



# **OAK TREE HOUSING ASSOCIATION**

## **MANAGEMENT COMMITTEE RECRUITMENT POLICY**

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# Oak Tree Housing Association Management Committee Recruitment Policy

## Introduction

- 1.1 Oak Tree Housing Association's (OTHA) Management Committee have the important responsibility of directing and controlling the Association. As a registered social landlord and a Scottish charity, it is vital that we have people with the right skills, knowledge, objectivity and experience to carry out this role.
- 1.2 The purpose of this policy, whilst it is to provide a framework to guide recruitment it is also important to demonstrate and ensure transparency and will enable OTHA to demonstrate compliance with the Scottish Housing Regulator's Regulatory Standard 6.1 that the "RSL has a formal, rigorous and transparent process for the election, appointment and recruitment of governing body members The RSL formally and actively plans to ensure orderly succession to governing body places to maintain an appropriate and effective composition of governing body members and to ensure sustainability of the governing body."
- 1.3 We will therefore:
  - Be clear about 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 (annual review).
  - 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 by individuals in the event of their departure from the Management Committee.
  - Support the work of the Management Committee through organisational measures in order to make the most of the contributions made by voluntary Management Committee members.
- 1.4 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 of OTHA.

## **What we are looking for**

- 2.1 We are looking for individuals to serve as Management Committee Members who can demonstrate the following:
  - A commitment to supporting the local communities that Oak Tree HA engage with, or the needs of our service users through the provision and development of high-quality housing and housing related services, and/or of
  - A willingness to work as a member of a team which has responsibility for directing the work of the organisation within Oak Tree.
  
- 2.2 In addition, prospective Management Committee members should have knowledge, skills and experience of, in 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 Greenock and Inverclyde and the people who live here, awareness of concerns facing the association's customers, familiarity with Inverclyde Council's plans, priorities and practices.
  - Business Skills and Knowledge: for example, strategic and business planning, personnel or human resources, 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 opportunity and diversity.
  
- 2.3 It is not expected that every Management Committee 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 Management Committee Members, once on the Management Committee, have the opportunity to enhance their existing skills and knowledge through development and training.
  
- 2.4 We are committed to equality of opportunity in the way our Management Committee operates. We welcome applications from all individuals, irrespective of age; disability; gender reassignment; being married or in a

civil partnership; being pregnant or on maternity leave; race; religion or belief; sex and sexual orientation. We are particularly keen to provide opportunities for involvement to individuals who are under-represented in public life or who are currently under-represented on our Management Committee. This however will not take precedence over the need to have people with the right skills and experience.

### **What Management Committee Members get from their involvement:**

- 3.1 As a voluntary organisation, we do not provide payment to members of the Management Committee. We will ensure that Management Committee members are not unfairly disadvantaged by their involvement with OTHA by ensuring that out-of-pocket expenses required to carry out the role of Committee member are fully met and promptly reimbursed.
- 3.2 In return for their time and commitment, rewards from being a Management Committee member are:
  - Clearly written and presented papers, circulated in advance of meetings.
  - Formal induction to help settling in. Committee Induction Policy. Regulatory Standard 6.5 states “The RSL ensures all new governing body members receive an effective induction programme to enable them to fully understand and exercise their governance responsibilities.”
  - The opportunity to use your experience, skills and knowledge for the benefit of the Association and its customers.
  - The satisfaction of helping improve the lives of local people.
  - The opportunity to develop knowledge and new 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 e.g. Chairperson, Vice Chairperson or Secretary.
  - The satisfaction of contributing to an organisation committed to improving the quality of life of its customers and communities.

### **Recruitment to the Management Committee**

- 4.1 In addition to developing the skills and knowledge of existing Management Committee members, we will seek to recruit to fill gaps based on business planning, succession planning and those identified through the annual Management Committee review processes. These exercises will identify specific areas of experience or knowledge that the management committee anticipates will be required and consequently this will inform training and recruitment. 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 total number of the Management Committee members at any one time) or the filling of casual vacancies by the retirement or resignation of elected Management Committee members. Recruitment does not supersede the rights of shareholding members to seek election to the Management Committee.
- 4.2 Annually, we assess the skills, knowledge, diversity and objectivity needed to provide capable leadership, control, scrutiny and constructive challenge to achieve OTHA's purpose, deliver good tenant outcomes and manage the Associations affairs. Through recruitment, we will attempt to fill any gaps which have been identified and set out in the checklist which is set out in a schedule to this Policy. These are the current priorities which we are looking to fill by recruiting new Management Committee Members.
- 4.3 We will also seek to identify any current groups which are underrepresented on our Management Committee, with reference in particular to age, gender, ethnic origin and disability, in pursuit of our commitment to equal opportunity and diversity.
- 4.4 We will promote the opportunity to become a member of the Management Committee through the use of:
- Advertisements in the local press and Social Media Channels
  - Articles and adverts in the association's newsletter and website
  - Circulation of information to partner organisations and other stakeholders
  - Circulation of information to tenant organisations and community groups
  - Circulation of information to members of the Association
  - Circulation of information to local business interests and their representatives
  - Circulation of information to West College Scotland and other educational establishments connected to Inverclyde.
  - Circulation of information to other voluntary organisations and social enterprises
- In each case inviting enquiries from interested individuals.
- 4.5 OTHA may also approach SFHA and other relevant representatives or trade bodies, including advertising on their website and in their publications.
- 4.6 The advertisement will highlight the particular skills and areas of experience where gaps have been identified, and will invite applications from underrepresented groups.
- 4.7 Those enquiring will be issued with a recruitment pack, consisting of the

following:

