

POLICY

**COMMITTEE
RECRUITMENT**

Policy Reviewed	March 2022
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Date of Next Review	March 2025
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Committee Member Recruitment Policy

Introduction

1.1 Our Management committee has responsibility for leading and directing Wellhouse Housing Association. As a registered social landlord and a Scottish charity, it is vital that we have people with the right skills and experience to carry out this critical role.

1.2 We will therefore:

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

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

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 Wellhouse serves or the needs of our customers 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 **leading and directing** the work of Wellhouse Housing Association

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

- **Local Knowledge:** for example, awareness of the housing and community needs in the local area, knowledge of local issues in Easterhouse and the people who live here; awareness of concerns facing the association's customers, familiarity with Glasgow City Council's plans, priorities and practices.
- **Business Skills and Knowledge:** for example, strategic and business planning, personnel or Human Resource issues, financial planning and control, monitoring and control of performance, corporate management/administration or legal experience.
- **Specialist Housing and Related Knowledge:** for example, knowledge of housing management and maintenance, housing-related legislation, housing finance, regeneration; community development; tenant engagement; equal opportunities; energy efficiency; Regulatory Framework for Scottish RSLs; OSCR's requirements

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 people who feel they have a contribution to make to the work of Wellhouse Housing Association and who can offer relevant knowledge and/or experience; we will ensure that Committee Members, once they join the committee, have the opportunity to develop their existing skills and knowledge through training. We are especially keen that people who live locally are represented on the Committee.

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 anxious to provide opportunities for involvement to individuals who are under-represented in public life or who are currently under-represented on our Committee. This however will not take priority over the need to have people with the right skills and experience.

What Committee Members get out of being involved.

3.1 As a voluntary organisation, we cannot provide payment to members of the Management Committee. However, that does not mean to say that 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 satisfaction of contributing to an organisation committed to improving the quality of life of its customers and their community.
- The satisfaction of helping to sustain and promote the Wellhouse community.
- The opportunity to develop knowledge and personal skills.
- The opportunity to be part of an organisation that's committed to making a positive difference.
- The chance to socialise with others with a shared commitment
- The opportunity to stand for one of the office bearer positions.

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Recruitment

- 4.1 In addition to developing the skills and knowledge of existing Committee members, we will seek to recruit to fill gaps identified through the annual Committee review process. Recruitment will be carried out 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 elected membership of the Management Committee) or the filling of casual vacancies left by the retirement of existing Committee members. Recruitment does not affect the rights of shareholding members to seek election to the Management Committee at the AGM.
- 4.2 Annually, we identify the skills, experience and expertise required to lead and direct Wellhouse Housing Association affairs. Through recruitment, we will attempt to fill any gaps which have been identified: these are set out in the checklist which is attached as a schedule to this Policy. These are the current priorities which we are looking to fill by recruiting new Committee Members and may be amended from year to year if our needs change.
- 4.3 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.
- 4.4 We will promote the opportunity to become a member of the Management Committee through the use of:
- Advertisements in our Tenants' Newsletter and publications such as Scottish Housing News, local and community newspapers
 - Advertisements on websites hosted by partners such as GWSF and EVH and on relevant social media platforms.

Circulation of information to:

- partner organisations and other stakeholders
 - tenant organisations and community groups
 - members of Wellhouse Housing Association
 - local business interests and their representatives
 - local training and educational establishments connected to Easterhouse and the East End of Glasgow
 - 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 Everyone who enquires will be issued with a **recruitment pack**, consisting of the following:

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- **Information on Background and History of Wellhouse Housing Association**
 - Explanatory **information** on the process of **becoming a Committee Member**
 - **Committee Member Role Description**
 - **Itemised checklist of the skills, knowledge and other qualities** sought (Schedule 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 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 Officer, who will issue the recruitment pack as described above.
- 4.8 The Management Committee will appoint a Recruitment Panel to consider applications and make recommendations to the Committee. The Panel will not exceed three members of the Committee (one of whom will normally be the Chair) and the Chief Officer will act as Adviser. All completed application forms will be sent to the Association's offices and will be checked by the Chief Officer with a view to confirming eligibility. The Chief Officer will notify any ineligible applications to the Panel.
- 4.9 Eligible applicants will then be invited to attend an informal meeting with the Recruitment Panel. The purpose of the meeting will be to:
- Confirm the applicant's eligibility to act as a member of the Management Committee
 - Establish the applicant's understanding of the role of 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 Wellhouse.
 - Answer any questions from the applicant.
 - Explain the potential benefits of having an experienced Committee Member supporting and mentoring the applicant, if successful.
- 4.10 The applicant will be informed of the result of the interview within 48 hours or as agreed at the interview.
- 4.11 Successful applicants will be invited to attend a meeting of the Management Committee as observers before their membership of the Committee is confirmed.
- 4.12 Successful applicants will be asked to counter-sign a letter of appointment, requiring certain commitments to the role of committee member. The term of appointment will normally be for three years, subject to the Rules of the Association which may require earlier retirement by rotation at an AGM.

- 4.13 Co-opted members of the Management Committee are encouraged to become shareholding members of Wellhouse Housing 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, if they wish to continue to serve as members of the Management committee apply for membership of Wellhouse Housing Association (if not already a member) and stand for election.
- 4.14 The process described at paragraphs 4.4-4.11 may also be used to fill casual vacancies left by the retiral or resignation of existing 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.
- 4.15 Shareholding members submitting themselves for election to the committee at an AGM will be asked to go through a modified version of the above process.

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 Chief Officer and Chairperson in order to find out more about their skills and experience and what 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 bring, and to identify any immediate priorities for further training and development.
- 5.2 Each year there will be an opportunity for each member to update this assessment through an annual review. This will be linked to an assessment of the contribution and effectiveness of individual Committee members to Wellhouse's governance. On the basis of that interview, we will draw up a structured training and development programme for individuals and for the Committee as a whole. Training and development opportunities will be pursued under the terms of our Committee Member Development and Support Policy.

Schedule 1

Checklist of Skills, Knowledge and other Qualities

1. We are looking for individuals able to demonstrate **Knowledge and Understanding** in one or more of the following:
 - Strategy and policy
 - Business planning
 - Community planning
 - Service delivery
 - Engagement with tenants
 - Welfare Reform
 - Financial Inclusion
 - Digital Inclusion
 - Property development and maintenance
 - Asset Management
 - Procurement and contract management
 - Economic Development and/or regeneration
 - Financial planning and control
 - Governance
 - Employer responsibilities
 - Equality , diversity and human rights
 - Health and Social Care
 - Current housing policy and legislation
 - Health and Safety
 - Risk management
 - Role of the Regulator
 - Marketing and media

2. We are looking for one or more of the following **Skills**:
 - 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 Wellhouse's success as a Registered Social Landlord
 - Ability to identify what is important for Wellhouse's success as a viable local business.
 - Ability to contribute to effective decision making.

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- Ability to communicate effectively, and to challenge constructively.

3. We are also looking for people able to demonstrate these **Qualities**:

- Contributing ideas and new perspectives
- Respecting confidentiality
- Focus on the best interests of Wellhouse, its tenants and customers and its aims and objectives, rather than personal interests.
- Keeping one's own knowledge up-to date.
- Accepting collective responsibility for decisions