

NON-EXECUTIVE DIRECTOR RECRUITMENT POLICY

Purpose:

- ❖ To ensure that the recruitment of Non-Executive Directors (NEDs) is conducted in an open, accountable and equitable manner; and
- ❖ To ensure that the recruitment of NEDs enhances the combined skills, qualifications and experience of the Board.

1.0 Scope

- 1.1 This Policy covers the recruitment of NEDs.
- 1.2 This Policy also applies to co-opted NEDs.

2.0 Conflicts or Duality of Interest

- 2.1 **The conflict or duality of interest arising from potential candidates for board membership from those who are paid staff or intend to continue acting on the board of a maximum of one other social housing provider will be considered by the Remuneration and Nominations panel during the recruitment process, as Board places for people with such interests will be limited to one at any time.”**

3.0 Recruitment Process

- 3.1 The following recruitment process will be followed:
- 3.2 Prior to starting the recruitment exercise, the Remuneration and Nominations (R&N) Committee will support the Board in reviewing the skills, experience and background currently represented on the Board.
- 3.3 Vacancies on the Board will be advertised in the local media and, where appropriate, the professional and/or national press as well as promoted within organisations such as Pentreath, Cornwall Disability Forum, the Diversity Action Group and the Intercom Trust.
- 3.4 Advertisements will clearly state the skills, experience and/or knowledge that are being sought.
- 3.5 In tandem with the recruitment campaign, executive search (“head-hunting”) techniques may be used, which could be based on the networks of existing NEDs and mailshots to the top 100 companies in Devon and Cornwall for example.
- 3.6 The Chair will act as the contact point for any enquiries from potential applicants.
- 3.7 Application packs will include a role profile, a copy of the NED Code of Conduct, facts and figures about Coastline Housing (CHL), and relevant information about the Board.

- 3.8 Applications will be sought on the basis of CVs and a structured application process. Applicants will be asked to complete a confidential Equal Opportunity and Diversity monitoring form.
- 3.9 The R&N Committee will elect a Selection Panel from one of their number or from the rest of the Board, dependent on the skills and experience sought from the Panel, who will shortlist the applicants based on their CVs and with the identified skills gaps and job description in mind.
- 3.10 In advance of a recommendation being made by the R&N Committee to the Board, the name of the preferred candidate will be circulated electronically to the wider Board.
- 3.11 Where the standard is high and the R&N Committee considers it worthwhile, unsuccessful candidates may be retained on a holding list, pending future vacancies and/or opportunities for co-option onto Committees and the Board.
- 3.12 Candidates will be asked to supply the names and contact details of two referees. Referees need not be past or present employers but must have known the candidates for at least two years and be able to comment on their suitability as a Non-Executive Director against the Person Specification.
- 3.13 Successful candidates will be issued with a formal letter of appointment, in addition to the usual administrative arrangements.

4.0 Appointment

- 4.1 NEDs will be appointed on three-year terms (with the initial service agreement being for one-year) and on appointment will become Members.
- 4.2 In accordance with the Company's Articles all NEDs are required to retire on rotation and stand for re-election as Directors at the next AGM.

5.0 Induction Programme

- 5.1 As a minimum, the induction programme will include:
- 5.2 Introductory meeting with the Chair of the Board.
- 5.3 Background briefing on social housing, to include the different functions of housing associations and local authorities and the funding of Registered Social Landlords.
- 5.4 Corporate briefing by the Chief Executive and/or other senior executives, to include the roles and responsibilities of CHL and its structure.
- 5.5 Briefing on the legal responsibilities of NEDs and Equality & Diversity training.
- 5.6 Business Plan and financial context training by the Director of Finance.
- 5.7 Service overview and an introduction to Coastline Services, Coastline Care and Coastline Design and Build.
- 5.8 Assessment of training needs via an initial appraisal and agreement to a Year One training programme with Equality & Diversity, governance and appraisal training forming mandatory elements of the programme.