

Membership of the Board Policy and Procedures

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Scottish Social Housing Charter Relevant Standards and Outcomes

STANDARD	OUTCOME
<p>Section:- The customer/landlord relationship</p> <p>1. Equalities</p> <p>Social landlords perform all aspects of their housing services so that:</p> <ul style="list-style-type: none"> <i>every tenant and other customer has their individual needs recognised, is treated fairly and with respect, and receives fair access to housing and housing services.</i> <p>2. Communication</p> <p>Social landlords manage their businesses so that:</p> <ul style="list-style-type: none"> <i>tenants and other customers find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services it provides.</i> <p>3. Participation</p> <p>Social landlords manage their businesses so that:</p> <ul style="list-style-type: none"> <i>tenants and other customers find it easy to participate in and influence their landlord's decisions at a level they feel comfortable with.</i> 	<p>This outcome describes what social landlords, by complying with equalities legislation, should achieve for all tenants and other customers regardless of age, disability, gender reassignment, marriage and civil partnership, race, religion or belief, sex, or sexual orientation. It includes landlords' responsibility for finding ways of understanding the rights and needs of different customers and delivery services that recognise and meet these.</p> <p>This outcome covers all aspects of landlords' communication with tenants and other customers. This could include making use of new technologies such as web-based tenancy management systems and smart-phone applications. It is not just about how clearly and effectively a landlord gives information to those who want it. It also covers making it easy for tenants and other customers to make complaints and provide feedback on services, using that information to improve services and performance, and letting people know what they have done in response to complaints and feedback. It does not require landlords to provide legally protected, personal or commercial information.</p> <p>This outcome describes what landlords should achieve by meeting their statutory duties on tenant participation. It covers how social landlords gather and take account of the views and priorities of their tenants; other customers, and bodies representing them such as registered tenant organisations; how they shape their services to reflect these views; and how they help tenants, other customers and bodies representing them such as registered tenant organisations to become more capable of involvement – this could include supporting them to scrutinise landlord services.</p>

Scottish Housing Regulator – Relevant Standards of Governance and Financial Management and Guidance

STANDARD	GUIDANCE
<p>1. The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.</p>	<p>1.2 The RSL's governance policies and arrangements set out the respective roles, responsibilities and accountabilities of governing body members and senior officers, and the governing body exercises overall responsibility and control of the strategic leadership of the RSL.</p> <p>1.3 The governing body ensures the RSL complies with its constitution and its legal obligations. Its constitution adheres to these Standards and the constitutional requirements set out below.</p> <p>1.4 All governing body members accept collective responsibility for their decisions.</p> <p>1.7 The RSL maintains its independence by conducting its affairs without control, undue reference to or influence by any other body (unless it is constituted as the subsidiary of another body).</p>
<p>2 The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities.</p>	<p>2.3 The governing body is open and transparent about what it does, publishes information about its activities and, wherever possible, agrees to requests for information about the work of the governing body and the RSL.</p>
<p>4 The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.</p>	<p>4.4 Where the RSL is the parent within a group structure it fulfils its responsibilities as required in our group structures guidance to:</p> <p>a) control the activities of, and manage risks arising from, its</p>

	<p>subsidiaries;</p> <p>b) ensure appropriate use of funds within the group;</p> <p>c) manage and mitigate risk to the core business; and</p> <p>d) uphold strong standards of governance and protect the reputation of the group for investment and other purposes.</p>
<p>5 The RSL conducts its affairs with honesty and integrity.</p>	<p>5.2 The RSL upholds and promotes the standards of behaviour and conduct it expects of governing body members and staff through an appropriate code of conduct. It manages governing body members' performance, ensures compliance and has a robust system to deal with any breach of the code.</p> <p>5.3 The RSL pays due regard to the need to eliminate discrimination, advance equality and human rights, and foster good relations across the range of protected characteristics in all areas of its work, including its governance arrangements.</p>
<p>6. The governing body and senior officers have the skills and knowledge they need to be effective.</p>	<p>6.1 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.</p> <p>6.2 The governing body annually assesses the skills, knowledge, diversity and objectivity it needs to provide capable leadership, control and constructive challenge to achieve the RSL's purpose, deliver good tenant outcomes, and manage</p>

