

# Board (Governing Body) Member Recruitment and Succession Planning

## Good Governance in Action

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(& Chair of SFHA Board)

This is just an example –  
its not a recipe!

# Bield Housing & Care

- Specialist provider of housing, care and support, mostly for older people
- Manage over 5,500 properties across 23 local authorities in Scotland
- Founded in 1971, registered as an RSL in 1975 and a charity
- Board (governing body) of 12, mostly 'independents', and currently 2 tenant members of Board

# Succession Planning (1)

- Bield Board Conversations (our name for annual governing body member performance reviews) showed that several Board members were intending to retire and replacements would be needed

# Succession Planning (2)

- The same Board Conversation process highlighted skills & experience wanted from Board recruitment process:
  - HR/People (particularly pensions and remuneration)
  - Commercial/Business/Marketing
  - Care & Health (older people)
  - Finance/Accountancy
  - Legal

# Board Recruitment (1)

- Recruitment Panel of Board members (led by Board Chair) delegated by Board to recruit, with support from officers
- A press and online advert produced some good applications, **but few in number**, so ...
- We decided to use a recruitment consultant to identify/introduce potential candidates ...

# The Consultant ...

- Was able to use own skill, experience & resources to identify potential candidates who did not see or did not respond to our adverts, or who had not previously considered joining a housing association governing body
- Was well briefed by Bield on our requirements, so was able to undertake some initial shortlisting work
- Compiled a list of 16 potential candidates (from an initial list of c120 people contacted)
- Submitted a profile/CV for each of the 16 candidates

# Board Recruitment (2)

- Board recruitment panel (supported by officers) carried out shortlisting, interviewing and reporting to Board
- 9 candidates were interviewed over 2 days
- 4 candidates were proposed to Board and then to the AGM (3 from the consultants list and 1 in response to our own advert)



# Outcome

- 4 first class additions to our Board (of which 3 came via the recruitment consultant and 1 via advert)
- Cost of consultant was limited by focussing on identifying potential candidates. Board panel supported by officers carried out our own shortlisting, interviewing and candidate assessment
- A considerable exercise, justified by the excellent results
- Probably not to be done every year, depending on succession planning requirements
- And ... good governance implemented and demonstrated

# This Year ...

- This year we continue the efforts by more traditional means, looking for someone with housing experience and someone with HR experience
- Now also looking for a tenant member
- It's a continuing process ...

# Questions?