



**Craigdale**  
HOUSING ASSOCIATION

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## BOARD RECRUITMENT POLICY

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**Date of Review: 13.07.20**

**Date of Approval: 10.08.20**

**Date of Next Review: July 2023**

**Craigdale Housing Association can provide this document on request, in different languages and formats, including Braille and audio formats.**

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## 1.0 INTRODUCTION

- 1.1 The purpose of this policy is to set out the arrangements for recruiting new members to the Board of Craigdale Housing Association Ltd. The policy is consistent with our Rules, our Standing Orders and the Scottish Housing Regulator’s Regulatory Standards for Registered Social Landlords in Scotland.

## 2.0 REGULATION & BEST PRACTICE

- 2.1 This Policy has been developed taking into account: the ‘Scottish Housing Regulator’s Standards of Governance and Financial Management’; the ‘Scottish Social Housing Charter’; and sector best practice.

## 3.0 PRINCIPLES

The principles underlying this policy are as follows:

### 3.1 Accountability

- 3.1.1 We ensure that our business is directed by a Board which reflects the needs and expectations of our members, customers and local communities, and that we are accountable to them.

### 3.2 Expertise

- 3.2.1 Our Board will, collectively, possess the range of skills, experience and objectivity to give effective strategic direction and deliver good tenant outcomes.

### 3.3 Openness

- 3.3.1 Interested individuals should have the opportunity to put their names forward as potential members of the Board.

## 4.0 SIZE & COMPOSITION OF THE BOARD

- 4.1 Under our Rules (Rule 37.7), the Board must have a minimum of 7 and a maximum of 15 members (including co-optees). We will keep under continuous review the size and composition of our Board in order to ensure that it is able to exercise its responsibilities effectively.
- 4.2 We recognise that having a mix of established and new members on the Board is key to achieving good governance because the Association benefits from both experience and new ideas. The in-depth knowledge and understanding of experienced members is vital.

However, new members can bring essential objectivity and independence to familiar practices and thinking. We will therefore aim for a reasonable turnover of the membership of the Board over time.

- 4.3 As a matter of policy, Craigdale Housing Association is committed to ensuring that Craigdale tenants have the opportunity to be actively involved in the running of the organisation. In pursuit of this principle, we will aim for at least a third of all Board members at any time to be tenants.
- 4.4 We will provide information, support and training to tenants who are interested in becoming involved in the Board.

## 5.0 ELIGIBILITY

5.1 Any interested individual may be considered for membership of the Board, with the exception of the following categories, who are statutorily ineligible (per section 43.1 of the Association's Rules):

- An undischarged bankrupt
- Individuals who are subject to an arrangement with their creditors
- Individuals who, in the opinion of a qualified medical doctor, would be unable to attend Board Meetings for a period of 12 months because of incapacity due to a physical or mental illness
- Individuals who have 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
- Individuals who are a party to any legal proceedings in any Court of Law by or against the Association
- Individuals who are or will be away for a period of 12 months and would be unable to attend the Board Meetings during this time
- Individuals who have been removed from the Board of another registered social landlord within the previous five years
- Individuals who have resigned from the Board in the previous five years in circumstances where their resignation was submitted after the date of your receipt of notice of a special Board meeting convened to consider a resolution for that individual's removal from the Board in terms of Rule 44.5;
- Individuals who have been removed from the Board in terms of Rules 44.4 or 44.5 within the previous five years
- Individuals who have been removed 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
- Individuals who have 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 under section 18(2)(i) of the Charities Act 1993, section 20(1A)(i) of the Charities Act 1960 or section 20(1) of that Act (as in force before the commencement of section 8 of the

Charities Act 1992) 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 they were responsible or to which they were privy, or which their conduct contributed to or facilitated;

- Individuals against whom a disqualification order or disqualification undertaking has been made against them 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).

