Members Handbook
 - Angus Housing Association Rules
 - AHA Governing Body Members Roles and Responsibilities
 - Terms of Reference & Standing Orders
- Policy Documents
 - GDPR statement
 - Whistleblowing Policy
 - GBM Training Policy
 - GB Appraisal policy
 - E&D Policy
- Useful Information
 - EVH A-Z guides: Pensions, Health & Safety, Governance, Social Housing, Employment
 - Latest SHR Engagement Notification
 - Conflict of Interests Form
 - Latest Annual Assurance Statement
 - Copy of SHFA insurance
 - Mileage/Expenses policy

Other Areas of Support

Meeting with Senior Management Team: new GBM's will be invited to meet with the Senior Management Team either collectively or individually to discuss ongoing work or to meet staff within departments.

Peer Support: new members will be paired with an experienced GBM who can be available to discuss or explain any issue.

Pre-Committee Sessions: new GBM's will be invited to meet with the CEO prior to the first few GB meetings to go over the papers for the meeting.

Staff and GB Away Days: new members will be invited as part of the GB to attend joint away days where the strategy and operational objectives of the Association are discussed

Appraisals: GBM's will have to opportunity to review their contribution and identify training and personal development opportunities. The process for annual appraisals is detailed in the GBM Annual Appraisal Policy.

Training: this is covered in more detail in the section below.

GBM Training Policy

The Association recognises that not all GBM's will join GB with the range of skills and experience necessary to run the Association and that the regulatory and societal changes in our sector require a flexible but comprehensive approach to GBM training and development.

As such, the Association undertake to ensure that new and existing members of the GB will receive the appropriate training required to fulfil the role of GBM.

We will use the following range of options:

- In house training from staff
- Online courses
- External training from partner organisations including legal, accountancy, CIH, EVH, SFHA, SHARE
- Conferences
- Formal Housing or Leadership Qualifications where appropriate

Training logs for GBM's will be held and updated by Corporate Services and reviewed annually as part of the GB appraisal process. Collective and individual training requirements will be collated, and a training plan drawn up with an appropriate budget.

The CEO will report to the Chair of the GB where members have not undertaken training deemed necessary to the role of GBM and on budget spend.

As GBM's are volunteers giving of their time and commitment, the Association will ensure that training is focused on matters relating to the governance and regulatory role they undertake and will evaluate the quality and usefulness of the training delivered in this regard.

Committee Succession

The SHR's Regulatory Standard 6.2 states that *"The RSL plans effectively to achieve the appropriate and effective ongoing composition and profile of governing body members through ongoing performance evaluation and active succession planning"*

Succession planning is an essential component of good business planning; ensuring the Association understands the range of skills, knowledge and experience required to lead and deliver the achievement of the organisation's objectives.

Consideration should be taken of the future landscape of the sector, local issues and the future objectives, anticipating and preparing for change when appointing GBM's through succession.

The process of annual appraisals for GBM should allow the Association to plan for resignations from the GB however there will be situations where circumstances arise and GBM resign without prior planning.

The GB will undertake training that not only supports GBM's but that aims to develop the skills of GBM's to take on future Office Bearer roles.

Annual appraisals will gauge the willingness of GBM to take on future office bearer roles and training and development plans will be developed accordingly. GBM's interested in taking on these roles will be directed to the GBM Roles and Responsibilities Policy. Where an existing Office Bearer indicates that they wish to step down from the role but remain on the committee or where they are resigning from the GB, the CEO and Chair will discuss options for filling the role using the person specification as the basis for the discussion.

Applications for the office bearer post will be invited and applicants for the post will be asked to provide a short statement indicating their skills and experience (including from outside the sector) and what they feel they could bring to the role. It should be noted that applications may be received from members who are not currently sitting on the GB. Should the post have several applicants, the GB will vote for the applicant they feel is best suited to the role. There should be at least a week between submissions for the post and the decision being made by the GB in order to fully consider the applications.