

CLYDESDALE HOUSING ASSOCIATION LIMITED

Policy:	Management Committee Recruitment Policy
Date:	31 August 2022
Lead Officer:	Chief Executive
Review Date:	August 2025
Standards of Governance & Financial Management	<p>1.3 The governing body ensures the RSL complies with its constitution and its legal obligations. Its constitution adheres to [the Standards of Governance and Financial Management for RSLs] and the Constitutional [Requirements for RSLs].</p> <p>5.3 The RSL pays due regard to the need to eliminate discrimination, advance equality and human rights, and foster good relations across the range of protected characteristics in all areas of its work, including its governance arrangements.</p> <p>6.1 The RSL has a formal, rigorous and transparent process for the election, appointment and recruitment of governing body members. The RSL formally and actively plans to ensure orderly succession to governing body places to maintain an appropriate and effective composition of governing body members and to ensure sustainability of the governing body.</p>
Constitutional Requirements for RSLs	<p>14. Recruitment to the governing body is open and transparent. It is clear who is eligible to become a member of the governing body and how to become a member of the governing body whether by election, nomination, selection, etc and how membership is ended. There is a procedure for removing members from the governing body.</p>

Clydesdale Housing Association will provide this policy on request at no cost, in large print, in Braille, in audio or other non-written format, and in a variety of languages.

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1. Introduction

Purpose of this Policy

- 1.1 Clydesdale Housing Association's (CHA) Management Committee (the Committee) are a team of unpaid people who meet monthly to lead, direct and monitor CHA's activities. This policy presents the arrangements for recruiting new members to the Committee.
- 1.2 CHA aims to achieve the following outcomes from this policy:
 - Establish a clear, fair and consistent process for the recruitment of Committee Members;
 - Promote the work of the Committee and the non-financial rewards members receive from this voluntary activity;
 - Assist potential candidates in understanding the role of a Committee Member and the level of individual commitment required;
 - Strengthen CHA's governance by basing Committee Member recruitment decisions on our annual recruitment priorities and the best interests of CHA and service users;
 - Achieve equality of opportunity and treatment of Committee candidates irrespective of any protected characteristic a person might have or be perceived to have;
 - Compliance with CHA's Rules, other policies, Regulatory requirements and the law.

CHA's Vision and Values

- 1.3 Based in Lanark, CHA was established as a not for profit social landlord in 1987 by local volunteers. At the time of writing this policy CHA has a housing stock of 738 rented properties and 14 shared ownership homes located throughout the Clydesdale area of rural South Lanarkshire. CHA is registered with the Scottish Housing Regulator (registration no.93) and is a Scottish Charity (SC034228).
- 1.4 Our Vision is: Quality homes and excellent services for all - today and in the future.
- 1.5 We deliver this Vision through the following common values:
 - we listen, learn and work with customers, stakeholders and partners to improve how we work in the pursuit of excellence.
 - we encourage leadership and teamwork to identify and share progressive ideas.
 - we value our people's commitment and support their enthusiasm in achieving success.
 - we invest in the wellbeing of our customers and our people.
- 1.6 Our Vision can only be achieved through the leadership of our Committee working in partnership with staff. Prospective Committee Members must support this Vision and these Values through their words, attitude and actions.

2. Responsibilities of the Committee and Rewards

Responsibilities

- 2.1 Our Committee is a team of people who lead, direct and monitor CHA's activities. Committee Members are accountable to each other, CHA's shareholding membership, service users and other stakeholders.
- 2.2 Committee Members are required to combine their skills, knowledge and experience to deliver the following responsibilities which reflect the Regulatory Standards of Governance and Financial Management as set out by the Scottish Housing Regulator:
- Lead and direct CHA's work to achieve good outcomes for its tenants and other service users.
 - Be open and accountable for what CHA does. Understand and take account of the needs and priorities of tenants, service users and stakeholders - focusing on the sustainable achievement of these.
 - Manage resources to ensure CHA's financial well-being, while maintaining rents at a level that tenants can afford to pay.
 - Base decisions on good quality information and advice, and identify and mitigate risks to achieving CHA's objectives.
 - Conduct CHA's work with honesty and integrity.
 - Ensure that the Committee and senior officers have the skills and knowledge they need to be effective.

