



BOARD RECRUITMENT & SUCCESSION POLICY

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Date Revision Complete	April 2018
Policy Owner	Head of Business Services
Author	Head of Business Services
Reason for Revision	Regular update
Data Protection	All processes detailed in this policy comply with our Data Protection Policy
Proof Read	Governance & Assurance Manager
Date Approved	30 th July 2018
Approved by	EMT
Next Review Due	August 2021

Audience – Training and Awareness Method	Board Members will receive a link to this policy by email and it will be uploaded to the Boardzone. This policy will then form part of the Good Governance Guide, and therefore will be part of the Induction Pack for new Board Members.
Effective Date	1 st August 2018

Internal References	Rules Membership Policy Board Member Learning & Development Policy
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Appendices	None
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Comments: Reference to the SHR Regulatory Framework – published 2012
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BOARD RECRUITMENT & SUCCESSION POLICY

1. INTRODUCTION

- 1.1 This policy sets out Blackwood's arrangements for the selection and recruitment of new Board members.
- 1.2 In accordance with our Rules, Board Members are elected by the members of Blackwood Homes & Care, from the members of Blackwood Homes & Care, at the Annual General Meeting (AGM). In between AGMs, the Board has the power to co-opt Board members or to fill a casual vacancy and such persons need not be members of Blackwood.
- 1.3 Recruitment to the Board of Blackwood will be open and transparent, based on merit and objective selection and assessment techniques. It is the intention of the Board to work in positive partnership with the members of Blackwood Homes & Care, as set out in this policy, to deliver this important objective.
- 1.4 The Blackwood Membership Policy states "Any member (of Blackwood Homes & Care) can stand for election to the Board, provided they can demonstrate they have relevant skills, knowledge or experience to take on the responsibilities of being a Board Member".

The Members of Blackwood Homes & Care

- 1.5 The Board of Blackwood recognises and welcomes the role of the Blackwood Homes & Care's members in electing new members to the Board. So as to support members in discharging this important duty, the Board will communicate with members on a regular basis, and in particular will share with them, normally in advance of an AGM:
 - Its views about the skill / experiences and experience required on the Board;
 - Clear and evidence-based recommendations as to who should be elected to the Board, and why they are suitable in terms of the agreed skill / experiences statement referred to above.
- 1.6 The Board will be pleased to ensure that any member of Blackwood Homes & Care who may wish to join the Board in future can discuss their aspiration with the Chair and/or The Secretary and explore whether they will have the skill / experience needed on the Board at that time.

1.7 **Equal Opportunities**

Blackwood is an Equal Opportunities employer and is committed to taking positive action to ensure that its vacancies are known widely within the communities and areas that it serves. Blackwood encourages people from all backgrounds to apply for vacancies regardless of characteristics that are unrelated to their abilities to serve, including race, gender, age, religious or other belief, sexual orientation, gender re-assignment, marriage or civil partnership or disability.

2. **PROCESS**

2.1 Where possible, succession planning will commence no less than 6 months ahead of a member stepping down from the Board, recognising that there may not always be possible in the case of a departure for personal reasons ahead of the expected term of office.

2.2 When a vacancy occurs or is expected, the Board will compare its existing skills and expertise with those it has determined it requires on the Board. The Governance & Information Officer will keep the Board Skills Matrix up to date as outlined in the Board Learning & Development Policy.

2.3 If appropriate, the Board Skills Matrix will be updated ahead of proceeding with a new recruitment. This exercise will take into account the skills needed for the evolving future of the business, skills of members who are standing down, the annual appraisal process and succession planning arrangements.

2.4 **Roles and Responsibilities**

2.4.1 The Board may, when a vacancy arises, also formally review the "Role of the Board Member" document to ensure that it remains fit for purpose, making any revisions required ahead of the recruitment process – this can be found within the Board Learning & Development Policy.

2.5 **Advertising and Applications**

2.5.1 Once completed, the review of the skills matrix and the Role of the Board Member document will be used to determine the knowledge, experience and skills required of the ideal candidate. This information will be used to determine the style and tone of the advertising or search campaign including the media, geographic coverage and scale.

2.5.2 Interested individuals will be invited to submit an application in writing setting out their experience and reasons for applying. They may also submit a CV in support of their application. All applicants will submit an equalities monitoring form which will be confidential and retained by the Secretary.

