



Recruitment & Training Policy for Board & Committee Members

Approved 22.09.22



Title of Policy	Recruitment & Training Policy for Board & Committee Members
Approved by	Board
Approval Date	22/09/2022
Owner	Chief Executive's Office
Author	Governance Manager
Version	3.0
Period of Review	36 months
Date of Review	01/04/2025
Lead Directorate	Chief Executive's Office
Stakeholders	<input type="checkbox"/> Partnership Forum <input type="checkbox"/> Human Resources <input type="checkbox"/> ICT <input type="checkbox"/> Staff Forum <input type="checkbox"/> Property <input checked="" type="checkbox"/> Other <input type="checkbox"/> Finance <input type="checkbox"/> BR24 <input type="checkbox"/> Operations <input type="checkbox"/> Business Development

What you will find in this guidance note

1	Introduction	1
2.	Equality, Diversity, and Inclusion.....	1
3.	Policy	1
	Recruitment.....	1
	Training.....	2
	Induction Training	2
	Support Training	3
	Evaluation of Training	3
	Training Budget.....	3
4.	Publicising and Accessibility.....	3
5.	Training and Competence	3
6.	Scheme of Delegation.....	3
7.	Monitoring, Reporting, and Review	4
8.	Complying with the Law and Good Practice	4
9.	GDPR	4
10.	Risk management	4
	Appendix 1 Equality Impact Assessment	5



1 Introduction

- 1.1. Bield is committed to investing in ensuring that our Board is sufficiently resourced with the right balance of skill and experience that will result in a well governed and effective organisation, that is managed in line with current legislation, as well as adopting procedures that are examples of good practice and improve the effectiveness of the organisation.
- 1.2. The purpose of this policy is to provide clarity on our approach to Recruitment & Training for Board & Committee Members.

2. Equality, Diversity, and Inclusion

- 2.1. When carrying out this policy we will adhere to our Equality and Diversity Policy which aims to promote diversity, fairness, social justice, and equality of opportunity. An Equality Impact Assessment was carried out in relation to this policy and this is included at [Appendix 1](#).
- 2.2. In addition to the points made above, to help promote equality and inclusion, the following steps will be taken for this policy:
 - Large print version
 - Translation and interpretation message on the back of the policy
 - Easy to read version

3. Policy

- 3.1. Bield seeks to ensure that recruitment to the Board (governing body) and to the Committees of the Board is aligned with Bield's Values, Vision and Mission.

Recruitment

- 3.2. Bield seeks to ensure that the Board and Committees of the Board consist of people with the interest and ability to manage its business effectively.
- 3.3. Members of the governing body are elected at the Annual General Meeting each year in accordance with Bield's Rules. Members may be co-opted to serve to meet particular needs or to redress skill shortage in specific areas.
- 3.4. In the recruitment of members to the Board and to Committees of the Board due consideration will be given to:
 - The promotion of membership of Bield to tenants and other interested individuals
 - The identification of members of Bield with appropriate interests and skills through the ongoing monitoring and reporting on membership
 - Bield's Tenant Engagement Strategy and the election of tenants to the Board and Committees of the Board
 - The potential to co-opt individuals with appropriate interests and skills to meet identified needs including, where necessary, recruitment through advertisement



- 3.5. Bield will carry out a review of member skills and experience annually as part of the Board Conversation process and any gaps or anticipated gaps noted in the succession plan will be addressed during recruitment exercises.
- 3.6. When Board members retire, resign or when skills gaps are identified in the Board, Bield will undertake a fair and open recruitment process. Prospective Board members will be identified using some or all of the following methods:
 - Advertising in newspapers, online via, for example, Bield, SFHA, Volunteer Scotland and other relevant websites
 - The use of an agent to identify prospective Board members
 - Word of mouth via existing Board members or other contacts
 - Appropriate social media posts
- 3.7. A panel of Board members will be constituted from the current Board membership. Following receipt of applications, the panel will shortlist applicants based on the specific criteria required for the role. Thereafter, interviews will be held by the panel with a view to recruiting successful candidate(s). The Chief Executive is not involved in the recruitment process.
- 3.8. Successful candidates will be co-opted to the Board until the next AGM at which point they can be nominated to become full Board members. In order to become full Board members, candidates must become members of Bield.