Conduct

- 2.3 Prospective Committee Members will be required to commit (in writing) to upholding CHA's Code of Conduct for Committee Members before joining the Committee and to renew that commitment annually for as long as they remain on the Committee. The Code of Conduct is based on these seven principles of good governance:
- Selflessness
 - Objectivity
 - Leadership
 - Openness
 - Integrity
 - Honesty
 - Accountability
- 2.4 People wishing to join the Committee must be committed to serving the best interests of CHA and its tenants and to supporting the decisions of the Committee, even on occasions when they disagree with them. Candidates must not be motivated by alternative or personal agendas.

Estimated Time Commitment from Committee Members

- 2.5 CHA's Committee meets monthly (usually at 6.00pm on the last Wednesday of the month). As well as attending meetings and contributing to discussions, Committee Members are expected to prepare for those meetings by reading the reports provided in advance. They are also required to participate in additional events such as annual appraisal meetings, training and business planning sessions. CHA has estimated that

the average time commitment for a Committee Member is around 100 hours per year, i.e. in the region of 8 hours per month.

Rewards

2.6 Although being a Committee Member is unpaid (only out of pocket expenses are reimbursed), Committee Members regularly experience the following non-financial rewards:

- Often the most rewarding aspect of serving on our Committee is the sense of personal wellbeing and satisfaction gained from contributing to a cause aimed at benefiting the local community.
- CHA provides an effective induction and ongoing training and development to Committee Members. As well as gaining new skills and knowledge, this learning can be used as evidence of personal development for some qualifications and work towards achieving or maintaining professional body accreditation.
- Experience gained as a Committee Member often enhances individual employment prospects – knowledge and experience in strategic planning, resource planning, risk management and performance monitoring are attractive to many employers.
- Being a Committee Member can also make good use of skills and knowledge gained by:
 - retired people during their previous employment
 - current or previous educational study
 - life experiences
- The Committee is a team of people who care about the provision of quality housing and the positive impact that this and excellent services have on the wellbeing of local people. Meeting and working with new people who share these aims leads to a deeper connection with the community and others.
- Research conducted in 2013¹ found that volunteering is good for you:
 - 76% of people volunteering said it made them feel healthier.
 - 94% said it improved their mood.
 - 96% said it enriched their sense of purpose in life.

2.7 This policy sets out the steps we will take to recruit new Committee Members in order to ensure the good governance of CHA.

¹ UnitedHealth Group and Optum Institute (2013) Doing Good is Good for You – 2013 Health and Volunteering Study. Available at: <http://www.unitedhealthgroup.com/~media/UHG/PDF/2013/UNH-Health-Volunteering-Study.ashx?la=en>

3. Recruitment for Good Governance

Annual Recruitment Priorities

- 3.1 CHA's Committee will annually agree recruitment priorities based on a self-assessment of the skills, knowledge, diversity and objectivity that it needs for its decision-making. This assessment is based on the results of our annual collective and individual Committee appraisal system and other good quality sources of information and advice. These priorities will be published on our website and in any Committee recruitment promotional materials we produce.
- 3.2 As well as identifying the learning needs of existing Committee Members, this work identifies what gaps there are that need to be filled through recruitment. This process considers the governance responsibilities of the Committee as well as the strategic challenges and opportunities facing CHA.
- 3.3 For example, the retirement of a Committee Member with specific technical knowledge/skills in construction may lead to a priority being set to encourage candidates with these qualities to apply in order to fill the gap that will be caused by that retirement. Recruitment priorities such as this can also apply to other specialised or general governance knowledge/skills, local knowledge or diversity factors that help the Committee to reflect the community it serves.
- 3.4 CHA believes that having a mix of established and new Committee Members is key to achieving good governance because we benefit from both experience and new ideas. The in-depth knowledge and understanding of experienced Committee Members is vital. However, new members can bring a new perspective that can help us to improve. Achieving the right mix of experience and new perspectives will also influence our recruitment priorities.

Eligibility for the Committee

- 3.5 Prospective Committee Members will be required to complete a personal declaration confirming that they meet the eligibility requirements set out in our Rules. A list of the eligibility conditions is provided in Appendix 1. Failure to meet any of these requirements will result in an application to join the Committee being rejected.

Categories of Committee Membership

- 3.6 Based on the recruitment priorities identified, CHA will seek to recruit new Management Committee Members to one, some or all of the following categories:
 - promoting opportunities to shareholding members for election at our Annual General Meeting (AGM).
 - appointing a shareholding member to fill a casual vacancy.
 - co-opting people.

Promoting Opportunities to Shareholding Members for Election

- 3.7 CHA's Membership Policy includes a commitment to encourage the shareholding membership to consider joining the Committee.