	<p>its affairs. It assesses the contribution of continuing governing body members, and what gaps there are that need to be filled.</p> <p>6.3 The RSL ensures that all governing body members are subject to annual performance reviews to assess their contribution and effectiveness. The governing body takes account of these annual performance reviews and its skills needs in its succession planning and learning and development plans. The governing body ensures that any non-executive member seeking re-election after nine years' continuous service demonstrates continued effectiveness.</p> <p>6.4 The RSL encourages as diverse a membership as is compatible with its constitution and actively engages its membership in the process for filling vacancies on the governing body.</p> <p>6.5 The RSL ensures all new governing body members receive an effective induction programme to enable them to fully understand and exercise their governance responsibilities. Existing governing body members are given ongoing support and training to gain, or refresh, skills and expertise and sustain their continued effectiveness.</p>
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MEMBERSHIP OF THE BOARD POLICY AND PROCEDURES

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MEMBERSHIP OF THE BOARD POLICY AND PROCEDURES

1. INTRODUCTION

- 1.1 Lochalsh and Skye Housing Association is a registered social landlord first established in October 1983. This Association is controlled by a voluntary, unpaid Board which can have a minimum of 7 and a maximum (including co-optees) of 15 members.
- 1.2 This Membership of the Board Policy is designed to ensure that:-
 - As far as is practicable, the Board is broadly representative of the range of diverse persons and groups which make up the communities we serve.
 - The Board is composed of members with a diversity of skills, knowledge and experience which will enable it to discharge its responsibilities efficiently and effectively and deliver good tenant outcomes.
 - The Board is composed of a good mix of established and new members and orderly succession planning can be ensured.
 - The Board is well informed and receives appropriate levels of training and support.
 - The Association complies fully with the requirements of the regulatory framework for social housing published by the Scottish Housing Regulator.

2. PROMOTION OF MEMBERSHIP OF THE BOARD

- 2.1 The Association will actively and openly promote membership of the Board, using advertising, membership organisations like SFHA, social media and networks as appropriate.
- 2.2 Information on the Association's Membership of the Board Policy will be provided to residents, tenants, service users, community and representative groups, the local authority, advice groups and interested individuals.
- 2.3 Information is made available in written form and also through the Association's web and social media pages. Written information includes a "Membership of the Board Information Pack" and we will also advertise the availability of these packs through articles in our Newsletters and occasional adverts and articles in the local press. The Information Packs will be made available in our offices and on request. They will also be provided to all new members of the Association on approval of their application for membership.

3. CRITERIA FOR MEMBERSHIP OF THE BOARD

- 3.1 The Association seeks to achieve the broadest and most representative

membership of the Board possible regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

- 3.2 Individuals must be a member of the Association and aged 18 or over in order to be elected to or to fill a casual vacancy on the Board.
- 3.3 Co-opted members do not necessarily have to be members of the Association but they cannot make up more than one-third of the total number of the Board.
- 3.4 An employee of the Association or a close relative of an employee may **not** be a Board Member.

4. **APPLYING FOR MEMBERSHIP OF THE BOARD**

- 4.1 Members can be **elected** to the Board in accordance with the Rules at the Annual General Meeting.
- 4.2 Applicants who wish to be appointed to fill a **casual vacancy** or be **co-opted** to the Board will complete the Membership of the Board Application Form and return it to the Association.
- 4.3 The Board will consider applications at the meeting following receipt of the application. In assessing applications, the Board will consider the criteria for membership, the duties set out in the Board Member Job Description and the requirements of the Board Member Profile, both of which are included in **Appendix 1**. The Board will also take account of governance needs identified in the Annual Governance Report (see 5.3 below) and any imbalances that may exist with regard to gender, age and representation from ethnic or minority groups.
- 4.4 Prospective members of the Board will be interviewed by the Chairperson and the Chief Executive. A report on the outcome of the interviews, including recommendations, will be made to the next meeting of the Board for consideration.
- 4.5 Applicants will be advised of the outcome of their applications within 10 working days of the Board meeting. New Board members will be invited to the next scheduled Board meeting at which they will be required to sign the Code of Conduct prior to commencing their duties.
- 4.6 Co-opted members will have their membership of the Board reviewed annually in accordance with the Rules.

