



# Recruitment & Training Policy for Board & Committee Members

Approved 29 January 2025



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## 1. Introduction

- 1.1. The Bield Board of Management will comprise of between 7 and 15 Members at any one time. The purpose of this policy is to set out our approach to recruitment and development of Board and Committee Members.
- 1.2. It is important that our Board have the right balance of skills, knowledge and experience that align with our ambition and responsibilities to support strong governance. Bield also adheres to the Scottish Housing Regulator's Regulatory Standards of Governance and Financial Management Regulation 6.1, which states:

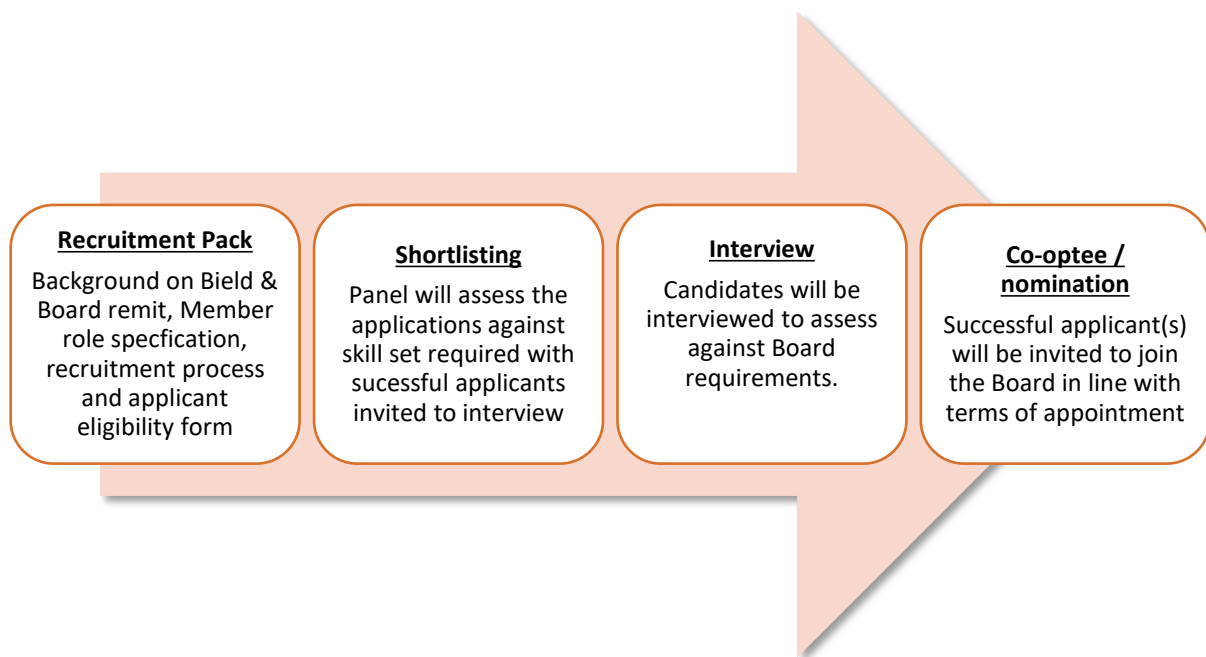
*“The RSL has a formal, rigorous and transparent process for the election, appointment and recruitment of governing body members. The RSL formally and actively plans to ensure orderly succession to governing body places to maintain an appropriate and effective composition of governing body members and to ensure sustainability of the governing*

- 1.3. This policy sets out how Bield will :

- Recruit individuals who have the relevant skills, knowledge, experience and who share our core values and who will act as ambassadors, including promoting membership from tenants
- Adopt a recruitment process that is fair, transparent, and inclusive to attract a wide range of people with the necessary skills
- Support Board Members to be able to carry out their role effectively through guidance, training and skill development, monitored and refreshed on an annual basis
- Support Board Members who wish to become office-bearers by providing an open, fair, and transparent path to the role

## 2. Recruitment of Board Members

- 2.1. Recruitment to Bield's Board Members, and Committees, is managed through nomination and election by members at our Annual General Meeting (AGM). However, targeted Board recruitment can take place to address the retirement of an existing Board Member or new members co-opted to meet particular needs or skill shortage in specific areas.
- 2.2. Where a Board vacancy is identified, the recruitment procedures will commence and be carried out in line with the following procedures.