- 3.8 One-third of CHA's elected Committee Members will voluntarily retire annually. Committee Members must also retire if they have been co-opted onto the Committee or have been appointed to fill a casual vacancy. In these instances, those Committee Members can stand for re-election without being nominated.
- 3.9 Elections to vacant places on the Committee will take place at each AGM. The procedures for being considered for election are set out in CHA's Rules (Rules 39 – 41) and consist of:
- Notification of election to all shareholding members.
 - Nomination.
 - Election.
- 3.10 Notifications for the AGM will be issued 14 days prior to the meeting taking place and will inform shareholding members of existing and anticipated Committee vacancies. Notifications will usually also include details of dates when those nominated will be asked to meet with the Chairperson and another Committee Member to discuss their candidacy and find out more about what is involved in being a Committee Member.
- 3.11 Nominations must be in writing using the form provided by CHA and a shareholding member must be nominated by an existing shareholder – shareholders cannot nominate themselves for election to the Committee.
- 3.12 Representatives of organisations will not be eligible to stand for election to the Management Committee. Although, like any other Member, an organisation which is a Member can nominate an individual who is a Member to stand for election to the Management Committee.
- 3.13 Completed nomination forms must arrive at CHA's registered office at least 7 days before the AGM. Nominations received after this deadline cannot be considered for election.
- 3.14 Powers of Committee to Reject Nominations: A nomination for election to the Committee can be rejected by a decision by not fewer than three quarters of the Committee Members on one or more of the following grounds:
- where election to the Committee would be contrary to the Association's Rules or policies; or,
 - where a conflict of interest may exist which, even allowing for the disclosure of such an interest may adversely affect the work of the Association; or
 - where there is clear evidence of relevant circumstances from which it is concluded that election to the Committee would not be in the best interests of the Association.
- 3.15 The rejection of a nomination for election to the Committee shall be notified to the Member concerned in writing at any time prior to the date of the relevant annual general meeting.
- 3.16 Elections at the AGM will be conducted by a poll. Every member either present in person or who has an appointed representative present will have one vote for each place to be filled. Each candidate will be asked to provide a short biography (no more than 200

words) that will be sent to all members and appointed proxy representatives in advance of the AGM where possible in order to inform their voting choices. The biography will be structured by CHA and ask candidates to:

- Describe what abilities they offer CHA compared to the annual recruitment priorities set by the Committee and the Committee Member Person Specification.
- Explain their motivation for wanting to join CHA's Committee.

3.17 A further copy of the printed biographies will be handed out on arrival at the AGM.

3.18 Where the number of candidates standing for election is less than or equal to the number of vacant places, the Chairperson will declare them elected without a vote.

3.19 Committee Members serve normally for three year terms after which they are then eligible for re-election without nomination.

Filling Casual Vacancies

3.20 A casual vacancy occurs when an elected Committee Member leaves the Committee between AGMs. The Management Committee has the authority to appoint a shareholding member to fill a casual vacancy until the time of the next AGM. Those appointed to fill casual vacancies will be required to stand down from the Management Committee at the next AGM – they can seek election if they wish to continue.

3.21 Those filling casual vacancies have full Committee Member status.

Co-opting People

3.22 In accordance with CHA's Rules (Rule 42), the Committee can co-opt people to the Committee – there is no requirement for co-optees to be shareholding members. People co-opted can only serve on the Committee until the next AGM and can be removed by the Committee before that.

3.23 Co-optees can take part in Management and Sub-Committee discussions and vote at meetings on all matters except those which directly affect CHA's Rules, its membership or the election of Office Bearers. Co-optees cannot stand for or be elected to an Office Bearer position.

3.24 People who are co-opted must not make up more than one-third of the total number of elected Management Committee Members at any one time and will not be counted when establishing whether the minimum number of Committee Members are present to allow a Committee or Sub-Committee meeting to take place.

4. The Recruitment Process

Benefits of a Consistent Process

- 4.1 CHA aims to establish a clear, fair and consistent process for the recruitment of Committee Members irrespective of the Committee membership category being pursued. Having a process that treats all candidates equally will enable CHA to:
- Achieve a fair and consistent approach to Committee recruitment.

- Assist prospective Members in understanding the role, responsibilities and conduct requirements of the Committee.
- Ensure that CHA recruits Committee Members who best meet the recruitment priorities previously agreed by the Committee.
- Provide the necessary levels of support to candidates in order to ensure that no person is disadvantaged and to achieve equality of opportunity.
- Enhance compliance with CHA's Rules, other policies, Regulatory requirements and the law.