5. **REVIEW OF INDIVIDUAL BOARD MEMBERS AND THE COMPOSITION OF THE BOARD**

- 5.1 Each Board member will complete an annual Appraisal Form to review their

performance against the Board Member Job Description and the Board Member Profile. The Appraisal also includes feedback on the performance of the Board and the Chair of the Board.

5.2 Using the appraisals, the Board will receive an annual Board Appraisal report detailing the feedback, and an Annual Governance Report on:-

- the skills, knowledge and diversity that the Board may need for its decision-making;
- their assessment of what is contributed by existing members;
- their identification of the gaps there are that need to be filled; and
- succession planning considerations.

5.3 Active recruitment to the Board is triggered if any gaps in the Board's skills and mix of perspectives are identified by the Board appraisals, or if required for succession planning. Recruitment either targets the AGM, with new members identified in time to allow election, or follows up a requirement for co-optees identified in the post-AGM Annual Governance Report.

5.4 The Board may also review their membership as a consequence of vacancies arising outwith the annual review cycle or when issues arise that result in the identification of specific skills or areas of expertise required.

6. **ELIGIBILITY FOR, AND TERMINATION OF, MEMBERSHIP OF THE BOARD**

6.1 A person will not be eligible to be a Board Member and cannot be appointed or elected as such if:-

- he/she has been adjudged bankrupt, has granted a trust deed for or entered into an arrangement with creditors or his/her estate has been sequestrated and has not been discharged; or
- he/she has been convicted of an offence involving dishonesty which is not spent by virtue of the Rehabilitation of Offenders Act 1974 or an offence under the Charities and Trustee Investment (Scotland) Act 2005; or
- he/she is a party to any legal proceedings in any Court of Law by or against the Association; or
- he/she is or will be unable to attend the Board Meetings for a period of 12 months; or
- he/she has been removed from the Board of another registered social landlord within the previous five years; or
- he/she has resigned from the Board in the previous five years in circumstances where the resignation was submitted after the date of

- his/her receipt of notice of a special Board meeting convened to consider a resolution for his/her removal from the Board in terms of Rule 44.5; or
- he/she has been removed from the Board in terms of Rules 44.4 or 44.5 within the previous five years; or
 - he/she has been removed or suspended from a position of management or control of a charity under the provisions of the Law Reform (Miscellaneous Provisions) (Scotland) Act 1990 or the Charities and Trustee Investment (Scotland) Act 2005; or
 - he/she has been removed from the office of charity trustee or trustee for a charity by an order made by the Charity Commissioners for England and Wales or by Her Majesty's High Court of Justice in England on the grounds of any misconduct in the administration of the charity for which he/she were responsible or to which he/she were privy, or which his/her conduct contributed to or facilitated; or
 - a disqualification order or disqualification undertaking has been made against that person under the Company Directors' Disqualification Act 1986 or the Company Directors Disqualification (Northern Ireland) Order 2002 (which relate to the power of a Court to prevent someone from being a director, liquidator or administrator of a company or a receiver or manager of company property or being involved in the promotion, formation or management of a company); or
 - at an annual general meeting, he/she has served as a Board Member for a continuous period in excess of nine years and the Board has not resolved to permit him/her to stand again or otherwise be nominated for re-election.

6.2 A Board Member will cease to be a Board Member if:

- he/she resigns his/her position as a Board Member in writing; or
- he/she ceases to be a Member unless he/she is a co-optee in terms of Rule 42.1 or an appointee of The Scottish Housing Regulator; or
- he/she misses four Board meetings in a row without special leave of absence previously being granted by the Board either at his/her request or by exercise of the Board's discretion; or
- the majority of Members voting at a general meeting decide this. (The Members at the meeting may then elect someone to take his/her place. If a replacement is not elected at the meeting, the Board may appoint a Board Member in terms of Rule 41); or
- the majority of those remaining Board Members present and voting at a special meeting of the Board convened for the purpose decide to remove him/her as a Board Member. The resolution to remove him/her as a Board Member must relate to one of the following issues:
 - failure to perform to the published standards laid down by the Scottish Federation of Housing Associations and/or The Scottish Housing Regulator adopted and operated by the Association;

- failure to sign or failure to comply with the Association's Code of Conduct for Board Members; or
- a breach of the Association's Rules, standing orders or other policy requirements;
- he/she becomes ineligible as a Board Member in terms of Rule 43; or
- he/she is a co-optee whose period of office is ended in accordance with Rules 39.1 or 42.2; or
- he/she is a Board Member retiring in accordance with Rule 39.1.

