



Recruitment Strategy for Committee Members

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1 INTRODUCTION

1.1 Our management committee has the important responsibility of directing and controlling the association. As a registered social landlord and a charity, it is vital that we have people with the right skills and experience to carry out this role.

1.2 We will therefore:

- Be clear about the mix of skills and experience necessary for our management committee to operate effectively, and re-assesses these annually.
- Annually assess the skills and experience which management committee members currently hold and match these against the skills and experience we need (skills audit).
- 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 Management Committee as a whole and/or for individual management Committee members.
 - Recruitment (through election at the AGM and by co-option during the year) of additional members in an open and transparent basis
- Ensure a process of succession planning is adopted for office bearers, to protect and enhance the skills and experience held by individuals in the event of an office bearers departure from the management Committee.
- Support the work of the Committee through organisational measures in order to make the most of the contributions made by voluntary Committee members

1.3 This Policy sets out the steps we will take secure additional skills through recruitment; but as indicated above it forms part of a range of governance measures designed to increase the capacity of the Management Committee.

2 WHAT WE ARE LOOKING FOR.

- 2.1 We are looking for individuals to serve as Committee members who can demonstrate the following:

*A **commitment** to supporting the local community that Calvay Housing Association engages with and to support the needs of our service users, by the provision and development of high quality housing and housing related services. Members will also be expected to demonstrate a **willingness** to work as a member of a **team** which has responsibility for **directing** the work of the organisation.'*

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

Local Knowledge: for example, awareness of the housing needs in the areas we work in, knowledge of local issues in Calvay and Barlanark and the people who live here, awareness of concerns facing the association's tenants , familiarity with G.C.C plans, priorities and practices.

Business Skills & Knowledge: for example, strategic and business planning, personal or Human resource issues, financial planning and control, monitoring and control of performance, corporate management/ administration or legal experience.

Specialist Housing Knowledge: For example, knowledge of housing management and maintenance, housing-related legislation, Regulatory Framework for the Scottish RSL's, OSCR's requirements, housing finance, equal opportunities.

- 2.3 It is not expected that every member will be an 'expert' in all or even most of these areas. We are looking primarily for those who feel they have a contribution to make to the work of the association and who can offer the relevant knowledge and/or experience; we will ensure that Committee Members, once on the Committee, have the opportunity to enhance their existing skills and knowledge through development and training.

- 2.4 We are committed to equality of opportunity in the way our Management Committee operates. We welcome applications from all individuals. Irrespective of age, gender, racial origin, sexual orientation and disability. We are particularly keen to provide opportunities for the involvement to individuals who are underrepresented in public life or who are currently under-represented on our Management Committee. This however will not take precedence over the need to have people with the right skills and experience.

3 WHAT MANAGEMENT COMMITTEE MEMBERS GET OUT OF IT.

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

- The satisfaction of helping improve the lives of local people.
- The opportunity to develop knowledge and personal skills.
- The opportunity to work in a stimulating and mutually supportive environment.
- The opportunity to stand for one of the office bearer positions.
- The knowledge that members are contributing to an organisation committed to improving the quality of life of its tenants and communities.

4 RECRUITMENT

4.1 In addition to developing the skills and knowledge of existing Management Committee members, we will seek to recruit to fill gaps identified through the skills audit and annual Management Committee review processes. The recruitment will be done 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 membership of the Management Committee) or the filling of casual vacancies left by the retirement of existing Management Committee members. Recruitment does not supersede the rights of shareholding members to seek election to the Management Committee.

4.2 Annually, we identify the skills, experience and expertise required to direct Calvay's affairs. Through recruitment, we will attempt to fill any gaps which have been identified and set out in the checklist which is set out in a schedule to this Policy. These are the current priorities which we are looking to fill by recruiting new Committee Members.

4.3 We will also seek to identify any current groups which are underrepresented on our Management Committee, with references in particular to age, gender, ethnic origin and disability, in pursuit of our commitment to equal opportunities.