Publicity

- 4.2 Aside from the process of notifying shareholders about Committee vacancies leading up to the AGM, CHA will also advertise vacancies and anticipated vacancies through the use of:
- Information to shareholding members of CHA.
 - Adverts in the local press, journals, the CHA website/Facebook page and online publications
 - Information to partner organisations and professional/trade bodies.
 - Information to tenant organisations and community groups.
 - Information to other voluntary organisations and social enterprises.
- 4.3 Adverts will highlight the recruitment priorities, particular skills and knowledge we seek to strengthen the Committee.

Stage 1: Recruitment Pack to Candidates

- 4.4 Prospective Committee Members will be issued a recruitment pack, consisting of the following:
- Information on background and history of CHA.
 - A copy of this Policy.
 - A Committee Member Role Description.
 - A Committee Member Person Specification.
 - A Committee Member Application Form, which asks for information relating to the prospective Member's eligibility to become a Committee Member, details of their knowledge, experience and skills, and for personal information to allow equal opportunities monitoring.
- 4.5 On receipt of the returned Committee Member Application Form, the Chief Executive will establish the prospective Member's eligibility to join the Committee using the criteria presented in Appendix 1. Ineligible applicants will be advised verbally and in writing and will not be permitted to progress further.

Stage 2: Candidate Meeting with the Chairperson

- 4.6 Eligible prospective Members will then be invited to attend a meeting with the Chairperson, one other Management Committee Member (trained in recruitment practices) and an independent person². The constant involvement of the Chairperson in this stage will bring a level of consistency to the process and enable the Chairperson to develop a level of expertise in this area. The purpose of this meeting is to:
- Establish that the prospective Member understands the role of a Committee Member.
 - Establish the contribution likely to be made by the prospective Member, in the light of the knowledge, experience, skills and personal qualities sought by CHA.
 - Establish the prospective Member's match with the recruitment priorities already agreed by the Committee.
 - Consider any specific training or additional requirements needed to enable the prospective Member to fulfil a Committee Member role.
 - Highlight the potential non-financial rewards from Committee work.
 - Explain and confirm prospective Member commitment to the Code of Conduct requirements for Committee Members.
 - Ensure that prospective Members are motivated by serving the best interests of CHA and tenants, and not alternative or personal agendas.
 - Ensure that prospective Members can adequately meet the level of commitment required.
 - Answer any questions from the prospective Member.
- 4.7 In the case of prospective members seeking to fill casual vacancies or co-option, this meeting is compulsory. (Please note: it is not a condition that members nominated must attend this meeting in order to be considered for election at the AGM. However, this meeting forms an important early connection with existing Committee Members that will enhance the induction process for those eventually elected.)
- 4.8 Prospective Members who have been nominated in the lead up to an AGM will be asked if they will write a short biography for distribution to the shareholding membership.
- 4.9 In the case of casual vacancies and co-option, following the meeting, the Chairperson will lead a discussion between the CHA representatives on the strength of the application in order to form a recommendation to the Committee.

Stage 3: Chairperson Report to the Committee

- 4.10 In cases where applications are made out with the AGM nomination process, the Chairperson will report to the Committee with a recommendation. Where appointment is recommended the most appropriate category of membership will be proposed (i.e. co-option or filling a casual vacancy).

² A competent person who will enhance the objectivity of the process, e.g. a human resources professional with recruitment expertise.

- 4.11 The report will compare the application against the recruitment priorities set by the Committee and the Committee Member Person Specification. A recommendation to appoint will be made where the CHA representatives who attended the meeting with the prospective Member conclude that the recruitment priorities have been met and they currently meet or have strong potential to meet the Committee Member Person Specification.
- 4.12 Recommendations to appoint will be conditional on the prospective Member attending a Committee meeting to meet Committee Members, introduce themselves and observe non-confidential agenda items.
- 4.13 Committee will make the final decision on appointment after the prospective Member's attendance at a meeting.

Stage 4: Notification of Committee Decision

- 4.14 The Chairperson will inform prospective Members of the Management Committee's decision in writing within one week of the Committee meeting.
- 4.15 The Committee's decision in this matter will be final and there will be no right of appeal.