2.6 **Exclusions**

Blackwood Rules (para 43) provide guidance on circumstances where a person may be excluded from becoming a Board member. A brief summary of these can be found below:

- a disqualification order/undertaking has been made against that person under various laws
- being involved in the promotion, formation or management of a company such as a founding member or Chief Executive
- being declared bankrupt, being granted a trust deed for or entered into an arrangement with creditors
- being convicted of an offence involving dishonesty which is not spent by virtue of the Rehabilitation of Offenders Act 1974 which is still live on record
- being party to any legal proceedings in any Court of Law by or against Blackwood
- having been removed 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

2.7 It is also important to note that to be a fully elected Board Member, membership of Blackwood Homes & Care must be obtained. Details of this, and any restriction in relation to becoming a member of Blackwood Homes and Care are set out in the Membership Policy.

2.8 **Selection Panel**

2.8.1 The Board will nominate a selection panel for any Board member recruitment, typically comprising two or three people and representing a diverse range of stakeholder interests. Unless it is the Chair's role that is being filled, a panel might include, for example, the Chair, a Board member who is a tenant, and another Board member.

2.8.2 The Chief Executive will normally participate in the interviews, as an observer rather than a full member of the panel. The Secretary or a representative of HR may also be present in a note-taking capacity.

2.9 **Shortlisting for Interview**

2.9.1 If the recruitment is being carried out internally, the Secretary will prepare a shortlisting template based upon the identified skills, knowledge and experience required. The panel will review applications received against the criteria and agree the candidates to be interviewed. Each person will complete the shortlisting template along with the reason for including or excluding an individual from interview.

2.9.2 If the recruitment is being carried out by an external recruitment partner, their templates may be used for shortlisting and they will also be responsible for all communication with the candidates, up to the appointment stage, including the seeking of necessary references.

2.9.3 Unsuccessful candidates will be written to and thanked for their interest in Blackwood. If they request, they will be offered summary telephone feedback on why their application was not progressed.

3. **INTERVIEW**

3.1 Each candidate may be requested to make a presentation or undergo any other type of assessment as is reasonable to test the assessment criteria.

Following this the panel will conduct a formal interview to explore the suitability of the candidate for the position.

- 3.2 Each member of the panel will maintain their own record of the candidate's suitability in respect of the Role of the Board Member document. A scoring system will be used to assist the panel in remaining consistent in this respect.
- 3.3 It is unlawful not to appoint a candidate due to disability alone, and the panel should be able to demonstrate that they have considered making reasonable adjustments for any such candidate.
- 3.4 Where only one member is required, the panel Chair will establish whether there is a clear preference for a specific candidate. If there is no clear preference then the panel Chair should seek to obtain a consensus view of the panel. If in rare circumstances there is a substantial disagreement between the views of the panel members, the panel Chair may wish to arrange a second interview or a re-advertisement.
- 3.5 All candidates will be informed of the outcome of their interview by telephone or letter. For each unsuccessful candidate records will be retained on file for 6 months by the Secretary.
- 3.6 Candidates at this stage will be informed that feedback is available and from whom in the rejection letter. The onus will be for the candidate to seek feedback.

4. APPOINTMENT

- 4.1 The appointment shall be recommended by the panel and approved by the Board. Where the Board rejects the candidate(s) recommended by the panel, the Panel shall not re-nominate the same person but shall proceed to identify an alternative candidate for consideration by the Board.
- 4.2 Any initial appointment as a co-optee or to fill a casual vacancy will be confirmed in a letter, which will specify that it is subject to references (two written references will be taken up for each candidate). The successful candidate may take up office, and serve until the next Annual General Meeting, at which point they will be subject to election.

4.3 New Member & Induction Process

- 4.3.1 Blackwood will support new Board members with a comprehensive programme of induction as outlined in the Board Member Learning & Development Policy.
- 4.3.2 The New Member Process will be followed which will ensure all necessary documentation is completed and returned, including Fit & Proper Persons Form, Declaration of Interest and the Board Member Code of Conduct.

4.4 Term of Office

- 4.4.1 In line with the Rules a Board member will be appointed for a three-year term. In line with the Scottish Housing Regulator Regulatory Framework, generally no member may serve more than three, three-year terms, i.e. 9 years in total. In line with current guidelines, the Board must be assured that any member

seeking re-election after nine years' continuous service is able to demonstrate their continued effectiveness to ensure independent objectivity and challenge. Any such instances will be approved by Board.

- 4.5 Any new Board Members elected will be subject to the normal annual Board Member Appraisal process as outlined in the Board Member Learning & Development Policy.

5. RECORD KEEPING

- 5.1 All application forms received and records and notes of the recruitment, selection and interview process for every post will be retained for 6 months, after which they will be destroyed.

6. EQUALITIES MONITORING

- 6.1 As required, the Secretary will prepare and maintain a record of the applicants, interviewees and successful appointments analysed by protected characteristics to determine whether the recruitment process is providing a fair and balance outcome.

7. REVIEW

- 7.1 This policy will be reviewed every 3 years or earlier if required.