Training

- 3.9. Bield will seek to ensure that members of the Board and Committees of the Board receive both Induction Training and Support Training and that the needs of members are reviewed as part of the Board Conversation process. They will also be provided with access to the Induction Handbook.
- 3.10. Members are expected to make every effort to attend training sessions where these are designed to meet agreed training objectives.

Induction Training

- 3.11. New members of the Board or Committees of the Board will be expected to:
 - spend one day in the Edinburgh and Glasgow Offices, if circumstances allow, and to
 - receive a copy of the Minutes of the Board or Committee (as appropriate) covering the previous 12 months
 - meet with the Chief Executive and Directors (as appropriate) to discuss the Board / Committee structure and responsibilities and meet staff
 - meet the Chair / Vice-chair of the Board / Committee (as appropriate)
 - visit a number of schemes / projects to familiarise themselves with the various types of services operated by Bield, if circumstances allow
 - complete a skills / experience analysis questionnaire
 - complete a training / development plan
 - remain up to date and informed about changes to policy and practice
 - understand that legal and regulatory requirements of the organisation and its governance arrangements



- 3.12. Board members are expected to sign a checklist of induction activities to indicate all induction has been carried out satisfactorily.

Support Training

- 3.13. Support Training will be available to members of the Board and Committees of the Board as follows:
- Members will be asked to identify their training / development needs annually through their Board Conversation
 - A Training Programme for members of the Board / Committee will be established following the Board Conversation
 - At least three half-day strategy / training days will be held annually for members of the Board
 - Additional specific training days will be set aside to meet the needs of the Board Member (up to a maximum of 5 days)
- 3.14. Bield will seek to deliver training through both in-house means and the use of external trainers. This may include attendance at seminars, conferences or workshops.
- 3.15. Bield will seek to meet the training needs of individual members where these have been identified within their Board Conversation.

Evaluation of Training

- 3.16. Evaluation of training events will be carried out after each training session to help ensure that training objectives are being met.

Training Budget

- 3.17. An annual allowance will be made within the administration Budget for member training. In order that this budget can be monitored it is proposed that all member training be authorised by the Chief Executive or Governance Manager.

4. Publicising and Accessibility

- 4.1. The Policy will be provided to Board and Committee Members upon recruitment to the Board.
- 4.2. We are happy to translate any of our policies and provide an interpreter if our members need help.

5. Training and Competence

- 5.1. Any relevant training can be provided to Board and Committee members as part of their induction.

6. Scheme of Delegation

- 6.1. As the governing body with responsibility for overseeing our work, our Board provides leadership and strategic guidance. It also ensures compliance with our policies and procedures. Concerning the Board, its role is twofold:
- *to approve the adoption of the Recruitment & Training Policy for Board & Committee Members*



- *to ensure that Board and Committees keep to this Policy and Procedure and associated internal processes*

6.2. The Chief Executive provides leadership and direction in ways that guide and enable us to perform effectively across all services.

6.3. This includes ensuring that there is an effective Recruitment & Training Policy for Board & Committee Members

7. Monitoring, Reporting, and Review

7.1. The Policy will be reviewed every three years by the Board.

8. Complying with the Law and Good Practice

8.1. As a Registered Social Landlord (RSL), we are regulated by the Scottish Housing Regulator (SHR). The SHR's statutory objective is to safeguard and promote the interests of current and future tenants, homeless people, and other people who use services provided by social landlords. In developing our policy, we have taken account of good practice, including that developed by the Scottish Housing Regulator.

9. GDPR

9.1. We will treat all personal data in line with our obligations under the current data protection regulations and our Privacy Policy. Information regarding how all data will be used and the basis for processing your data is provided in our Customer Fair Processing Notice.

10. Risk management

10.1. Several risk management activities have been identified to ensure this policy is adhered to and that Bield customers experience the best possible experience

- Board members and Committee members are made aware of this policy on publication and during induction of new colleagues.