5. Equal Opportunities

- 5.1 We will strive to achieve equality of opportunity and treatment for all in all that we do. We will do this irrespective of any protected characteristic a person might have or be perceived to have. Section 4 of the Equality Act 2010 specifies nine protected characteristics:
- Age
 - Disability
 - Marriage and civil partnership
 - Pregnancy and maternity
 - Race
 - Religion or belief
 - Gender (referred to as "sex" in the Act)
 - Gender reassignment
 - Sexual orientation
- 5.2 We will consider the needs of hard to reach groups and will make reasonable adjustment, if possible, to assist people to apply to join the Committee and play an active role once appointed.
- 5.3 Practical steps we will take to fulfil our equal opportunities commitments for this Policy will include:
- Open advertising of Committee vacancies will include communication with hard to reach groups.

- We will encourage diversity in reviewing our annual Committee recruitment priorities to ensure that the Committee reflects the community we serve (based on ethnicity, disability, gender and age).
- Meet with all candidates with a disability who meet the Committee eligibility criteria and consider them on their abilities.
- Ensure there is a mechanism in place to discuss, at any time, but at least once a year, with disabled Committee Members what we and they can do to make sure they can develop and use their abilities.
- Take action to ensure that all Committee Members and employees develop disability awareness.
- We will hold candidate and Committee meetings in venues fully accessible to those with a physical disability.
- Provide reasonable support to candidates who have learning difficulties with form completion and dealing with paperwork.
- Provide reasonable support to candidates with physical disabilities with transport requirements associated with this Policy.
- We will reimburse candidates for out of pocket expenses they have incurred as a result of meeting with us – this will include transport costs and receipted carer and childcare costs.
- All Committee Members involved in meetings with candidates will have received training in equal opportunities, recruitment and selection.
- We will ensure that a Human Resources professional supports the work of Committee Members in implementing this policy in order to ensure compliance with good practice and the law.
- We will record reasons for selection and rejection of candidates for Committee vacancies.
- We will only ask health related questions to allow us to assist candidates during the recruitment process and to ensure reasonable adjustment can be made to accommodate the person and to ensure the person is able to carry out essential aspects of the role.

6. Policy Review

6.1 This Policy was adopted by the Management Committee on 31 August 2022. It will be reviewed every three years.

Approved by the Committee of Management on:	
Signed:	Signed:
Secretary/Chairperson	Staff Member

Appendix 1: Eligibility to Join the Committee – CHA Rules Extract

- 43.1 A person will not be eligible to be a Committee Member and cannot be appointed or elected as such if:-
- 43.1.1 he/she is an undischarged bankrupt, has granted a trust deed which has not been discharged or is in a current Debt Payment Plan under the Debt Arrangement Scheme; or
 - 43.1.2 he/she has been convicted of an offence involving dishonesty which is not spent by virtue of the Rehabilitation of Offenders Act 1974 or an offence under the Charities and Trustee Investment (Scotland) Act 2005; or
 - 43.1.3 he/she is a party to any legal proceedings in any Court of Law by or against the Association; or
 - 43.1.4 he/she is or will be unable to attend the Committee Meetings for a period of 12 months; or
 - 43.1.5 he/she has been removed from the Committee of another registered social landlord within the previous five years; or
 - 43.1.6 he/she has resigned from the Committee in the previous five years in circumstances where the resignation was submitted after the date of his/her receipt of notice of a special committee meeting convened to consider a resolution for his/her removal from the Committee in terms of Rule 44.5; or
 - 43.1.7 he/she has been removed from the Committee in terms of Rules 44.4 or 44.5 within the previous five years; or
 - 43.1.8 he/she has been removed, disqualified or suspended from a position of management or control of a charity under the provisions of the Law Reform (Miscellaneous Provisions) (Scotland) Act 1990 or the Charities and Trustee Investment (Scotland) Act 2005; or
 - 43.1.9 he/she has been removed from the office of charity trustee or trustee for a charity by an order made by the Charity Commissioners for England and Wales or by Her Majesty's High Court of Justice in England on the grounds of any misconduct in the administration of the charity for which he/she were responsible or to which he/she were privy, or which his/her conduct contributed to or facilitated; or
 - 43.1.10 a disqualification order or disqualification undertaking has been made against that person under the Company Directors Disqualification Act 1986 or the Company Directors Disqualification (Northern Ireland) Order 2002 (which relate to the power of a Court to prevent someone from being a director, liquidator or administrator of a company or a receiver or manager of company property or being involved in the promotion, formation or management of a company); or
 - 43.1.11 his/her nomination for election to the Committee has been rejected in accordance with Rule 40.3 during the period between the return of the completed nomination form and the commencement of the relevant Annual General Meeting.