



**Muirhouse  
Housing  
Association**

**MUIRHOUSE HOUSING ASSOCIATION**



**Muirhouse  
Homes Ltd**

**MUIRHOUSE HOMES**

# Policy: Recruitment and retention of Board members

<b>Title of Policy:</b>	Recruitment and retention of Board members
<b>Date of Adoption or Last Review:</b>	15 July 2019
<b>Lead Officer:</b>	Stevie McAvoy, Chief Executive
<b>Date of Next Review:</b>	July 2022
<b>Regulatory Standards of Governance and Financial Management</b>	Standard 6: 6.1, 6.2, 6.3

## **1. Introduction**

- 1.1 We aim to ensure that our Board is made up of individuals who, collectively, have the necessary skills, knowledge, objectivity and experience to apply the highest standards of good governance for the organisation and deliver excellent outcomes for tenants. We aim to ensure that our business is directed by a Board which reflects the needs and expectations of our tenants, service users, and the local community.
- 1.2 We have adopted an evaluation framework for Board Members that sets out the skills, knowledge and experience required by the Board. That framework is designed to provide a system for the provision of support and personal and professional development, as well as performance review.
- 1.3 We recognise the importance of the balance between experience and continuity as well as the new ideas and a fresh perspective on familiar practices which new members can bring, and we therefore aim for a reasonable turnover of Board members over time.
- 1.3 We will carry out an annual review of the skills and experience that we have on the Board and those that we need and take steps to address the skills gaps identified by recruiting new members and developing the skills of existing members.

## **2. Vacancies and new members**

- 2.1 We will plan to fill Board vacancies (such as when we know an experienced Board member intends to move on) and seek to recruit new members with relevant skills, knowledge and experience.
- 2.2 We will ensure that potential volunteers know of our work by describing and promoting our work and the voluntary nature of our Board in all our publications to ensure that people are aware of the important and valuable work that our Board members do.
- 2.2 We are committed to ensuring that our tenants and service users have the opportunity to be actively involved in our business and we will seek expressions of interest in joining the Board from our tenants and service users and provide support and training to tenants who are interested in becoming members of the Board.
- 2.3 We will also seek expressions of interest in joining the Board from business groups and professional organisations.
- 2.4 We will take steps to identify skills gaps on the Board and seek to fill these through targeted advertising and/or co-option. We will also seek expressions of interest in election or co-option from groups of people who are currently under-represented on the Board.
- 2.5 We will seek to recruit new members by;
  - advertising in our own newsletter, on our website and in the national/local/sector press
  - circulating information to partner organisations and other stakeholders
  - circulating information to our members, tenants, local community groups and tenant organisations

- utilising the register of individuals interested in joining RSL Boards maintained by the SFHA
- personal approach by existing Board members and senior staff

- 2.6 We will provide people interested in joining the Board with information about what the role involves. This information will include the agreed Board remit and role description for individual Board members as well as information on the responsibilities associated with becoming a Charity Trustee.
- 2.7 We will ask potential Board members to complete an application form to describe their skills and expertise: this will form part of the nomination papers for those standing for election (or re-election) at the Annual General Meeting. The Chief Executive will confirm each applicant's eligibility to act as a member of the Board, in accordance with our Rules, and all eligible applicants for election or co-option will be invited to meet with the Chair and the Chief Executive for an informal interview, to discuss their areas of interest and skills and provide information about what the role involves.
- 2.8 We will process applications for membership of the Association from prospective Board members in accordance with our membership policy, recognising that we cannot consider applications for membership in the fourteen days before the date set for the AGM (Rule 7.3).
- 2.9 Prospective Board members may be invited by the Chair of the Board to attend one or more Board and/or Sub Committee meetings as an observer to give them an insight into our work.
- 2.10 We will use co-options or casual vacancies to fill vacancies which arise during the year or which remain following the AGM, and to address any skills gaps identified. Potential co-optees will be asked to complete the application form and may be invited to attend a Board and/or Sub Committee meeting as an observer.
- 2.11 We will determine who is eligible to be a Board member in line with the criteria in the Rules (Rule 43). Any tenant subject to legal proceedings by MHA will not be eligible to become a Board member.

### **3. Supporting and developing existing Board members**

- 3.1 Annually, the Chair and Chief Executive will hold an appraisal meeting with each individual Board member to review and assess their individual contribution, identify training and support needs, and skills gaps. This process feeds into a structured programme of training, support and development for individual Board members and for the Board as a whole. We will support those Board members who wish to acquire additional skills to enable them to carry out or develop their role.
- 3.2 We will ensure that Board members are offered appropriate opportunities to network with colleagues from other housing associations through attendance at relevant meetings, conferences, seminars etc. Attendance at these events will be offered based on interest and on a rotational basis to ensure all Board Members have the opportunity to develop their skills and gain new knowledge.

- 3.3 The Chair and Chief Executive will seek to identify those Board members who would be interested in becoming office bearers through annual discussion and will agree any appropriate development support to assist them towards their objective.
- 3.4 We will monitor the demands being made of Board members as part of the Chair and Chief Executive's annual review meeting with each Board member, and through regular evaluation of the effectiveness of the Board and its meetings, to ensure that they remain manageable.
- 3.5 We will hold an annual Strategy Day for the Board to provide an opportunity for networking and team building as well as developing and reviewing our business and operational strategy.
- 3.6 We will ensure that Board members are reimbursed promptly for all out of pocket expenses claimed in accordance with our agreed policy.

#### **4. Equality, diversity and inclusion**

- 4.1 We aim to promote equality and diversity and operate equal opportunities policies which inform all aspects of our business. We will ensure that it adheres to the Equality Act 2010 by being committed to equal and fair treatment for all and opposed to any form of unlawful discrimination.
- 4.2 No one will be treated differently or less favourably than others because of any of the protected characteristics as listed in the Equality Act 2010:
  - age;
  - disability;
  - gender reassignment;
  - marriage and civil partnership
  - pregnancy and maternity;
  - race;
  - religion or belief;
  - sex;
  - sexual orientation;
- 4.3 We will actively seek and encourage membership that promotes a balanced and diverse Board.
- 4.4 Upon request, we will make information available in alternative formats, such as large print, audio, Braille, and community languages.

#### **5. Anti-Bribery**

- 5.1 We are committed to the highest standards of ethical conduct and integrity in all our activities. In order to ensure compliance with the Bribery Act 2010, we have introduced an Anti Bribery policy and procedures. These must be adhered to by all employees, Board Members and associated persons or organisations acting for us or on our behalf when undertaking any actions referred to in this policy.

#### **6. Policy Review**

- 6.1 This policy will be reviewed every 3 years unless key changes are required earlier to comply with legislation, guidance or new learning.