



Management Committee Recruitment/ Membership Policy

V.1 – Julv 2023

Policy Number	C.44			
Document Owner	Corporate			
Review Frequency	3 Yearly			
Reviewed by				
First Approved	23rd August 2023			
Date Approved	-			
Next Review Due	23rd August 2026			
Version Number	1			
Consultation Required	Yes		No	x
Equalities Impact Assessment	Yes		No	x
Added to Website	Yes	x	No	

SSHC Reference	
SHR Reference	Standard 6 – the Governing body and senior officers have the skills and knowledge they need to be effective

Related Documents

- **Governance Policy**
- **Standing Orders**
- **Code of Conduct for Committee**

Translation Statement

If you have any difficulties reading this information or need further help understanding our processes please contact us. We can make this document available in a variety of formats. All you need to do is let us know what you need and we will try to assist.

Compliance

This policy has been drafted to ensure that it complies with current legislation and industry good practice.

Equality & Diversity

Fyne Homes is committed to providing services which embrace diversity and which promote equality of opportunity. As an employer we are also committed to equality and diversity within our workforce. Our goal is to ensure that these commitments, reinforced by our Values, are embedded in our day-to-day working practices.

Openness & Confidentiality

Fyne Homes believes that its members, tenants and other interested parties should have access to information on how it conducts itself. This means that unless information requested is considered commercially sensitive or personally confidential it will be made available on request.

General Data Protection Regulations

Fyne Homes recognises that the General Data Protection Regulations are an important piece of legislation to protect the rights of individuals in respect to any personal information that we may keep about them, whether on computer or in manual systems. We will treat your personal data in line with our obligations under the current data protection regulations and our own Data Protection Policy. Information regarding how your data will be used and the basis for processing your data is provided in our Transparency Statements

1. Introduction

1.1 Fyne Homes is :

- A registered society under the terms of the Co-operative and Community Benefits Act 2014 (registered with the Financial Conduct Authority) a registered Scottish Charity
- A Registered Social Landlord, registered with the Scottish Housing Regulator and committed to operating in accordance with “Performance Standards for Social Landlords” and the “Regulatory Code of Governance”.

1.2 Our Rules closely follow the Scottish Federation of Housing Association’s model rules for charitable housing associations.

1.3 As a Registered Society, the Association is accountable to its share-holding members. Members are entitled to attend and vote at the Association’s Annual General Meeting and to stand for election to the Board of Management.

1.4 Anyone aged 16 or over can become a shareholding member of the association and can also stand for election to the Management Committee at the AGM.

1.5 The Rules provide for a Management Committee membership of up to 12 people.

1.6 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.

1.7 We will therefore:

- Determine the mix of skills and experience necessary for our Management Committee to operate effectively, and re-assess these annually.
- Annually assess the skills and experience which Management 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 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 in place, to protect and enhance the skills and experience held in the event of individual departures 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

1.8 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 increase the capacity of the Management Committee.

1.9 Examples of the skills sought/required can be found at Appendix 1.

2. Links to vision and strategic priorities

This policy aims to fulfil the needs of the Association's strategic priorities, in particular: Meeting the needs and aspirations of our customers – Ensure staff and committee have the skills, experience and abilities to meet the changing needs, issues and aspirations of customers.

3. Legal framework

- Co-operative and Community Benefits Act 2014 (registered with the Financial Conduct Authority)
- Scottish Housing Regulator's Regulatory Framework

4. What we are looking for

4.1 We are looking for individuals to serve as Committee Members who can demonstrate the following:

- A willingness to work as a member of a team which has responsibility for leading the work of the organisation.
- A commitment to supporting the local communities that the Association engages with and to support the needs of our service users through the provision and development of high quality housing and housing related services.

4.2 In addition, we could benefit if prospective members have knowledge, skills and experience of 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 Argyll and Bute area and the people who live here; awareness of concerns facing the Association's customers, familiarity with Argyll and Bute Council plans, priorities and practices.
- **Business Skills and Knowledge:** for example, customer care; 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 Knowledge:** for example, knowledge of housing

management and maintenance; housing-related legislation; Regulatory Framework for Scottish RSLs; OSCR's requirements; housing finance; equal opportunities.

- 4.3 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 relevant commitment, 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.
- 4.4 We are committed to equality of opportunity in the way our Management Committee operates. We welcome applications from all individuals, irrespective of age, disability, sex, gender reassignment, race, religion belief, marriage/civil partnership, maternity & pregnancy, sexual orientation. We are particularly keen to provide opportunities for involvement to individuals who are under-represented on our Management Committee in comparison with our community. This however will not take precedence over the need to have people with the right skills and experience.

5. What Management Committee Members get out of it

- 5.1 As a voluntary organisation, we cannot provide payment to members of the Management Committee although we can pay for out-of-pocket expenses in line with our Committee Members Expenses Policy. However, that does not mean that Management Committee members get nothing in return for their time and commitment. Amongst the rewards from being a Committee member are:
- Helping to set the agenda / influence what happens locally.
 - The opportunity to develop knowledge and personal skills.
 - Adapting to / managing change and helping the organisation to continue to be successful.
 - Contributing to ensuring that tenants are well looked after.
 - Opportunity to give something back / use skills and knowledge in a different situation / context, for a good purpose.
 - Being able to contribute to a community-led organisation and support local people to have a say in how services are delivered.

6. Recruitment

- 6.1 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 – co-optees and casual members can serve until the next AGM when they would then need to stand for election. Recruitment does not supersede the rights of shareholding members to seek election to the Management Committee.