4.4 We may promote the opportunity to become a member of the Management Committee through the use of:

- Advertisements in the local press.

- 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.
- Circulation of information to other voluntary organisations and social enterprises.

In each case inviting enquiries from interested individuals.

- 4.5 The advertisement will highlight the particular skills and areas of experience where gaps have been identified, and will invite applications from underrepresented groups.
- 4.6 Those enquiring will be issued with a **recruitment pack**, consisting of the following:
- Information on Background and History of Calvay Housing Association
 - Explanatory information on the process of becoming a Management Committee member
 - Management Committee Member role description.
 - Itemised checklist of the skills, knowledge and other qualities sought (Appendix 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.
- 4.7 The process of advertisement may be supplemented by personal approaches from members of the Management Committee or senior and other staff of the association. In the event of such an approach being positive, the details of the individual will be submitted to the Director, who will issue the recruitment pack as described.
- 4.8 Completed application forms will be sent to the Association's Offices, and the Director will screen the applications with a view of confirming eligibility.
- 4.9 Eligible applicants will then be invited to attend the informal meeting with the Director and one or more members of the management Committee (of whom one will normally be the chair). The purpose of the meeting will be to:
- Confirm the applicant's eligibility to act as a member of the Committee
 - Establish the applicant understands of the role of Management Committee 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 Calvay.
 - Answer any questions from the application
 - Explain the potential benefits of having an experienced Management Committee Member supporting and mentoring the applicant, if

successful.

- 4.10 Within 24 hours of the interview, the applicant will be informed of the result of the interview.
- 4.11 Successful applicants will be invited to attend a meeting of Management Committee as observers before their membership of the Committee is confirmed.
- 4.12 Co-opted members of the Management Committee 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 the election as office bearers. They can only serve as co-optees on the Management Committee till the AGM following their co-option, at which point they must, if they wish to continue to serve as members of the Management Committee, stand for election.
- 4.13 The Co-option process may also be used to fill casual vacancies left by the retiral or resignation of existing Management Committee 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 SKILLS AUDIT

- 5.1 When new members are first appointed or nominated to the Management Committee, they will be invited to a meeting with the Director 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. We want to make sure that we are able to recognise and build on what new members have to offer, and to identify any immediate priorities for further training and development.
- 5.2 Thereafter there will be an annual opportunity for each of the members to update this assessment through a skills audit interview. This will be linked to an assessment of individual performance. On the basis of that interview, we will draw up a structured training and development programme. Training and development opportunities will be pursued under the terms of our Committee Personal Development Plans.

6 Restrictions on Committee Membership

Eligibility for the Committee

In order to ensure probity and maintain public confidence in the Management Committee you cannot become or remain or be re-elected as a Committee Member if one of the following happens to you:

- you are declared bankrupt under the Bankruptcy (Scotland) Act 1985.
- you are involved in an arrangement with your creditors.
- in the opinion of a qualified medical doctor, you are unable to go to Committee Meetings for 12 months because of incapacity due to a physical or mental illness.
- you are sent to prison for a month or more or have been convicted of a crime of dishonesty for which the rehabilitation period in terms of the Rehabilitation of Offenders Act 1974 has not expired or for which rehabilitation is excluded in terms of the said Act.
- you are involved in any legal proceedings in any Court of Law by or against us.
- you are or will be away for a period of 12 months and are thus unable to attend the committee meetings.
- you have been removed by the Scottish Housing Regulator or predecessor from the Committee of another Registered Social Landlord.
- you have been removed from a charity under Section 7 of the Law Reform (Miscellaneous Provisions) (Scotland) Act 1990 (in connection with the power of a Court to remove or suspend any person who is concerned in the management or control of a charity); or
- Disqualification Order has been made against you under the Company Directors' Disqualification Act 1986 (which relates 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).
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7 REVIEW

- 7.1 This policy shall be reviewed every five years, or earlier if required as a result of legislative change or best practice.