### Code of Conduct for Board Members

- 5.2 When a person is nominated, or otherwise proposed, for a position as a Board Member, the Board will consider whether that person can sign the Association's Code of Conduct for Board Members, or if their conduct in respect of any dealings they have had with the Association in the previous five years would be considered to be contrary to the Code. If any such past dealings were contrary (to the Code), then the Board may refuse to accept the application or nomination of that person.
- 5.3 The full terms of these restrictions is contained in the Rules of the Association (section 43.1). Those seeking to become Board members must complete and application form and take part in an interview with the Chairperson and Chief Executive Officer in order to satisfy the eligibility criteria.

## **6.0 ROUTES TO BECOMING A MEMBER OF THE BOARD**

- 6.1 In seeking to recruit new members of the Board, we will:
- Promote opportunities for shareholding members of the Association to be considered for election to the Board
  - Identify skills and expertise gaps on the Board, and seek to fill these through a process of advertising and co-option;
  - Consider targeted advertising for vacancies where specific skill gaps have been identified (e.g. advertising with local employers/educational institutions, local newspapers, SFHA etc)
  - Seek candidates through relevant registers of individuals interested in joining RSL Boards.
- 6.2 These routes to membership of the Board are outlined below.

## 7.0 ELECTION FROM THE SHAREHOLDING MEMBERSHIP

- 7.1 Craigdale Housing Association has a membership policy, which commits it to promoting to all interested individuals the opportunity to become shareholding members of the Association, in line with the Association's Rules.
- 7.2 While shareholding membership of the Association is open to all interested individuals, it is likely to be of particular interest to the following groups:
- Tenants of the association
  - Representatives of organisations which work in partnership with the association
  - Individuals who have a specific interest in housing
  - Individuals who have an interest in community participation. We will seek to promote to all shareholding members the opportunities for becoming actively involved in the running of the organisation, in accordance with our Membership Policy.
- 7.3 The procedures for being considered for election are set out in the Association's Rules (Rules 39 – 41) and consist of:
- Notification of election to all shareholding members
  - Nomination
  - Election; and
  - Announcement of election result.
- 7.4 Nominations must be in writing and in the form specified by the Association and must give the full name, address and occupation of the member being nominated. A member cannot nominate himself/herself for election to Board. Nominations must be signed by, and include a statement from the member being nominated to show that they are eligible to join the Board in accordance with the Association's rules, and that they are willing to be elected.
- 7.5 Completed nomination forms must be returned by hand or by post to the Association's registered office at least 21 days before the general meeting.
- 7.6 On receipt of a nomination, the Chief Executive Officer will establish the shareholding member's eligibility to stand for election, and ineligible applicants will be advised accordingly and not be permitted to stand for election.
- 7.7 A shareholding member seeking election to the Board will be asked to complete an application form designed to establish the skills, experience and expertise which the individual might bring to the work of the Association. The candidate will also be given the Board Member Role Description, in order to clarify what the Association expects of Board members, and what a Board member can expect from the Association.

## **8.0 CO-OPTION IN ACCORDANCE WITH OUR RULES**

- 8.1 The Board can co-opt anyone to the Board that it considers suitable to become a Board Member. Co-optees do not need to be members of the Association, but they can only serve as co-optees on the Board until the next annual general meeting or until removed by the Board.
- 8.2 Co-optees can take part in discussions at the Board or the Committee meetings and vote at Board and Committee meetings on all matters except those which directly affect the membership of the Association or the election of the Association's Office Bearers.
- 8.3 Co-optees may not stand for election, nor be elected as one of the Office Bearers of the Board. However, co-optees may stand for election at the AGM - if they become members of the Association.
- 8.4 Board members co-opted in this way must not make up more than one third of the total number of Board or Committee members at any one time.
- 8.5 The Board will regularly consider whether there is the need for co-option to fill identified needs (skills and competencies) and how identified vacancies should be filled. This may include targeted approaches to suitable individuals and targeted advertising/specific approaches to, for example, local employers/educational institutions, local newspapers, SFHA etc.

