



BOARD MEMBER RECRUITMENT POLICY

Policy Classification: Board

Status: Approved

Policy Lead:	Chief Executive Officer
Last Review Date:	April 2025
Review Due Date:	June 2028
Review Period:	3 years unless required earlier due to changes in the law, regulation, best practice or requirement of the Association

REFERENCE PAGE

Document Title:	Board member Recruitment Policy
Aim:	To recruit people with the right skills and experience to carry out the role of Board member.
Objective:	1 The Eildon Group will ensure that the highest standards of governance and partnership working are adhered to, including compliance with our regulatory frameworks
Scope of Policy:	Board Members
Nominated Officer:	Governance Officer
Approval Source:	Board
Legal and Regulatory References:	Eildon Housing Association Rules
Procedural References:	Eildon Housing Association Standing Orders
Consultation Completed:	N/A
Risk Implications:	1- Existing policy, minimal change
Equalities Assessment Impact:	Full
Accessibility:	Accessible electronically/online and in print. All documents can be translated and made available in audio, braille and large print versions upon request.
Publish on Website:	No

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INTRODUCTION

Our Board has responsibility for leading and directing Eildon 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.

We will therefore:

- Be clear about the mix of skills and experience necessary for our Board to operate effectively, and we will re-assess these annually
- Annually assess the skills and experience which Board 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 Board as a whole and/or for individual Board 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 Board
- Support the work of the Board through organisational measures in order to make the most of the contributions made by voluntary Board Members.

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 Board.

WHAT ARE WE LOOKING FOR

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

- A commitment to supporting the local communities that Eildon engages with or the needs of our customers and service users through the provision and development of high quality housing, housing related services, social care services and
- A willingness to work as a member of a team which has responsibility for leading and directing the work of Eildon.

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

- **Local Knowledge:** for example, awareness of the housing and social care needs in the areas we work in, knowledge of local issues in the Borders and the people who live here; awareness of concerns facing the Association's customers, familiarity with Scottish Borders 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, Social Care and Related Knowledge:** for example, knowledge of housing management and maintenance, housing-related legislation, Regulatory Framework for Scottish RSLs, Care Inspectorate Requirements, OSCR's requirements, housing finance, equal opportunities, energy efficiency, renewables, regeneration and rural issues.

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 knowledge and/or experience; we will ensure that Board Members, once serving on the Board, have the opportunity to enhance their existing skills and knowledge through development and training.

We are committed to equality of opportunity in the way our Board operates. We welcome applications from all individuals, irrespective of age, age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation. We are particularly anxious to provide opportunities for involvement from individuals who are under-represented in public life or who are currently under-represented on our Board. This however will not take precedence over the need to have people with the right skills and experience.

WHAT BOARD MEMBERS GET OUT OF BEING INVOLVED

As a voluntary organisation, we do not provide payment to members of the Board. However, that does not mean to say that Board Members get nothing in return for their time and commitment. Amongst the rewards from being a Board 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 communities
- The satisfaction of helping to sustain and promote local communities
- The opportunity to develop knowledge and personal skills
- The opportunity to work in a stimulating and mutually supportive environment
- The chance to socialise with others with a shared commitment

- The opportunity to stand for one of the office bearer positions

RECRUITMENT

In addition to developing the skills and knowledge of existing Board Members, we will seek to recruit to fill gaps identified through the annual Board 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 Board) or the filling of casual vacancies left by the retirement of existing Board Members. Recruitment does not supersede the rights of shareholding members to seek election to the Board at the AGM.

Annually, we identify the skills, experience and expertise required to lead and direct Eildon's 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 Board members.

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

We will promote the opportunity to become a member of the Board through the use of:

- Advertisements in the local press and specialist housing press/professional journals where appropriate
- Circulation of information to:
 - partner organisations and other stakeholders
 - tenant organisations and community groups
 - members of the Association
 - local business interests and their representatives
 - educational establishments connected to the Borders
 - other voluntary organisations and social enterprises

In each case inviting enquiries from interested individuals.

The advertisement will highlight the particular skills and areas of experience where gaps have been identified.

