

**RECRUITMENT AND SELECTION OF TENANT BOARD MEMBERS****1 Introduction**

This policy note sets out the Board's criteria and process for the recruitment and selection of Tenant Board members.

**2 Recruitment Criteria****2.1 Articles**

The Articles impose some restrictions on who may not be a Tenant Board member, and these criteria are set out below, someone who is –

- Prohibited by law from being a company director
- Disqualified from elected membership of a local authority
- Bankrupt
- Suffering from mental disorder as defined further in the Articles
- An employee of NCH
- An employee of the City Council
- Currently in serious breach of their tenancy obligations as a Tenant
- Not a secure tenant or leaseholder of a property from and occupies a property belonging to the City Council (for example, a tenant holding an introductory tenancy is not eligible for Tenant Board membership)
- Also a City Councillor, but only if their Board membership would lead to a breach of Article 13(6) that there shall be no more than 3 councillors or employees of the City Council on the NCH Board
- Not prepared to submit themselves for election to the Board via an election process of all City Council tenants

**2.2 Common Criteria**

The Board's objective is to develop a 'One Board' approach, where Board members work collectively on issues, and the category of Board membership Tenant, Independent, Council Nominee being irrelevant. Board members have collective responsibilities regardless of their category of membership.

Accordingly, it is the Board's intention that recruitment criteria for all categories of membership shall be common so far as possible.

Common criteria shall be those that are set out in the Company's Standing Orders Section B Para 9 – Responsibilities of Board Members, and reproduced below –

1. Uphold the values and objectives of the Company
2. Uphold the Company's core policies, such as equality and diversity, and health and safety
3. Contribute to and share responsibility for the Board's decisions
4. Prepare for and attend meetings, training sessions and other events
5. Attend and participate in reviews linked to individual performance or that of the whole Board
6. Represent the Company as appropriate
7. Declare any relevant interests
8. Respect confidentiality of information
9. Uphold the Company's Board Members Code of Conduct

Whilst the above may seem a statement of the obvious that all prospective Board members would automatically subscribe to, in practise it is the commitment to these responsibilities that drives and unites Board members. It is worth spelling out these responsibilities.

### **2.3 Board Policies**

From time to time the Board will wish to consider other specific policy parameters for the selection of Tenant Board members. Currently, the only specific policy to apply is that no Tenant Board member may also be a member of the Tenant and Leaseholder Congress or Chair of any Tenants Forum or Area Panel that forms part of the Company's Tenant and Leaseholder Involvement Structure

The Board will wish to consult with the City Council and Tenants and Leaseholder Congress on any other policy parameters that might be considered – for instance –

- Whether tenants should 'represent' a particular geographical part of the City.
- Whether tenants should represent a particular 'constituency' of tenants – for instance, one place reserved for a leaseholder, 1 place reserved for a sheltered or supported housing tenant etc

### **2.4 Core Competencies**

Current good practice is to differentiate between technical or professional skills, knowledge and experience, often gained in a formal work setting and evidenced by paper qualifications, and broader competencies gained in the 'school of life.'

A competency is an underlying characteristic possession of which results in effective and/or superior performance.

Whilst every Board member makes a unique and valuable contribution to the Board's work, and their diverse skills, experience and knowledge strengthen the Board, NCH is defining core competencies that all Board members need to possess. However, it is recognised that individual Board members will not all be at the same level on every competency.

In recruitment of Board members, there will be a clear expectation that every candidate will be at or above base level for the majority of competencies. New recruits may receive support as part of their induction to help them to develop in specific competencies on the understanding that they should reach a base level within 6 months of appointment. If the person does not achieve that base level, then they should be asked to leave the Board.

The competencies agreed by NCH Board are –

(to be inserted when agreed)

### ***2.5 Skills, knowledge, experience and perspectives***

In the recruitment process for Tenant Board members, it is deemed that all tenants are bringing to the Board their skills, experience, knowledge and perspectives from being a City Council and a receiver of services delivered by NCH.

Because of this, and concerns not to restrict the opportunity for all eligible tenants to put themselves forward to election to the Board, it is not considered appropriate to identify additional skills and experience gaps that could be filled by particular tenants possessing such a skill profile.

### ***2.6 Diversity***

The Board shall determine its own targets for diversity characteristics for the Board, and determine whether it wishes to take the opportunity of a recruitment exercise for Tenant Board members to work towards the achievement of these targets. Clearly, to do so would restrict the opportunity for all eligible tenants who wish to stand for election to do so. The Board is committed to ensuring that the Board composition reflects the communities that it serves so far as practicable

### **3 Recruitment Process**

The recruitment process for Tenant Board members will encompass the following elements –

- Recruitment Panel
- Application Process
- Election Process

#### **3.1 Recruitment Panel**

The Board should determine the remit and composition of a recruitment panel.

The remit may be –

- To determine any diversity requirements
- To agree the application process to apply
- To agree the election process to apply

The composition of the recruitment panel shall be –

- The Chair
- 2 other Board members, 1 of whom to be a Tenant Board member

#### **3.2 Application Process**

With the support of the Chief Executive and Company Secretary, the recruitment panel will need to determine the following –

- Any required diversity profile of the new Tenant Board member. This would be undertaken by reference to the current diversity profile of the Board and the diversity targets around Board composition
- Where and how the vacancy will be advertised. The Board's policy is to advertise the vacancy as widely as possible, so the vacancy will normally be advertised through the Tenants Newsletter.
- The wording of the advertisement
- The contents of the recruitment pack. There is a marketing as well as an information aspect to this. The recruitment pack will normally consist of –
  - Invitation letter from the Chair
  - Application process explained
  - Pre-qualification requirements – ie matters from paras 2.1-2.4 above
  - Induction and support arrangements for Tenant Board members
  - Annual Report, Strategic Plan summary, and any other appropriate marketing materials
- Arrangements for confirming pre-qualification for standing for election. The Company Secretary will review all applications to ensure that all applicants

- are eligible to stand for election (ie comply with the requirements of 2.1 – 2.4 and 2.6 above).
- Timetable for the recruitment process

### **3.3 Election Process**

With the support of the Chief Executive and Company Secretary, the recruitment panel will need to determine the following –

- The election process that will apply
- Any support or publicity resources that the Company will make available to candidates
- Who will administer the election process – in house or external service provider (eg Electoral Reform Society)
- Timetable for the election process
- Communications with election candidates
- How results will be announced