

## STRATEGY

### COMMITTEE MEMBERS: RECRUITMENT AND SUCCESSION

All North View policies and publications can be made available on tape, in Braille, large print and community languages.

For further details please contact us on 0141 634 0555 or email us on [enquiries@nvha.org.uk](mailto:enquiries@nvha.org.uk).

Passed:-

11<sup>th</sup> Sept 2019

Review Date:-

August 2022

## 1.0 OUR STRATEGY

- 1.1 The main focus of our strategy over the life of this policy (2019-2021) is to plan for the change in membership of the Management Committee as experienced members decide to leave. We aim to ensure a smooth succession process and we are keen to recruit young people from our community who can help to ensure that North View providing services in ways that meet their needs and expectations.

Additionally, we have decided that we would like to recruit some members who, although they don't live in our communities, are interested in what North View is doing and can bring different experiences, ideas and knowledge to support our work. We aim to have up to one third of our Committee members with this kind of experience by the time of our 2021 AGM. Our Strategy sets out how we will implement this.

## 2.0 INTRODUCTION

- 2.1 Our Management Committee has the important responsibility of leading and directing the association, which operates in the Windlaw area of Castlemilk in Glasgow. 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. Our Management Committee is made up of volunteers and employs a staff team to manage North View to meet our objectives.
- 2.2 The responsibilities of the Management Committee are very important and we need to ensure that we have the range of skills that we need. We will, therefore:-
- Be clear about the mix of skills and experience necessary for our Management Committee to operate effectively; we will review these annually to maintain a current committee 'profile'.
  - Annually assess the skills and experience which Management Committee members currently hold and match these against the profile (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.



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- 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 in place, to maintain and develop members' skills and experience in the event that people leave the Management Committee.
- Provide support, development and training for all Committee Members through implementing an annual plan.

2.3 This Policy sets out the steps we will take to implement our recruitment strategy effectively. North View HA (NVHA) will establish a Training and Development Policy which will explain how we support experienced committee members and an Induction Policy which will describe how we support new members to settle into their role.

### 3.0 WHAT WE ARE LOOKING FOR

3.1 We are looking for people to serve as Committee Members who can demonstrate the following:-

- A **commitment** to supporting the **local community** (that NVHA 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 **directing** the work of NVHA.

3.2 In addition, prospective members should have knowledge, skills or experience in **at least one** of the three areas listed below:-

- **Local Knowledge**:- for example, awareness of the housing needs in the areas we work in, knowledge of local issues in Castlemilk and the people who live here, awareness of concerns facing the Association's customers.
- **Specialist Housing Knowledge**:- for example, the social housing sector; housing management, maintenance or construction; housing-related legislation; Regulatory Framework for Scottish RSLs, OSCR's requirements, housing finance.
- **Other Relevant Knowledge**:- for example, governance, equalities and human rights, health and safety, employment.

3.3 It is not expected that every member will be an 'expert' in all or even most of these areas. We are looking primarily for people who feel they have a contribution to make to the work of the Association and who can offer 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.

3.4 We are committed to equality of opportunity in the way our Management



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Committee operates. We welcome applications from all individuals, irrespective of age, gender, racial origin, sexual orientation, faith and disability.

#### 4.0 WHAT MANAGEMENT COMMITTEE MEMBERS GET OUT OF THEIR ROLE

4.1 As a voluntary organisation, we cannot provide payment to members of the Management Committee. However, that does not mean to say that Management Committee members 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 satisfying and supportive environment.
- The chance to socialise with others with a shared commitment and interest.
- 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 customers and communities.
- Being part of an organisation that is committed to delivering high quality services and meeting the needs of its customers.

#### 5.0 ELIGIBILITY FOR THE COMMITTEE

5.1 All people wishing to join the Committee will be required to complete a personal declaration confirming that they meet the eligibility requirements set out in our Rules (43-44). A list of the eligibility conditions will be included in the Recruitment Pack. Failure to meet any of these requirements will result in an application to join the Committee being rejected.

#### 6.0 CATEGORIES OF COMMITTEE MEMBERSHIP

6.1 Based on the recruitment priorities identified, NVHA will seek to recruit new Management Committee Members through one, some, or all of the following categories:-

- appointing a shareholding member to fill a casual vacancy.
- co-opting people.
- promoting opportunities to shareholding members for election at our Annual General Meeting (AGM).

##### ***Filling Casual Vacancies***

6.2 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.



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6.3 Those filling casual vacancies have full Committee Member status.

#### ***Promoting Opportunities to Shareholding Members for Election***

6.4 Elections to vacant places on the Management Committee will take place at each AGM. The procedures for being considered for election are set out in NVHA's Rules (Rules 39 – 41) and consist of:-

- Notification of election to all shareholding members.
- Nomination.
- Election.

6.5 Notifications for the AGM will be issued 28 days prior to the meeting taking place and will inform shareholding members of existing and anticipated Committee vacancies. Notifications will 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.