Those enquiring will be issued with a recruitment pack, consisting of the following:

- Information on Background and History of Eildon Housing Association
- Explanatory information on the process of becoming a Board Member
- Board Member Role Description
- Itemised checklist of the skills, knowledge and other qualities sought (see Schedule 1 appended).

- 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.

The process of advertisement may be supplemented by personal approaches from members of the Board 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 Executive Officer, who will issue the recruitment pack as described above.

Completed application forms will be sent to the Association's offices, and the Chief Executive Officer will screen the applications with a view to confirming eligibility.

Eligible applicants will then be invited to attend an informal meeting with the Chief Executive Officer and one or more members of the Board (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 Board
- Establish the applicant's understanding of the role of Board 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 Eildon
- Answer any questions from the applicant
- Explain the potential benefits of having an experienced Board Member supporting and mentoring the applicant, if successful.

The applicant will be informed of the result of the meeting as soon as possible afterwards. This will depend on the number of candidates being interviewed. We will aim to inform candidates, wherever possible, within 5 working days.

Successful applicants will be invited to attend a meeting of the Board as observers before their membership of the Board is confirmed.

Co-opted members of the Board 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 Board until the AGM following their co-option, at which point they must, if they wish to continue to serve as members of the Board apply for membership of Eildon (if not already a member) and stand for election.

The process described above may also be used to fill casual vacancies left by the retirement or resignation of existing Board 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.

SKILLS AUDIT

When new members are first appointed or nominated to the Board, they will be invited to a meeting with the Chief Executive Officer and Chair 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.

Thereafter there will be an annual 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 Board Members to Eildon's governance. On the basis of this review, we will draw up a structured training and development programme. Training and development opportunities will be pursued under the terms of our Board member Development Policy.

The Policy will be reviewed every 3 years or unless required through a change in legislation or circumstance.

SCHEDULE 1

Checklist of Skills, Knowledge and other Qualities (to be reviewed annually at the Board Strategic Planning event)

1. **Knowledge and Understanding:** we are looking for individuals able to demonstrate one or more of the following:

- Strategy and policy
- Business planning
- Community planning
- Service delivery
- Engagement with tenants
- Asset management
- Responsibilities to owners
- Procurement and contract management
- Housing support
- Economic development and/or regeneration
- Financial planning and control
- Employer responsibilities
- Equality, diversity and human rights
- Current housing policy and legislation
- Health and Safety
- Care and Repair
- Role of the regulator
- Marketing and media

2. **Skills:** we are looking for one or more of the following:

The ability to:

- work as a member of a team with other Board members and with staff
- contribute to discussions about strategy and policy
- interpret and question information received
- identify what is important for Eildon's success as a business
- contribute to effective decision making
- communicate effectively, contribute to decision-making and to challenge constructively

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

- Contributing ideas and new perspectives
- Respecting confidentiality
- Focus on the best interests of Eildon, its tenants and service users and its aims and objectives rather than personal interests
- Keeping one's own knowledge up-to date
- Accepting collective responsibility for decisions
- Working as a member of a governance team, exhibiting respect for other team members.

Title of policy/ practice/ strategy **Board Members Recruitment**

Lead Officer Chief Executive

Is this new or amended (check appropriate Box) New Revised

Type of policy/ practice/ strategy Board

EIA Review Cycle

3 years unless the policy/practice/strategy is updated earlier.

Stage 1: Screening Record

<p><i>What are its the main purpose and aims of the policy/practice/strategy?</i> To recruit people with the right skills and experience to carry out the role of Board member.</p>
<p><i>Who does it cover?</i> Anyone interested in joining Eildon’s Board.</p>

Could there be any implications for a protected characteristic group (listed below) in (or the development of) this policy/ practice?

Please check the relevant box per characteristic

- Age
- Disability
- Gender reassignment
- Marriage & civil partnership
- Pregnancy & maternity
- Race
- Religion or belief (including no belief)
- Sex
- Sexual orientation

	Potential Implications?			If no, state why?
	Yes	No	Don't Know	
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>The policy states Eildon <i>will seek to identify any current groups which are underrepresented on our Board, with reference in particular to the nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.</i></p>
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Gender reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Marriage & civil partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Pregnancy & maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Religion or belief (including no belief)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

If you answered yes or don't know for one or more protected characteristic group please continue to **Stage 2** and complete a full EIA, otherwise go to **Stage 4**.