7. TRAINING

- 7.1 The Association will provide an Induction Training Pack for all new members which will be available in written form and on the Association's web pages. In addition, the Association will arrange appropriate courses for identified training needs of new Board members.
- 7.2 A skills audit and training needs appraisal of all Board members will be carried out annually and identified training needs will be included within the Association's Training Plan.

8. GENERAL DATA PROTECTION REGULATIONS

- 8.1 The Association will treat your personal data in line with our obligations under the current data protection regulations and our own policies and procedures.
- 8.2 Information regarding how your data will be used and the basis for processing your data is provided in the Association's Privacy Policy.

9. REVIEW

- 9.1 This document will be reviewed by the Board or Sub-Committee set up for that purpose in accordance with the requirements of the Association's Register of Policies and Procedures.
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EILEIN SGITHEANAICH
LOCHALSH AND SKYE HOUSING ASSOCIATION

Membership of the Board

Information Pack and Application Form

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BOARD MEMBERSHIP

INFORMATION FOR PROSPECTIVE MEMBERS

INTRODUCTION

Lochalsh and Skye Housing Association is a registered social landlord first established in 1983. The Association is registered with the Scottish Housing Regulator, the Financial Services Authority and with the Office of the Scottish Charity Regulator. It is also a member of the Scottish Federation of Housing Associations.

OUR AIMS

To work in partnership to provide access to high quality affordable housing solutions and related services and to contribute to the improvement of the social, economic and cultural wellbeing of the whole community.

MEMBERSHIP OF THE ASSOCIATION

The Association is formed from a membership base of individuals and organisations who hold one-off share subscriptions of one pound. We encourage the widest possible membership to reflect the interests of the community we serve. We particularly encourage residents, our tenants, sharing owners and community and representative groups to become members and to participate in the activities of the Association.

All members of the Association are entitled to:-

- attend the Annual General Meeting
- receive a copy of our Annual Report and Financial Statements
- have voting rights in respect of the election of the Board.

THE BOARD

The Association is controlled by a voluntary, unpaid Board which can consist of up to 15 members.

The main responsibilities of the Board include:-

- setting the Association's Aims and Objectives
- agreeing strategies to achieve the Aims and Objectives
- considering and approving policies and procedures
- ensuring adequate resources to carry out the activities of the Association
- taking legal responsibility for the Association and its actions.

The Board employ staff to provide information and advice to them and to carry out the day to day administration of the Association's activities.

A copy of the Job Description for Board members and the Board Member Profile is included in this Information Pack.

CRITERIA FOR MEMBERSHIP OF THE BOARD

The Association's policy on membership of the Board is designed to ensure that:-

- As far as is practicable, the Board is broadly representative of the Association's geographical area of operation.
- The Board is composed of members with a diversity of skills, knowledge and experience which will enable it to discharge its responsibilities fully.
- Opportunities are provided for tenant, sharing owner and equity sharer membership.

In addition, the following criteria also apply:-

- Individuals must be a member of the Association and aged 18 or over in order to be elected to or to fill a casual vacancy on the Board.
- Co-opted members do not necessarily have to be members of the Association but they cannot make up more than one-third of the total number of the Board.
- An employee of the Association or a close relative of an employee may **not** be a Board Member.

APPLYING FOR MEMBERSHIP OF THE BOARD

Members can be **elected** to the Board in accordance with the Rules at the Annual General Meeting.

Applicants who wish to be appointed to fill a **casual vacancy** or be **co-opted** to the Board will complete the Membership of the Board Application Form and return it to the Association.

The Board will consider applications at the meeting following receipt of the application or as soon as possible thereafter. In assessing applications, the Board will consider the criteria for membership, the duties set out in the Board Member Job Description and the requirements of the Board Member Profile. The Board will also take account of any imbalances that may exist with regard to gender, age and representation from ethnic or minority groups.

