



# Board Member recruitment policy

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## Glossary

<b>ALMO</b>	Arms-length Management Organization
<b>CBM</b>	Council-appointed Board Member
<b>DMT</b>	Directors' Management Team (Chief Executive & Directors of CBH Directorates)
<b>A&amp;R Committee</b>	Appointments and Remuneration Committee
<b>IBM</b>	Independent Board Member
<b>NFA</b>	National Federation of ALMOs
<b>TBM</b>	Tenant Board Member

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## **1. Introduction & purpose**

This policy ensures that Colchester Borough Homes (CBH) complies with its obligations regarding the appointment of Board Members to fill vacancies as they arise.

This document is laid out to provide guidance for the recruitment and induction of new members of CBH's Board of Directors. It expands upon the Memorandum and Articles of Association, which lay down the requirements for board member selection, and it codifies procedures with regard to selections, elections and inductions.

This Policy is intended to help identify and recruit suitably qualified candidates as Board Members, recognising the skill requirements of the Board and its evolving needs in order to meet its strategic aims.

Board Members shall be selected from the required constituencies of Members, as set out in the Articles of Association.

Whilst Colchester Borough Council (CBC) appoints its representatives to the CBH Board (CBMs), CBH is responsible for appointing Independent Board Members (IBMs) (with CBC input) and for the selection or election of Tenant Board Members (TBMs).

In order for the appointment of Tenant and Independent Board Members to be fair and transparent, this policy lays down the processes to be used for the filling of any vacancies in these categories, as they might arise.

This policy has been produced to comply with CBH's Memorandum and Articles of Association and with best practice guidance from the National Federation of ALMOs (NFA). The need for the Company to demonstrate good governance of the housing stock it holds has also been considered in the drafting of this policy.

We support and celebrate diversity, and we're committed to improving services by building a diverse workforce drawing upon a wealth of different backgrounds and talents. CBH ensure that its vacancies are promoted widely.. CBH actively encourages people from all backgrounds to apply for vacancies regardless of race, gender, age, ethnicity, religion, sexual orientation or disability.

## **2. Selection and appointment of Independent Board Members**

### **2.1 Occurrence of Independent Board Member appointments**

Appointment of a new Independent Board Member becomes necessary when a serving Independent Board Member:

- Reaches the end of their first or second term as a CBH Board Member and chooses to retire and not apply for reappointment
- Reaches the end of their first or second term as a CBH Board Member and is refused reappointment by the remaining Board Members
- Reaches the end of their third term in office
- Chooses to retire from the Board or becomes incapacitated
- Becomes ineligible to be an Independent Board Member, pursuant to Article 19 in the CBH Memorandum and Articles of Association

Whilst the occurrence of 'casual' vacancies cannot be predicted, the 'normal' retirement of Board Members at the end of their terms allows the succession process to be planned in advance. This makes possible the retirement of the outgoing Independent Board Members and the formal appointment of their successors to occur at the same Board Meeting.

## **2.2 Selection process format and timetable**

Independent Board Members shall be selected using the open process laid down in Section 2 of the Board Member Recruitment Procedure.

## **2.3 Occurrence of Tenant Board Member selection**

Appointment of a Tenant Board Member becomes necessary when a serving Tenant Board Member:

- Reaches the end of their first, second or third term in office. Outgoing TBMs who have completed their first term are able to apply for reselection. TBMs who have completed their second term may apply for reselection or re-election but must receive Board approval to re-stand. TBMs who complete their third term are ineligible to re-stand.
- Chooses to retire from the Board or becomes incapacitated.
- Becomes ineligible to be a TBM, pursuant to Article 19 in the CBH Articles of Association.

Whilst the occurrence of 'casual' vacancies cannot be predicted, the timetable for retirement of Board Members every three years allows the succession process to be planned in advance in order to allow the retirement of the outgoing Tenant Board Member and the formal appointment of a successor to occur at the same Board Meeting.