- 6.2 Annually, we identify the skills, experience and expertise required to direct the Association's affairs. Through recruitment, we will attempt to fill any gaps which have been identified and set out in a checklist (Appendix 1) This summarises the current priorities which we are looking to fill by recruiting new Committee Members.
- 6.3 We will also seek to identify any current groups which are underrepresented on our Committee in pursuit of our commitment to equal opportunities.
- 6.4 We may promote the opportunity to become a committee member through the use of:
- members of the association
 - partner organisations and other stakeholders.
 - tenant organisations and community groups.
 - local business interests and their representatives.
 - other voluntary organisations and social enterprises.

In each case inviting enquiries from interested individuals.

- 6.5 The promotion material will highlight any particular skills and areas of experience where gaps have been identified and will invite applications from underrepresented groups.
- 6.6 Those enquiring will be issued with a **recruitment pack**, consisting of the following:
- Information on Background and History of the Association.
 - Explanatory information on the process of becoming a Management Committee Member.
 - Summary of the skills, knowledge and other qualities sought.
 - Code of Conduct.
 - Membership Policy
 - Committee Member Role Description.
 - Governing Body Members Guide.
 - Committee member application form.
 - Membership application form.
- 6.7 The process of advertisement may be supplemented by personal approaches from members of the Management Committee and staff of the Association. In the event of such an approach being positive, the details of the individual will be submitted to the Corporate Manager and a recruitment pack will be issued.
- 6.8 Completed application forms will be sent to the Association's office and the CEO and Corporate Manager will screen the applications with a view to confirming eligibility.
- 6.9 Eligible applicants will then be invited to attend an informal meeting with the CEO, Corporate Manager and one or more members of the Committee (of whom one will normally be the Chair). Eligibility rules can be found at Appendix 2.

6.10 The purpose of the meeting will be to:

- Confirm the applicant's eligibility to act as a member of the Committee.
- Establish that 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 the Association.
- Answer any questions from the applicant.
- Explain the potential benefits of having an experienced Management Committee Member supporting and mentoring the applicant, if successful.

Following this the application will be considered by the Management Committee at the next available Management Committee Meeting. Within 7 days to the meeting the applicant will be informed of the result of their application to become a committee member

Successful applicants will be invited to and required to attend a meeting of the Management Committee as observers before their membership of the Committee is confirmed.

6.11 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 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.

6.12 The recruitment 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.

7. Skills audit

7.1 When new members are first appointed or nominated to the Management Committee, they will be invited to a meeting with the Corporate Manager and/or CEO 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.

7.2 Thereafter there will be an annual opportunity for each member to update this assessment through our annual board performance review appraisal system. This will be linked to an assessment of individual and collective performance. On the basis of the outcome, we will draw up a structured training and development programme. Specific individual training will also be arranged as identified and required.

7.3

8. Reviewing process

- 8.1 This policy will be reviewed in line with the respective current Fyne Homes' policies, and/or where a change in legislation arises.
- 8.2 If there is a procedural delay in the policy revision then the relative legislation in force at the time will prevail.

Version number	Revision Date	Part of doc revised	Reason for revision	Approved by
1			New policy	Mgt Comm

Appendix 1 - Skills, Knowledge and other Qualities Sought

1. In terms of skills, we are looking for people with the following abilities:

- to work as a member of a team with other Committee members and with staff.
- to contribute to discussions about strategy and policy for the benefit of delivering quality services to tenants and customers.
- To interpret and question information received.
- to identify what is important for the Association's success.
- To communicate effectively, contribute to decision making and to challenge constructively.
- To be able to consider conflicting priorities and make the required strategic decisions for the benefit of the association and our customers.

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

- the needs of our tenants, residents and customers now and in the future
- what would be quality services for our tenants and customers now and in the future
- impact of low incomes
- what would enhance customer service
- responsibilities to owners and other non-tenant customers.
- Employer responsibilities
- importance of equality and diversity
- understand the requirements of delivering within a regulatory environment.
- understanding the need to keep stock updated , attractive and affordable to rent and live in.

3. We are also looking for those able to demonstrate these qualities:

- commitment to the Association's values.
- Willingness to contribute ideas and new perspectives.
- Respecting confidentiality.
- Commitment to equality & diversity.
- Making sure that personal relationships or agendas do not interfere.
- Keeping your knowledge up-to date.
- Accepting collective responsibility for decisions.

Appendix 2 Eligibility Criteria

1. All Board Members must fulfil the following basic requirements of the Rules:
 - 1.1 Be a member of the Association and aged 16 or over, unless a Co-optee or appointee of the Scottish Housing Regulator in which case its 18 years of age.
 - 1.2 Not be an employee of the Association or be closely associated with an employee.
 - 1.3 Upon election, appointment or co-option, sign and uphold the terms of the Association's Code of Conduct
 - 1.4 Not be disqualified for any of the specified reasons set out in the Rules at point 2 below:
2. 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 an undischarged bankrupt, have granted a trust deed which has not been discharged or is in a current Debt Payment Plan under the Debt Arrangement Scheme you 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
 - you party to any legal proceedings in any Court of Law by or against the Association
 - you will be unable to attend the Committee Meetings for a period of 12 months.
 - you have been removed from the Committee of another registered social landlord within the previous five years.
 - you have resigned from the Committee in the previous five years in circumstances where the resignation was submitted after the date of his/her receipt of notice of a special committee meeting convened to consider a resolution for his/her removal from the Committee in terms of Rule 44.5
 - you have been removed, disqualified 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
 - you 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 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 he/she were responsible or to which he/she were privy, or which his/her conduct contributed to or facilitated.
 - a disqualification order or disqualification undertaking has been made against you 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.