Stage 2: Assessing Impact

How might the policy impact on people who share protected characteristics? Include both positive and negative impacts.			
Protected Characteristic	Positive or Negative Impact	High, Medium or Low Impact¹	Where an impact is identified please describe this, providing any evidence as appropriate?
Age	Positive	Low	Board Members have to be over the age of xx and can resign at an AGM. There is no maximum age to be a Board Member.
Disability	Negative	Low	In addition to Board meetings Board Members are invited to two site visits per year. If a Board Member has mobility issues and relies on walking aids/wheelchair, on occasion, this may restrict access to a working building site, due to the uneven ground and obstacles to step over/on. This would not affect their ability to be a Board Member. Access to the Weaving Shed for meetings would not be an issue as the doors are automatic and there is a lift for access to the Board Room, there is also the option to attend Board meetings virtually.
Gender reassignment	Choose an item.	Choose an item.	
Marriage & civil partnership	Choose an item.	Choose an item.	
Pregnancy & maternity	Choose an item.	Choose an item.	
Race	Choose an item.	Choose an item.	
Religion or belief (including no belief)	Choose an item.	Choose an item.	
Sex	Choose an item.	Choose an item.	
Sexual orientation	Choose an item.	Choose an item.	

¹ High impact – a significant potential impact, risk of exposure, history of complaints, no mitigating measures in place etc.; Medium impact – some potential impact exists, some mitigating measures are in place, poor evidence; Low impact – almost no relevancy

Stage 2: Assessing Impact (continued)

<p>How does the policy promote equality of opportunity² between people who share a relevant protected characteristic and people who do not?</p> <p>The policy states Eildon will seek to identify any current groups which are underrepresented on our Board, with reference in particular to the nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.</p>
<p>How does the policy promote good relations² between people who share a relevant protected characteristic and those who do not?</p>

Stage 3: Decision making and monitoring

<p>Identifying and establishing any required mitigating action</p> <p>Check the box that is next the statement that reflects the impact assessment at Stage 2.</p>	
<p>A The EIA demonstrates the policy is robust; there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken.</p>	<p><input checked="" type="checkbox"/> No further action required</p>
<p>B The EIA identifies potential problems or missed opportunities</p>	<p><input type="checkbox"/> Action Required Adjust the policy to remove barriers or better promote equality</p>
<p>C The EIA identifies the potential for adverse impact or missed opportunities to promote equality.</p>	<p><input type="checkbox"/> Action Required Clearly set out the justifications for continuing with it</p>
<p>D The assessment shows that the policy/ practice/ strategy demonstrates actual or potential unlawful direct or indirect discrimination.</p>	<p><input type="checkbox"/> Action Required It must be stopped and removed or changed</p>
<p>If B, C or D are selected, please state below what actions will be taken to reduce or mitigate any potential adverse or negative impacts identified?</p>	

² Opportunities to promote equality in respect of protected characteristics have been considered, i.e.: Eliminating unlawful discrimination, harassment, victimisation; Removing or minimising any barriers and/or disadvantages; Taking steps which assist with promoting equality and meeting people’s different needs; Encouraging participation (e.g. in public life); Fostering good relations, tackling prejudice and promoting understanding

Stage 4 – Sign Off

Select one statement as appropriate by checking the tick box:

- Following the Stage 1 screening no implications were identified for those in any of the protected characteristics groups and no Stage 2 Assessment was undertaken.
- The Equality Impact Assessment outlined at Stage 2 has been undertaken as set out in the Equality Diversity and Human Rights Policy. Any actions identified in Stage 3 have informed the development of the policy/practice/strategy and will be completed prior to its approval and implementation.
- The Equality Impact Assessment has resulted in the policy/practice/strategy not being taken forward in its current format.

EIA Completed by:	Sally Spence
Name:	Sally Spence
Position:	Governance Officer
Date Completed:	16/01/2025