Appendix 1

Checklist of Skills, Knowledge and other Qualities

In terms of knowledge and understanding, we are looking for individuals able to demonstrate the following:

Knowledge of Strategy and Policy
Business planning
Service Delivery
Engagement with tenants
Asset Management
Responsibilities to owners
Procurement and contract management
Supporting tenants on low income
Financial Planning and Control
Employer responsibilities
Current housing policy and legislation
Role of the regulator
Equality and diversity

In terms of skills, we are looking for the following.

Ability to work as a member of a team with other Committee 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 Calvay success as a business
Ability to communicate effectively, contribute to decision-making and to challenge constructively.

We are also looking for those able to demonstrate these qualities

Contributing ideas and new perspectives

Respecting confidentiality

Making sure that personal relationship or agendas do not interfere

Keeping one's own knowledge up-to date

Accepting collective responsibility for decisions

Appendix 2

ROLE DESCRIPTION

1. Introduction

“The Governing Body leads and directs the RSL to achieve good outcomes for its tenants and other services users” Regulatory Standards of Governance and Financial Management Standard 1

- 1.1** This role description has been prepared to set out the responsibilities that are associated with being a committee member of Calvay Housing Association (CHA). It should be read in the conjunction with the accompanying person specification and CHA’s rules and standing orders.
- 1.2** CHA is a registered social landlord and a Scottish charity. The role description reflects the principles of good governance and takes account of (and is compliant with) the expectations of the regulatory standards of Governance and Financial Management for Scottish RSL’s and relevant guidance produced by the Office of the Scottish Charity Regulator (OSCR).
- 1.3** CHA encourages people who interested in the Association's work to consider seeking election as a committee member and is committed to ensuring broad representation. From time to time, we will seek to recruit people with specific skills and experience to add to or expand the range of skills and experience available to ensure that the committee is able to fulfil its purpose. We carry out an annual review of the skills that we have and those that we need to inform our recruitment activities.
- 1.4** This role description applies to all members of the Management Committee, whether elected or co-opted, new or experienced. It is subject to periodic review.

2. Responsibilities

- 2.1** The Committee Members primary responsibilities are, with other members of the Committee, to:

Lead and direct Calvay’s work.

Promote and uphold Calvay’s values.

Set and monitor standards for service delivery and performance.

Control Calvay's affairs and ensure compliance

- 2.2** Responsibility for the operational implementation of CHA's strategies and policies is delegated to the Director.

3. Key Expectations

- 3.1** CHA has agreed a Code of Conduct for Committee Members which every member is required to sign on an annual basis.

- 3.2** Each member must accept and share collective responsibilities for the decisions properly taken by the Committee. Each Committee member is expected to contribute actively and constructively to the work of CHA. All members are equally responsible in law for the decisions made.

- 3.3** Each member must always act only in the best interest of CHA and its Tenants, and not on behalf of any interest group, constituency or other organisation. Committee members cannot act in a personal capacity to benefit themselves or someone they know.

4. Main Tasks

To contribute to formulating and regularly reviewing CHA's values, strategic aims and performance standards.

To monitor CHA's performance.

To ensure that CHA operates within and is compliant with the relevant legal regulatory frameworks.

To ensure that risks are realistically assessed and appropriately monitored and managed.

To ensure that CHA is adequately resourced to achieve its objectives and meet its obligations.

5. Duties

Act at all times in the best interests of CHA

Accept collective responsibilities for decisions, policies and strategies

Attend and be well prepared for meetings of the Committee and Sub-Committees

Contribute effectively to discussions and decision making

Take part in training and other learning opportunities.

Take part in an annual review of the effectiveness of CHA's Governance and of the member's individual contribution to CHA's governance.

Maintain and develop personal knowledge of relevant issues and the wider housing sector

Represent CHA positively and effectively in local communities and when attending meetings and other events.

Treat colleagues with respect and foster effective working relationships within the committee and between staff members and committee members.