Prospective members of the Board will be interviewed by the Chairperson and the Chief Executive. A report on the outcome of the interviews, including recommendations, will be made to the next meeting of the Board for consideration.

Applicants will be advised of the outcome of their applications within 10 working days of the Board meeting. New Board members will be invited to the next scheduled Board

meeting.

Co-opted members will have their membership of the Board reviewed annually in accordance with the Rules.

TERMINATION OF MEMBERSHIP

The circumstances under which members have to leave or are no longer eligible to be Board members are detailed in the Policy and the Rules.

TRAINING

The Association will provide an Induction Training Pack for all new members which will be available in written form and on the Association's web pages. In addition, the Association will arrange appropriate courses for identified training needs of Board members.

PAYMENTS

Board members are not paid a salary but they are eligible to claim the costs of all reasonable out of pocket expenses incurred in carrying out their duties. These expenses can include travel costs, childcare, meals, etc. The Association has detailed policies on the payment of expenses and other matters relating to Board Membership.

If you wish to be considered for membership of the Board, please complete the enclosed Application Form and return it to us.

Enc: Board Member Job Description
Board Member Profile
Membership of the Board Application Form

**BUIDHEANN TIGHEADAS LOCH AILLSE AGUS
AN EILEIN SGITHEANAICH LTD
LOCHALSH AND SKYE HOUSING ASSOCIATION**

JOB DESCRIPTION

1. POST TITLE: BOARD MEMBER

2. RESPONSIBLE TO: The Board

3. JOB PURPOSE

- 3.1 To ensure that the Association is managed effectively and in line with the requirements of the law, The Scottish Housing Regulator and best practice.
- 3.2 To uphold the good name of the Association and the principles for which it stands.

4. MAIN DUTIES – WORKING AS PART OF THE BOARD

- 4.1 To ensure that the Association operates within the law, its Rules and procedures, and the standards laid down by the SFHA, The Scottish Housing Regulator and other regulatory bodies.
- 4.2 To provide collective leadership and to work with senior staff in setting the direction, objectives and culture of the organisation. To review the direction and objectives of the Association on a regular basis.
- 4.3 To recognise the Association's duties to tenants, applicants, service-users and other stakeholders and to ensure that the Association encourages participation and consultation.
- 4.4 To review and agree policies and procedures which achieve the Association's objectives.
- 4.5 To protect the assets of the Association and to approve each year's budget. To exercise regular control over the Association's financial performance.
- 4.6 To provide adequate control of the Association's activities, ensuring that the Association works to agreed objectives and targets and that any risks and legal requirements are reported and dealt with.
- 4.7 To ensure that the Association reviews its performance across all areas on a regular basis.
- 4.8 To understand the role of the Board as the employer of staff and to support them as necessary. To delegate appropriate authority to them and to receive clear reports on targets, performance, variances and trends.
- 4.9 To ensure that the Board maintains a balance of skills, experience and diversity within its membership and to regularly review recruitment and training practices.

5. MAIN DUTIES – WORKING AS AN INDIVIDUAL

- 5.1 To act with personal integrity at all times and to declare any conflicts of interest, abide by the Code of Conduct for Board members, any specific code of the Association and maintain the interest and good name of the Association and its Board.
 - 5.2 To treat all information gained by virtue of being a Board member in strictest confidence while promoting an ethos of openness and accountability.
 - 5.3 To abide by and promote the Association's commitment to equality.
 - 5.4 To attend Board and sub-committee meetings regularly, participate in discussions and decision-making and abide by the decisions made. To give adequate notice and apologies when unable to attend.
 - 5.5 To read all reports and Board papers in advance of meetings and to raise questions about any areas which require clarification or further information.
 - 5.6 To consider all options presented by staff in reports and papers and make clear decisions or request deferment of decisions until sufficient information is available or clarification received.
 - 5.7 To attend any course or conference organised or agreed by the Association and to be aware of general policy developments related to the Association's work.
 - 5.8 To represent the Association as required and to promote the Association's policies, objectives and good name. To inform interested parties about the work of the Association, the possibilities of membership, and the role of the Board member.
 - 5.9 To support all decisions taken by the Board.
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BOARD MEMBER PROFILE

1. INTRODUCTION

- 1.1 This profile has been prepared to set out the characteristics that the Association seeks to have available to its Board to ensure effective governance. The profile supports the Board Member's Job Description.
- 1.2 It is not expected that each member of the Board is able to demonstrate all of these attributes, but the Association will use the profile to assist in the selection of additional Board members to ensure that the Association has an appropriate balance of skills, knowledge and experience available to its Board. In addition, the profile will be used to assist in the development and training programme for existing Board members.