Appendix 1 Equality Impact Assessment

1	Title of Policy to be assessed: Recruitment & Training Policy for Board & Committee Members		
2	Date: 22 September 2022		
3	Lead Officer/Manager: Governance Manager		
4	EQIA Team (who will be involved):		
5	Director/Manager: Chief Executive		
6	Is the function or policy existing, new, or review: Review		
7	Set out the aims/objectives/purposes/outcomes of the function or policy, and give a summary of the service provided: The policy applies to all Board & Committee members		
7a	Who should benefit from the policy (target population): Board & Committee members		
7b	Linked policies, functions: Are there any other functions, policies or services, which might be linked with this one for this exercise? Please list.		
8	State whether the policy will have a positive or negative impact across the following factors and provide initial comments/observations.		
	<p>Age: Older people, people in the middle years, young people, and children.</p> <p>Disability: includes physical disability, learning disability, sensory impairment, long-term medical conditions, mental health problems.</p> <p>Maternity and civil partnership The policy will have no impact on people expecting or recently giving birth or within a civil partnership</p> <p>Race: Minority ethnic people (includes Gypsy/Travellers, non-English speakers).</p> <p>Religion or belief: includes people with no religion or belief.</p> <p>Sex: Women, men, and transgender people (include issues relating to pregnancy and maternity).</p> <p>Gender reassignment: The process of changing or transitioning from one gender to another.</p> <p>Sexual orientation: Lesbian, gay, bisexual, and heterosexual people.</p> <p>People in remote, rural, and/or island locations</p> <p>People in different work patterns: e.g., part-/full-time, short-term, job share, seasonal</p> <p>People who have low literacy</p> <p>People in different socio-economic groups (includes those living in poverty/people on a low income)</p>		
	Population groups	Positive Impact	Negative Impact
			Comments



	Age	✓		Members of all ages are encouraged to apply to become Board members
	Disability	✓		Members with any disabilities are encouraged to apply to become Board members
	Maternity and civil partnership	✓		Members who are pregnant, or recently pregnant are encouraged to apply to become Board members. Members in any type of relationship are encouraged to apply to become Board members.
	Race	✓		Members of any race are encouraged to apply to become Board members.
	Religion or belief	✓		Members of any religion or belief are encouraged to apply to become Board members.
	Sex and Gender reassignment	✓		Members of any sex or gender are encouraged to apply to become Board members.
	Sexual orientation	✓		Members of any sexual orientation are encouraged to apply to become Board members.
	People in remote, rural, and/or island locations	✓		Members from any location are encouraged to apply to become Board members.
	People in different work patterns	✓		Members who work or are retired are encouraged to apply to become Board members.
	People who have low literacy		✓	Given the role of Board member, it is likely they would require a



				high level of literacy to undertake the role
	People in different socio-economic groups	✓		Members of any socio-economic group are encouraged to apply to become Board members.
9	What evidence do you have for the statements you have made above? Focus on: <ul style="list-style-type: none"> Needs and experiences; Uptake of services; N/A Levels of participation. N/A 			
10	From the evidence set out what actions, if any, will you take where the negative impact has been identified:			
	Population groups	Proposed action	How will it address the negative impact?	
	Age	N/A	N/A	
	Disability:	N/A	N/A	
	Maternity and civil partnership	N/A	N/A	
	Race	N/A	N/A	
	Religion or belief	N/A	N/A	
	Sex and Gender reassignment	N/A	N/A	
	Sexual orientation	N/A	N/A	
	People in remote, rural, and/or island locations	N/A	N/A	
	People in different work patterns	N/A	N/A	
	People who have low literacy	Training of members who may require additional help	Could open up the uptake of membership	
	People in different socio-economic groups	N/A	N/A	
	Briefly explain how the policy contributes to our equality and diversity values by answering the following questions: <ul style="list-style-type: none"> How will it provide equality of access to services, information, and employment? Does it or could it celebrate diversity? Will it or could it promote good relationships within and between communities? How will it provide good quality, inclusive services? <p>The Policy will provide relevant training to all members recruited to the Board and Committee</p>			
	Any additional information, questions, or actions required? Please explain.			



Sign off:

As Director I am satisfied with the results of this EIA

The findings will be referred to within Service Plans and target set. The Action Plan will be reviewed annually within Business planning reporting.

Signature:

Date:



Speaking your language - we are happy to translate our policies on request.

يمكن ترجمة سياساتنا عند الطلب
إذا كنت بحاجة إلى مساعدة ، فيمكننا توفير مترجم

**Nasze zasady mogą być przetłumaczone na żądanie.
Jeśli potrzebujesz pomocy, możemy zapewnić tłumacza**

**我们的政策可以应要求翻译。
如果您需要帮助，我们可以提供翻译**

ہماری پالیسی کا درخواست پر ترجمہ کیا جاسکتا ہے۔
اگر آپ کو مدد کی ضرورت ہو تو ہم ایک ترجمان فراہم
کرسکتے ہیں