Attend and participate in reviews of the Committee's performance, individual and collective.

Be aware of and comply with the restrictions on payments and benefits

Register any relevant interests as soon as they arise and comply with CHA's policy on managing conflicts of interest

6. Commitment

An estimate of the annual time commitment is expected from Committee members is

| Activity | Max Time Required |
|---------------------------------------------------------------------------------------|--------------------------------|
| Attendance at regular meetings of the Management Committee held every six weeks. | Usually between 1-2 hrs |
| Reading and preparation for Committee meetings | Estimated at 2 hrs per meeting |
| Attendance at sub-committee meetings held on a 6 or 8 week cycle max of 2 per month | Approx. 1.5hrs |
| Reading and preparation for sub-committee meetings | Approx. 1 hour |
| Attendance at annual planning and review events (including individual review meeting) | 1 half or full day per year |
| Attendance at internal briefing and training events | As per training programme |
| External training and conference attendance (may | As per training |

| | |
|------------------------------------|-----------|
| include overnight stay or weekend) | programme |
|------------------------------------|-----------|

7. What Calvay Offers Committee Members

All members of the Committee are volunteers and receive no payment for their contribution. Calvay has policies which prevent Committee members or their relatives benefiting personally from their involvement with CHA, although they also seek to ensure that Committee members are not unfairly disadvantaged by their involvement with CHA. All out of pocket expenses necessary to enable full commitment to the role of Committee member are full met and promptly reimbursed.

In return for the commitment offered by Committee members, CHA offers:

Welcome and introduction when a member first joins the committee;

A mentor from the committee and a named staff contact for the first six months, with on-going support.

Clear guidance, information and advice on Committee members, responsibilities and on CHA's work.

Formal induction training to assist setting in.

Papers which are clearly written and presented and circulated in advance of meetings.

The opportunity to put members' experience, skills and knowledge to constructive use.

The opportunity to develop members' own knowledge, experience and personal skills.

The chance to network with others with shared commitment and ideals

8. Review

This role description was approved by the Management Committee on May 2014. It will form the basis of the annual review of Committee performance. It will be reviewed by the Management Committee not later than May 2019.

Appendix 3
Calvay Housing Association

Application to Join the Management Committee

This form should be completed by members and supporters of Calvay Housing Association who wish to join the Management Committee. When completing the form, please refer to the Application Pack which contains a description of the responsibilities that apply to Committee Members and information about the skills and knowledge that Calvay is particularly looking for at this time.

| | |
|-----------|--|
| Name | |
| Address | |
| | |
| Postcode | |
| | |
| Telephone | |
| Email | |

Are you a member of Calvay Housing Association? Yes/No

Are you a Calvay Tenant or service user? Yes/No

Are you related to anyone who is already a member of Calvay Housing Associations Management Committee or to someone who is employed by Calvay Housing Association?

Yes/No

If 'Yes' please give relatives name:_____

Are you involved with any business that provides or is contracted to Calvay Housing Associations? Yes/No

If 'yes', please give details _____.

Are you employed? Yes/No

If 'yes', please give details:

| | |
|------------------|--|
| Employer | |
| Job Title | |

Are you (or have you been) involved in other voluntary work? Yes/No

If 'yes', please provide details:

| Where did you Volunteer? | Dates | Main Tasks |
|--------------------------|-------|------------|
| | | |
| | | |
| | | |

Continue on a separate sheet if required.

Please describe why you are interested in joining Calvay Housing Management Committee? _____:

Please describe how your experience would help you carry out the duties described in the statement of responsibilities for a Calvay Committee member (a copy is in the Application Pack)

Please Describe which part of Calvay's work are you especially interested in and why?

Are you willing and able to attend training on a regular basis

Yes/No

If you are successful in becoming a member of the Management Committee, what would be your priority during your first year?

Signature_____.

Date _____.

Please Return to:

Calvay Housing Association
The Calvay Centre
16 Calvay Road
Barlanark
Glasgow G33 4RE