6.6 Nominations must be in writing using the form presented in Appendix 2 (of our Rules) and a shareholding member must be nominated by an existing shareholder – shareholders cannot nominate themselves for election to the Committee.

Completed nomination forms must arrive at NVHA's registered office at least 21 days before the AGM. The nomination forms will ask for similar information to that requested on the Recruitment Application Form.

6.7 Elections at the AGM will be conducted by a poll. Elections will only be held if there are more nominations than there are vacant places on the Management Committee. Every member has one vote for each place to be filled and votes may be cast in person or by post. Each candidate will be asked to provide a short biography (no more than 200 words) that will be sent to all members in advance of the AGM where possible in order to inform their voting choices. NVHA can provide help to prepare the biography for any candidate. The biography enables candidates to:-

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

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

6.9 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. Where an election is required, the process will be conducted in accordance with Rule 40.



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#### 7.0 RECRUITMENT

- 7.1 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. Recruitment does not affect the rights of shareholding members to seek election to the Management Committee; we will publish this information to our shareholding members in advance of the AGM so that they can consider how they might be able to support our work by standing for election to the Management Committee. 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.
- 7.2 Annually, we identify the skills, experience and expertise required to direct NVHA's affairs by reviewing and updating our Committee Profile. Through recruitment, we will attempt to fill any gaps which have been identified and set out in the Profile which is included in this Policy. These are the current priorities which we are looking to fill by recruiting new Committee Members. An important part of our recruitment strategy is to plan for the future and ensure that the Management Committee will continue to be effective when some of our very experienced members decide to leave.
- 7.3 We will also seek to identify any current groups which are underrepresented on our Management Committee, with reference in particular to age, gender, ethnic origin and disability, in pursuit of our commitment to equal opportunities.
- 7.4 We will promote the opportunity to become a member of the Management Committee through the use of:-
- Advertisements in our Newsletter, website, Facebook and the local press.
  - Advertisements in sector and other relevant printed and on-line publications.
  - Circulation of information to:-
    - partner organisations and other stakeholders.
    - tenant organisations and community groups.
    - members of the association.
    - local business interests and their representatives.
    - Glasgow City College, Universities in Glasgow and other educational establishments.
    - other voluntary organisations and social enterprises.
  - Contact with local schools.
  - Participation in community activities where we can promote what we do and opportunities to support us.



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- 7.5 The advertisement will highlight the particular skills and areas of experience where gaps have been identified, and will invite applications from underrepresented groups.
- 7.6 Those enquiring will be issued with a **recruitment pack**, containing the following:-
- **Information on Background and History of North View Housing Association.**
  - Explanatory **information** on the process of **becoming a Management Committee Member.**
  - **Management Committee Member Role Description and Eligibility Criteria.**
  - **The Committee Profile.**
  - **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.
- 7.7 The process of advertisement may be supplemented by personal approaches from members of the Management Committee 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 Director, who will issue the recruitment pack as described above.
- 7.8 Completed application forms will be sent to the Association's Office, and the Director will screen the applications with a view to confirming eligibility, in accordance with our Rules.
- 7.9 Eligible applicants will then be invited to attend an 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.
  - Explain 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 NVHA.
  - Answer any questions from the applicant.
  - Explain the potential benefits of having an experienced Management Committee Member supporting and mentoring the applicant, if successful.
- 7.10 The Chair will make a report to the Management Committee following the interview and, within two working days of that meeting, the applicant will be informed of the result. Successful applicants will be invited to attend a meeting of the Management Committee as observers before their membership of the Committee is confirmed. Where possible, shareholding members seeking election will be invited to attend a committee meeting as an observer before the AGM.





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- 7.11 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 election as Office Bearers. They can only serve as co-optees on the Management Committee until the AGM following their co-option, at which point they must stand down (although they can be re-appointed). Co-opted members may apply to become shareholding members of the Association, in accordance with our membership policy, and may then stand for election at the AGM. NVHA may agree to co-opt people for a period of up to three years where they bring specific skills or experience that the Profile indicates are important to us. We will not normally co-opt the same Committee Member for a period of more than three years, unless there are specific circumstances that make this the only way to retain their expertise.
- 7.12 The co-option process may also be used to fill casual vacancies left by the retirement 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.

### 8.0 SKILLS AUDIT

- 8.1 When new Committee 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.
- 8.2 Thereafter there will be an annual opportunity for each Committee Member 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 Member Training and Development Policy.

### 9.0 LEAVING THE COMMITTEE

- 9.1 The ways in which a Committee Member can leave the Management Committee are set out in Rule 44 of our Constitution. While situations may arise that prevent Members tendering reasonable notice of their decision to leave the Management Committee, Members will be encouraged to give as much notice as possible before their departure, to give the Association as much time as possible to try to recruit a replacement, and to ensure a smoother transition process.



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#### 10.0 EQUAL OPPORTUNITIES

- 10.1 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.
- 9.2 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.
- 9.3 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





# NORTH VIEW Housing Association

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*North View is a registered Scottish charity – charity registration number SC032963*

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out essential aspects of the role.

*End of Policy*

*Review and amendments*



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