Pineview Housing Association Ltd

Putting People 1st

Committee Recruitment Policy

G10

Policy Reviewed	August 2026
Date Policy next due for review: Reviewed 3 yearly or sooner if required.	August 2029

This policy document can be produced in various formats, for instance, in larger print or audio-format; and it can also be translated into other languages, as appropriate.

Our equality and diversity policy statement describes our key equality commitments that we use to develop all organisational services; this includes employment services and services to tenants and other customers.

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The Scottish Housing Regulator Reg. No: HAC231; Registered Scottish Charity No: SC038237; FCA Reg. No: 2375R(S); Property Factor Reg. No: PF000151

HAPPY TO TRANSLATE

1. Introduction

1.1 Management Committee have the important responsibility of directing and controlling the Association. As a registered social landlord, it is vital that we have people with the right skills and experience to carry out this role.

1.2 We will, as part of our annual committee appraisal process:

- Determine the mix of skills and experience necessary for our Management Committee to operate effectively, and achieve our business planning objectives.
- Annually assess the skills and experience which Management Committee 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 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 in the event of individual departures from the Management Committee.
  - Support the work of the Committee through organisational measures in order to make the most of the contributions made by voluntary Committee members

1.3 This Policy sets out the recruitment steps we will take to enable our governing body to possess the required skills. ; As indicated above recruitment is not the only way to enhance our skill set and it simply forms one part of a range of governance measures designed to increase the capacity of the Management Committee. This policy operates alongside our policies on training and development, recruitment, role descriptions and committee reviews.

1.4 Recruitment can be a key output from the committee annual review process and contributes to the evidence that committee use to gain assurance when assessing effectiveness and regulatory compliance.

1.5 Additionally, it is a regulatory requirement and in adopting and implementing this policy Pineview Housing Association aims to demonstrate compliance with the SHR's Regulatory standards of Governance and Financial Management, with Regulatory Standard 6.1 stating " 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."

2. What we are looking for when recruiting

2.1 Our primary ambition when recruiting to the Committee of management is to attract individuals who want to serve as Committee Members and who can demonstrate:

- A commitment to supporting the local communities that the Association engages with, or the needs of our service users through the provision of high quality housing and housing related services;
- A willingness to work collectively as a member of a team which has responsibility for leading the work of the organisation.,

- Skills, knowledge, and experience that can assist the Association in setting and achieving organisational business plan strategies and outcomes, and
- A commitment to the Values of the Association, and our Behaviours framework

2.2 In addition, we can always benefit if prospective members also have knowledge, skills and experience of 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 the G15 postcode area and the people who live here; awareness of concerns facing the Association's customers, familiarity with Glasgow Council's plans, priorities and practices.
- **Business Skills and Knowledge**: for example, customer care; 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 Knowledge**: for example, knowledge of housing management and maintenance; housing-related legislation; Regulatory Framework for Scottish RSLs; OSCR's requirements; housing finance; equal opportunities.

2.3 It is not expected that every member will be an 'expert' in all or even most of these areas. We look primarily for those who feel they have a meaningful contribution to make to the work of the Association and who can offer commitment, knowledge and/or experience; we will ensure that Committee Members, once members of the 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, sex, gender reassignment, race, religion belief, marriage/civil partnership, maternity & pregnancy, sexual orientation. We are particularly keen to provide opportunities for involvement to individuals who are under-represented on our Management Committee in comparison with our community. This however will not take precedence over the need to have people with the right skills and experience.

3. What Management Committee Members get out of it

3.1 As a voluntary organisation, we do not provide payment to members of the Management Committee. However, that does not mean that Management Committee members get nothing in return for their time and commitment. Previous and existing committee members advise that the following are examples of the rewards from being a Committee member:

- Helping to set the agenda / influence what happens locally.
- Being able to hear different perspectives and take part in discussions with people you wouldn't otherwise meet.
- Adapting to / managing change and helping the organisation to continue to be successful.
- Contributing to ensuring that tenants are well looked after.
- Opportunity to give something back / use skills and knowledge in a different situation / context, for a good purpose.
- Being able to contribute to a community-led organisation and support local people to have a say in how services are delivered.
- Share existing and/or learn new business skills.
- Ensuring the long term viability of a local community based charity, for the benefit of its customers.

4. Recruitment

4.1 Recruitment will be done in accordance with our constitution and will take the form of nomination for election at our Annual General Meeting (AGM; co-option (the number of co-optees is limited to one-third of the membership of the Management Committee); or the filling of casual vacancies left by the retirement of existing Management Committee members. Co-optees and casual members can serve until the next AGM when they would then need to stand for election. Any recruitment campaign does not supersede the rights of shareholding members to seek election to the Management Committee in accordance with our Rules.

4.2 Annually, as part of our annual committee review process, we identify the skills, experience and expertise required to direct the Association's affairs. Through recruitment, we will attempt to fill any gaps which have been identified and will set out in a checklist the current priorities which we are looking to address by recruiting new Committee Members.

4.3 We will also seek to identify any current groups which are underrepresented on our committee in pursuit of our commitment to equal opportunities.

4.4 We will promote the opportunity to become a committee member through circulating information to:

- members of the association.
- partner organisations and other stakeholders.
- tenant organisations and community groups.
- local business interests and their representatives.
- educational establishments connected to Glasgow or with specialist skills related to our skills analysis.
- other voluntary organisations and social enterprises.

In each case inviting enquiries from interested individuals.

4.5 Recruitment promotion material will highlight any particular skills and areas of experience where gaps have been identified and will invite applications from underrepresented groups.