## **2.4 Selecting a Tenant Board Member**

Tenant Board Members shall be selected through an interview process (see Board Member Recruitment Procedure 3.2).

The selection process must be transparent, fair to all participants and ensure that there can be no occurrence of undue influence by candidates, existing

Board Members or members of staff. The measures detailed within the Board Member Recruitment Procedure aim to ensure that this is the case.

## **2.5 Selection process format and timetable**

Tenant Board Member selections are to be run using the processes laid down in Section 3.1 of the Board Member Recruitment Procedure respectively.

## **3. Equality and diversity considerations**

In order to guarantee that no-one capable of discharging the duties of a Board Member is excluded from applying on grounds of disability or cost, all reasonable efforts should be employed to ensure that candidates/potential candidates are able to participate in the processes detailed in this policy. Reasonable transport will be paid for or provided for all candidates when they are required to travel to Rowan House as part of one of these processes. Childcare costs may also be reimbursed, not to preclude any candidates/potential candidates taking part in this process. This will be done in accordance with the CBH Board Member Expenses Scheme.

## **4. Induction process and support for new Board Members**

In order to ensure that all Board Members are fully briefed on their duties, rights and responsibilities, a full induction procedure will be carried out for each new appointee to the Board of CBH. This will apply to Tenant, Independent and Local Authority Board Members.

The induction process includes briefings on key subjects (such as governance, Health & Safety and Equality & Diversity, briefings from members of DMT on their service areas and from the Chief Executive on how the ALMO works, future plans and current performance.

A full schedule of the induction process is included in the Board Member Recruitment Procedure (Section 4). CBH commits to ensuring that each new Board Member completes a full induction, which will be signed off by the Board Assurance Officer upon its completion.

## **5. Consultation**

This included consultation with Directors at CBH and consultants at Central as part of the Board effectiveness review.

## **6. References**

This policy has been produced to comply with CBH's Memorandum and Articles of Association and with best practice guidance from the National Federation of ALMOs (NFA). The need for the Company to demonstrate good governance of the housing stock it holds has also been considered in the drafting of this policy.

- National Federation of ALMOs – 2015 Tenant Engagement Survey.

## **7. Related documents**

Board Member Recruitment Procedure  
Board Member Expenses Scheme  
CBH Memorandum and Articles of Association.

### Document Control Sheet

<b>Title:</b>	Board Member Recruitment Policy		
<b>Electronic File Name &amp; location:</b>	<a href="https://colchbh.sharepoint.com/sites/fnc/corpdoc/PolDevLib/CBH%20Board%20Member%20Recruitment%20Policy%20-%20April%202019.docx?d=wc7e01e7ab2d644af826388ed13773459">https://colchbh.sharepoint.com/sites/fnc/corpdoc/PolDevLib/CBH%20Board%20Member%20Recruitment%20Policy%20-%20April%202019.docx?d=wc7e01e7ab2d644af826388ed13773459</a>		
<b>Consultation with stakeholders:</b>	<ul style="list-style-type: none"> <li>• DMT April 2019</li> <li>• Head of HR and Governance April 2019</li> </ul>		
<b>Approved:</b>	CBH Board, April 2019		
<b>Circulation Date:</b>	April 2019	<b>Implementation Date:</b>	April 2019
<b>Circulation method:</b>	CBH intranet and website.		
<b>Next Review date:</b>	April 2021		
<b>Equality Impact Assessment:</b>			

### Document Amendment History

Version	Type	Date	Notes
1.0	New		
1.1	Minor revision	Feb 2017	Clarification that any Board decision on how resident Board Members are recruited stays in effect until Board revisits the issue.
1.2	Minor revisions	April 2019	Section 1- Sentence included to express CBH proactively encourages a broad range of candidates to apply.

			<p>Section 2.4- Removed reference to resident election process. An election process not directly referred to within the Memorandum and Articles of Association. Interview a more appropriate process.</p> <p>Section 3- Added in reference to reimbursement of childcare costs.</p>
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