- The most recent Annual Report and Landlord Report
  - Information on Background and History of OTHA
  - Explanatory information on the process of becoming a Management Committee Member
  - Management Committee Member Role Description
  - Code of Conduct for Management Committee Members
  - Remit for the Management Committee
  - Itemised checklist of the skills, knowledge and other qualities sought (Schedule 1)
  - An estimation of the time commitment involved.
  - 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 opportunity and diversity monitoring.
  - Induction Policy
  - Information about the recruitment process
  - Eligibility for Committee Criteria
- 4.8 The process of advertisement may be supplemented by personal approaches from members of the Management Committee 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.
- 4.9 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.
- 4.10 Eligible applicants will then be invited to attend an informal meeting with a panel which will include the Chief Executive Officer and one or more members of the Management Committee (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 Management Committee.
  - Establish the applicant understands 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.
  - Confirm whether the applicant is interested in becoming a shareholding member (and their eligibility)
  - Explain the process by which the applicant could join the management committee (e.g. co-option; filling a casual vacancy; standing for election at the AGM)

- Answer any questions from the applicant.
  - Explain the induction process and support arrangements
  - Confirm the timescales for appointment.
- 4.11 The applicant will be informed of the outcome of their application within 48 hours or as agreed at interview. The outcome will be the decision taken following the informal meeting, to recommend to the Management Committee.
- 4.12 Successful applicants will be invited to attend one or more meetings of the Management Committee as observers before their membership of the Management Committee is confirmed.
- 4.13 Where an individual has responded to a recruitment initiative (that would potentially result in them being co-opted onto the Management Committee), the interview process is a means of gaining assurance that they have the relevant skills, knowledge or experience and that their motivation is appropriate. If the panel is not satisfied that the management committee will benefit from the contribution that the applicant is offering to make, their application can be politely declined.
- 4.14 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 which directly affect the rules, 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 until the next AGM or until removed by the Management Committee. A person co-opted to the committee can also serve on any sub-committee. If a co-optee wishes to continue to serve as a member of the committee, they must be a shareholding member and stand for election.
- 4.15 The recruitment process may also be used to fill casual vacancies left by the retiral or resignation of existing elected 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.
- 4.16 You cannot be a member of the Management Committee if you do not agree to adopt and sign the Management Committee Members Code of Conduct.
- 4.17 As per OTHA's rules, at the end of every annual general meeting, one third of Management Committee members must retire, along with anybody appointed as a co-optee or to fill a casual vacancy. Co-optee's and casual

members do not count towards the one third provision of Management Committee members who must retire.

- 4.18 Shareholding members submitting themselves for election to the Management Committee at an AGM will be asked to go through a modified version of the above process. However, it is important to be clear that shareholding members of an RSL can be nominated, stand for election and be elected without being “approved”, as long as they meet the eligibility criteria in the rules. For those who are elected, the term of appointment will normally be for three years, subject to the Rules of the Association, which may require earlier retirement by rotation at an AGM.

### **Supporting and Developing Management Committee Members**

- 5.1 When new members are first appointed or nominated to the Management Committee, they will be invited to a meeting with the Chief Executive Officer and Chairperson 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.
- 5.2 Thereafter there will be an opportunity for each member to update this assessment through the management committee annual review process
- 5.3 The Annual Review process combines reviewing the contribution of individual committee members and a review of how the Management Committee itself operates collectively. The process is regarded by most as taking a supportive and collaborative approach. They is an opportunity for each committee member to identify any support or training they are interested in and to think about any future office bearing roles they may take on. Equally, they provide an opportunity to consider the OTHA’s governance, highlight any aspects that could be improved and confirm that, collectively the management committee has the range of experience it needs to deliver the agreed objectives successfully.
- 5.4 The Annual Reviews are crucial elements to effective succession planning, which includes learning, development and recruitment.
- 5.5 We will monitor the demands being made of Management Committee members as part of the annual review process with each committee member, and through regular evaluation of the effectiveness of the Management Committee and its meetings, to ensure that they remain manageable.

## Schedule 1 Checklist of Skills, Knowledge and other Qualities

(As at April 2025)

1. In terms of knowledge and understanding, we are looking for individuals able to demonstrate the following:
  - Strategy and policy
  - Business planning
  - Service delivery
  - Engagement with tenants
  - Asset Management
  - Risk Management
  - Responsibilities to owners
  - Procurement and contract management
  - Supporting tenants on low income
  - Financial planning and control
  - Employer responsibilities
  - Current housing policy and legislation
  - Role of regulators e.g. Scottish Housing Regulator; Office of the Scottish Charity Regulator (OSCR)
  - Equality and diversity
  
2. In terms of skills, we are looking for the following:
  - Ability to work as a member of a team with other Management Committee members and with staff
  - Ability to contribute to discussions about strategy and policy.
  - Ability to interpret and question information received.
  - Ability to identify what is important for the Associations success as a business.
  - Ability to communicate effectively, contribute to decision-making and to challenge constructively.

**Please note this is not essential criteria, as individuals when serving on the Management Committee, will acquire these skills and knowledge.**

3. We are also looking for those able to demonstrate these qualities:
- Contributing ideas and new perspectives
  - Respecting confidentiality
  - Making sure that personal relationships or agendas do not interfere.
  - Keeping one's own knowledge up-to date
  - Accepting collective responsibility for decisions