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- 2.3. Bield will produce a Board recruitment pack for each vacancy that promotes the important work carried out by our Board, this will include background information on Bield and the Board remit, Member specification, recruitment process being followed and Board Member eligibility form. The recruitment pack will specify the skills and experience required.
- 2.4. The vacancy will be advertised widely using a range of methods, such as:
- On Bield's portal and social media accounts
  - Advertising on recruitment sites and professional websites
  - Through specialist recruitment agencies to identify prospective Board skills
  - Word of mouth via existing Board members or other contacts
- 2.5. All applicants will be asked to submit a CV together with a covering letter outlining their skills and how they relate to the Board vacancy. Where possible prospective Board Members will be offered a point of contact to be able to discuss their areas of interest and to learn more about the Board Member role.
- 2.6. Shortlisting of applicants will be carried out in line with the terms set out in the recruitment pack. Successful applicants will be invited to a formal competency based selection interview, which will test their fit to the Board role. The recruitment panel will be chaired by the Chair or Vice Chair, together with another Board Member and the process will be supported by a Bield Official. An Executive Officer will have a supportive role in the recruitment process. The interview panel will then recommend to the Board the appointment of new Board Member(s) to be approved by the Board. All Members who sit on a

recruitment panel will be required to have undertaken the mandatory recruitment training module.

- 2.7 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. If an elected Board Member leaves the Board between the annual general meetings, this creates a casual vacancy, and the Board can appoint a Member to take their place on the Board until the next annual general meeting.. In order to become full Board members, candidates must become members of Bield.
- 2.7. Bield is committed to creating a diversity and inclusive Board and will encourage those who are underrepresented to consider becoming a Board Member. All Board meeting arrangements will promote accessibility and inclusion.

### **3. Board Skills Retention**

- 3.1. Effective development and succession planning will form a key component of the Board recruitment process, ensuring that Bield retains strategic control of the organisation's ambition, plans and service delivery outcomes.
- 3.2. Bield will carry out a review of Board member skills and experience annually as part of the Board appraisal process and will set out the range of skills required across the Board. This process will assist with succession planning and identifying skills gaps to inform an effective recruitment process. It will be regularly reviewed by the Chair / Vice Chair and supported by Bield Governance Team. The report will highlight areas for support and professional development to be incorporated into Board Members' annual development plans. External Advisers may be used from time to time to assist in the appraisal process to ensure processes remain in line with best practice.
- 3.3. The demands being made of the Board Members will be monitored through annual appraisal discussions with the Chair / Vice Chair and through regular evaluation of the effectiveness of the Board and its meetings.
- 3.10. Members are expected to make every effort to attend training sessions where these are designed to meet agreed training objectives.

### **4. Induction Training**

- 4.1. New members of the Board or Committees will be provided with a Board Member Induction handbook, which provides a point of reference for information about key policies and procedures for Bield Board Members, including practical guidance on accessing training, ICT and claiming expenses.
- 4.2. In addition new Members will receive an induction programme that sets up meetings with key contacts, support guidance and access to our online training

portal. Board members induction activities will be tracked to ensure all are carried out satisfactorily. New members will be appointed a buddy on the Board to support their induction and help settle into Board activities.

- 4.3. The Board Member appraisals and annual review will be used to identify training areas, support needs and skills gaps. Appraisals will be carried out in accordance with the up to date SFHA guidance. The Board will receive a rolling annual programme of training to enable them to carry out or develop their role. Individual development plans will be made available to Board members to support their individual development.
- 4.4 Board Members will also be provided with Strategic Board away days and other formal development sessions to promote effective governance of Bield and delivery of its Strategy and core purpose. These sessions will provide opportunity for networking and team building as well as training and development.
- 4.5. The Board are encouraged to identify any other development areas throughout the year and to attend relevant conferences and events.

## **5. Board**

- 5.1. The Chair will identify Board Members who would be interested in becoming office bearers through the annual appraisal discussion and will agree any appropriate development support to assist them in achieving their ambitions.
- 5.2. In accordance with Bield's Rules it is expected that any Board Member who reaches 9 years' service will resign from the Board. Any Board Member with 9 years of service who wishes to remain on the Board will be asked to submit a written statement which justifies future service.
- 5.3. The Chief Executive, with the assistance of the Company Secretary and Governance team, is responsible for the effective implementation of all aspects of this policy. The Board are responsible for approving this policy and ensuring all Members and Committees adhere to the procedures set out.

## **6. Monitoring, Reporting, and Review**

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



**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  
如果您需要帮助，我们可以提

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اگر آپ کو مدد کی ضرورت ہو تو ہم ایک ترجمان فراہم  
کرسکتے ہیں