## **9.0 PROMOTION OF BOARD MEMBERSHIP**

- 9.1 We will promote the opportunity to become a member of the Board through the use of:
  - Advertisements in the local press or relevant trade journals
  - Targeted advertising or promotion
  - Circulation of information to partner organisations and other stakeholders
  - Circulation of information to tenant organisations and community groups
  - Circulation of information to members of the association
  - Registration with any relevant registers of potential members
  - Articles in our newsletters and website.
- 9.2 In each case we will invite enquiries from interested individuals. The advertisement or circulated information will identify any particular skills or areas of experience where gaps have been identified, and will in particular invite applications from underrepresented groups.
- 9.3 Those enquiring will be issued with a recruitment pack, consisting of the following:
  - Information on Background and History of Craigdale Housing Association
  - Explanatory information on becoming a Board member

- Board Member Role Description
  - Application form, which asks for information on the areas of skills, knowledge and experience which the applicant can offer, as well as a personal statement from the applicant in which they are asked to state how their skills will be relevant to Craigdale; and
  - An Equal Opportunities monitoring form (which will be processed separately from any application).
- 9.4 The process of advertisement may be supplemented by personal approaches from members of the Board and senior staff of the association. In the event of such an approach being positive, the details of the individual will be submitted to the Chief Executive Officer, who will issue the recruitment pack as described above.
- 9.5 Completed application forms will be sent to the Association's offices, and the Chief Executive Officer will screen the applications with a view to confirming eligibility. Eligible applicants will then be invited to attend an informal meeting with the Chair and the Chief Executive Officer. The Chair may invite an additional Board member (or members) to participate if appropriate (for example, if meeting a potential new tenant member, the Chair may invite an existing tenant member to participate in the meeting).
- 9.6 The purpose of the meeting is to:
- Confirm the applicant's eligibility to act as a member of the Board
  - Establish the applicant understands of the role of Board member
  - 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.
- 9.7 Following the interview, on behalf of the Chair, the Chief Executive Officer will prepare a report to the next Board meeting, with a recommendation as to whether the applicant should be accepted as a co-opted member.
- 9.8 Within 24 hours of the Board meeting, the applicant will be informed of the result of the meeting:
- Acceptance as co-opted member of the Board
  - Non-acceptance, with reasons for the decision



## 10.0 NEW BOARD MEMBERS

10.1 New Board members (whether elected or co-opted) will receive a letter of welcome. Accompanying this letter, will be an Induction Pack, consisting of the following:

- The Association’s Rules
- The Association’s Standing Orders
- Board Member Role Description
- The Association’s governance policies, including (but not necessarily confined to) the following:
  - Code of Conduct
  - Association’s Business Plan
  - Equal Opportunities Policy
  - Policy on Payments and Benefits
  - Board Expenses Policy
  - Whistleblowing Policy
  - A schedule of Dates for Board and Committee meetings
  - A copy of the Scottish Housing Regulator’s Regulatory Framework for RSLs
  - A copy of the Scottish Social Housing Charter
  - A copy of Craigdale Housing Association’s latest Regulatory Risk Assessment; and
  - A copy of the Scottish Housing Regulator’s guidance on Notifiable Events.

10.2 New Board members will be asked to sign the Code of Conduct. Acceptance of the terms of the Code is a requirement, and membership of the Board will not take effect until the Code has been signed.

10.3 The Board will appoint an experienced member of the Board to support and where necessary mentor the new Board member during the first six months of his/her tenure. Mentoring will consist of being available to answer queries on the role of the Board and its members, advice on procedures and conduct, and support to ensure that the new member is comfortable with his/her responsibilities.

10.4 The new member will receive a structured induction programme, tailored to his/her needs (please refer to the Association’s Board Induction Policy).

## 11.0 WHAT TO DO IF YOU WISH TO COMPLAIN ABOUT OUR APPROACH TO BOARD RECRUITMENT

11.1 If tenants and/or residents wish to complain about our approach to Board Recruitment, they should refer to the Association’s Complaints Policy.

## **12. EQUAL OPPORTUNITES**

- 12.1 We aim to ensure that all services, including the delivery of this policy, provide equality of opportunity.
- 12.2 We will respond to the different needs and service requirements of individuals. We will not discriminate against any individual for any reason, including age, disability, gender re-assignment, marriage, civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation, or other status.

## **13.0 REVIEW CYCLE**

- 13.1 This policy will be reviewed on a three yearly cycle.