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

- Information on Background and History of the Association.
- Explanatory information on the process of becoming a Management Committee Member.
- Summary of the skills, knowledge and other qualities sought.
- Membership Policy.
- Code of Conduct.
- Committee Member Role Description.
- Governing Body Members Guide.
- Committee member application form.
- Membership application form.
- Co-optee application form.

4.7 The process of advertisement may be supplemented by personal approaches from members of the Management Committee and staff of the Association. In the event of such an approach being positive, the details of the individual will be submitted to the Senior Finance and

Corporate Services Officer and/or Director, who will arrange for the issue of the recruitment pack as described above.

4.8 Completed application forms will be sent to the Association's Senior Finance and Corporate Services Officer at our offices, who will review the applications with a view to confirming eligibility.

4.9 Eligible applicants will then be invited to attend a committee meeting as an observer and an informal meeting with the Director 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 Committee.
- Establish that the applicant understands of 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.
- Answer any questions from the applicant.
- Explain the potential benefits of having an experienced Management Committee Member supporting and mentoring the applicant, if successful.

4.10 Following this, the application for Committee membership will be considered by the Management Committee at the next Committee of Management meeting. Within 7 days of the meeting, the applicant will be informed of the result of their application to become a committee member.

4.11 Successful applicants need to attend a meeting of the Management Committee as an observer before their membership of the Committee is confirmed.

4.12 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 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 Management Committee until the AGM following their co-option, at which point they must, if they wish to continue to serve as members of the Management Committee, stand for election.

4.13 The recruitment process may also be used to fill casual vacancies left by the retiral or resignation of existing 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.

5. Skills audit

5.1 When new members are first appointed or nominated to the Management Committee, they will be invited to a meeting with the Director and/or Chairperson in order to 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 annual requirement for each member to update this assessment through our annual committee performance review appraisal system. This will be linked to an assessment of individual and collective performance. On the basis of the outcome, we will

draw up a structured training and development programme. Training and development opportunities will, where possible, be pursued through collective work with Drumcog. Specific individual training will also be arranged as identified and required.

Good Practice Guidance for Reference

Scottish Housing Regulator – Regulatory Standards of Governance and financial Management:
https://www.housingregulator.gov.scot/for-landlords/regulatory-framework/

SFHA – Governing Body Member Succession Planning and Recruitment
https://www.sfha.co.uk/our-work/sfha-governing-body-succession-planning-and-recruitment-jan-2025
Link to document on Decision Time also - Policy Document-Governance Policies-SFHA Governance Model Documents

Appendix – Committee Profile - Skills, Knowledge and other Qualities Sought (2026)

Our current committee has the following knowledge, skills and experience:

√ Local tenants and residents
√ Engineering
√ Retail
√ Property maintenance
√Estate surveying and valuation
√ Community planning, engagement and support
√ Health & Social Care
√ Housing management
√ Teaching and pastoral care
√ Contract management

Current members identify a range of motivations that drive their reasons for volunteering and making their contribution to Pineview, including:

- ✓ Helping people.
- ✓ Making a difference in / helping to restore communities.
- ✓ Understanding how rent is spent and being able to influence strategy and priorities.
- ✓ Gaining experience and being able to meet and learn from people that there wouldn't otherwise be contact with.
- ✓ Seeing things improve and contributing to providing warm, well managed homes that people want to live in.
    - ✓ Helping to set the agenda / influence what happens locally.
    - ✓ Being able to hear different perspectives and take part in discussions with people you wouldn't otherwise meet.
    - ✓ Adapting to / managing change and helping the organisation to continue to be successful.
    - ✓ Contributing to ensuring that tenants are well looked after.
    - ✓ Opportunity to give something back / use skills and knowledge in a different situation / context, for a good purpose.
    - ✓ Being able to contribute to a community-led organisation and support local people to have a say in how services are delivered.
    - ✓ Share existing and/or learn new business skills.
    - ✓ Ensuring the long term viability of a local community based charity, for the benefit of its customers.
- ✓

In terms of our current specific priorities for recruitment, we are looking to prioritise recruitment of interested people with the following attributes and/or experience:

- ✓ Local residents – tenants and non-tenants (Pineview and other social landlords to bring a tenant perspective).
- ✓ Living or working in Pineview's communities.
- ✓ Finance and/or accountancy knowledge and/or interest.
- ✓ Net-zero.
- ✓ Commercial.

In terms of skills, we are looking for people with the following abilities:

- ✓ to work collectively as a member of a team with other Committee members and with staff.

- ✓ to contribute to discussions about strategy and policy for the benefit of delivering quality services to tenants and customers.
- ✓ to question information received.
- ✓ to identify what is important for the Association's success.
- ✓ to be able to consider conflicting priorities and make the required strategic decisions for the benefit of the association and our customers.
- ✓ to have, and develop, problem solving skills.

In terms of knowledge and understanding, we are looking for individuals able to demonstrate some of the following understanding:

- the needs of our tenants, residents and customers, now and into the future.
- what would be quality services for our tenants and customers, now and into the future.
- impact of low incomes.
- what would enhance customer service.
- responsibilities to owners and other non-tenant customers.
- employer responsibilities.
- importance of equality and diversity.
- understand the requirements of delivering within a regulatory environment.
- understanding of the need to keep stock updated, attractive and affordable to rent and live in.

We would also welcome anyone able to demonstrate these essential qualities:

- commitment to the Association's values.
- willingness to contribute ideas and new perspectives.
- respecting confidentiality.
- commitment to equality & diversity.
- making sure that personal relationships or agendas do not interfere.
- keeping your knowledge up-to date.
- accepting collective responsibility for decisions.