2. PRIMARY RESPONSIBILITIES

- 2.1 The Board Member's primary responsibilities are, with the other members of the Board, to
 - Promote and uphold the values of Lochalsh & Skye Housing Association
 - Lead and direct Lochalsh & Skye Housing Association's work
 - Control Lochalsh & Skye Housing Association's affairs and ensure compliance
 - Comply with the requirements of the Board Member's Job Description.

3. KEY EXPECTATIONS

- 3.1 Lochalsh & Skye Housing Association has adopted a Code of Conduct for Board Members which every member is required to sign and adhere to once they join the Board.
- 3.2 Each Board member is expected to contribute actively and constructively to the work of Lochalsh & Skye Housing Association. Each member must accept and share collective responsibility for the decisions properly taken by the Board. All members are equally responsible in law for the decisions made.
- 3.3 Each member must act only in the best interests of Lochalsh & Skye Housing Association and its customers, and not on behalf of any constituency, other organisation or interest group. Although members may have been elected, nominated or appointed by a particular stakeholder group, their overriding responsibility must be to Lochalsh & Skye Housing Association as a whole.

4. TIME COMMITMENT

- 4.1 An estimate of the annual time commitment that is expected from a Board member is:

Activity	Time
Attendance at up to 9 meetings of the Board and the Annual General Meeting	20 hours
Reading and preparation for Board meetings	18 hours
Travelling Time	10 hours
Attendance at up to 4 Sub-Committee meetings	8 hours
Reading and preparation for Sub-Committee meetings	6 hours
Attendance at annual planning and review events (including individual review meeting)	4 hours
Training	4 hours
Attendance at openings and site visits	Optional
Conference attendance (may include overnight stay or weekend)	Optional
TOTAL	70 hours

5. KNOWLEDGE, SKILLS AND EXPERIENCE

- 5.1 The range of knowledge, skills and experience that the Board, as a whole, should be able to demonstrate includes:-

Knowledge	Core Skills	Experience
Housing	Leadership	Board work
Health and Social Care issues	Strategic Thinking	Public policy
Tenant Participation	Direction-setting	Community involvement
Welfare framework	Performance Monitoring	Broad business experience
Corporate governance	Communication	
Financial Management	Analysis, judgement and decision-making	
Regulation	Equalities championing	
Information Technology		
Employment		
Health & Safety		

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MEMBERSHIP OF THE BOARD APPLICATION FORM

I have read the Information Pack on membership of the Board and now apply for membership.

Full Name (Block Capitals)	Mr Mrs Miss Ms			
Address:				
Postcode:				
Telephone:	Home		Work	Mobile
E-mail Address:				
Date of Birth:		Place of Birth:		

I confirm that to the best of my knowledge the information given in this application form is correct and complete.

Signed:..... **Date:**.....

EDUCATION (brief details of qualifications held, if any)

EMPLOYMENT HISTORY (brief details of name of employer/positions held)

VOLUNTARY WORK (brief details of any unpaid work carried out)

POSITIONS OF PUBLIC RESPONSIBILITY HELD (eg Community Council, etc)

RELEVANT SKILLS, KNOWLEDGE AND EXPERIENCE THAT YOU WILL BRING TO THE BOARD (please consider the Board Member Job Description and Profile carefully)

ANY OTHER RELEVANT INFORMATION

Thank you for completing the form. Please return to:

The Secretary
Lochalsh and Skye Housing Association Ltd
Morrison House
Bayfield
PORTREE
Isle of Skye
IV51 9EW

Telephone: 01478 612035

e-mail: info@LSHA.co.uk

www.LSHA.co.uk