



Glasgow
Council
for the
Voluntary
Sector

BOARD MEMBER RECRUITMENT PACK



Welcome

Glasgow Council for the Voluntary Sector exists to develop and support the voluntary (or third) sector in the city, growing the capacity of the sector to respond to the challenges and opportunities the city faces.

The Board comprises up to twelve Directors; eight of which are elected directly by and from the membership ('Elected Directors'), and up to four who are appointed by the Directors to bring additional skills, knowledge and experience to the Board ('Appointed Directors'). Directors are appointed for three-year terms, with a maximum of two consecutive terms.

Of the eight existing Elected Directors two are due to retire at the next AGM in January, creating two vacancies open for election.

There are also two Appointed Director vacancies available, although the Board do not necessarily seek to fill both of these vacancies this year.

Thank you for taking the time to consider the role. If you would like to discuss the role with the current Chair or the Chief Executive, please contact sim.sharp@gcvs.org.uk who can arrange an appointment.

Yours sincerely



Martina Johnston-Gray
Chair

About Us

GCVS aims to improve the lives of people in Glasgow, not by delivering services ourselves, but by developing the contribution of the voluntary sector to address inequalities and respond to community demand.

We work in partnership with the voluntary sector and other agencies who share our ambition to address poverty & inequality and to create opportunities for all of Glasgow's citizens.

We want to combat the deeply embedded social inequalities in our society that are unfair, destructive and unnecessary. These inequalities rob people of their freedoms, their potential and their rights. Often they are caused by decisions taken far away from the people in Glasgow that they affect.

For many years public and voluntary sector organisations have worked hard to combat the effects of these inequalities but they continue to worsen. The challenges we face can often be described as "wicked problems" - they are highly complex issues with no simple solution and where interventions frequently have unintended negative consequences. It is now commonly recognised that a new approach is needed - empowering communities to come up with their own solutions.

GCVS has an exciting role to play in this new world - both in terms of building the capacity of communities and the voluntary sector to take a lead, and as an 'honest broker' capable of working with both the public and voluntary sector to design new ways of working - without seeking to become involved in the delivery of services to the public.

Our Vision

Glasgow's citizens and communities flourish - with the help of a strong voluntary sector

Our Mission

We develop and promote the role of communities and the voluntary sector in building a fairer, kinder and happier society. We exist to challenge unfairness and bring people together to address it.

Our Principles

The principles we work to are fundamental to our ability to undertake our role. We will be:

- Open and honest
- Voluntary sector led
- Focused on our objectives
- An honest broker
- Collaborative by nature
- Leaders in good practice
- The best we can be

Our Values

Creativity and Innovation

We drive innovation in our own organisation and facilitate others to be more creative in designing solutions for Glasgow.

Drive and Reflection

We learn from both our own experiences and from others. We invest in the development of our people and services. We aren't afraid to take risks in order to improve.

Ethics and Integrity

We do the right thing in a fair, honest and responsible way. We stand up for what we believe is right.

Generosity, Kindness and Respect

We treat people with compassion, recognising the value of everyone in our society. We promote inclusion and challenge inequalities in all of our activities.

The GCVS Board

Glasgow Council for the Voluntary Sector is a Company Limited by Guarantee and a Scottish charity. As such the Board are simultaneously the Directors under Company Law and the Trustees under Charity Law and must meet their respective duties under those respective pieces of legislation.

The Board are in overall control of the organisation. The day to day running of the organisation is delegated to the management with the Board retaining responsibility for key areas such as setting strategy, scrutinising performance and agreeing budgets.

The Board have 12 areas of responsibility:

1. Determine the **GCVS mission and vision**, and ensure that all policy decisions the Board makes are designed to help us realise the aims set out in our mission.
2. Work with the Chief Executive to develop **long-term strategic plans**. Our meeting agendas are tied into key points in the strategic planning process to facilitate this process.
3. Formulate and monitor adherence to policies: it is the role of the Board to establish an **ethical framework** for all those who work for and on behalf of GCVS.
4. Approve and monitor GCVS' programmes and services, checking that we are meeting our legal and regulatory responsibilities and are effectively **servicing our mission**.
5. Ensure GCVS has adequate **financial resources** to enable us to be in a proper financial position to carry out our mission, including the development and monitoring of an income generation strategy.

6. Provide effective **financial oversight**, approving the annual financial statement and budget, monitoring spending and creating policies to manage and protect GCVS resources.
7. Enhance and protect the **GCVS public image**, through each Board member's own behaviour, the governance they exercise, and the activities they undertake on behalf of GCVS.
8. Support the recruitment and induction of new Board members, ensuring **future good governance** by recruiting and developing individuals who can provide the best leadership for GCVS
9. Carry out GCVS Board business efficiently by conducting **productive meetings** where key organisational issues are dealt with, seeking out technical expertise to assist decision-making where needed. This includes engaging in regular performance appraisals, self-assessment and development activities designed to strengthen the Board's effectiveness.
10. **Select and support the Chief Executive**, respecting the boundaries between the Board and CEO, and reviewing these regularly; conducting annual appraisal and developing and supporting their performance
11. Act as a **responsible employer**, conforming to employment legislation, ensuring that policies, procedures and practices are up to date, to enable staff to work in a safe, supportive environment; promoting best practice in respect of work /life balance the development of our people.
12. Understand and respect the **relationship between Board and staff**, keeping focus on the strategic and evaluation role of the Board, empowering staff to carry out the role to which they have been appointed and respecting protocols for engaging with staff.

Board Conduct

GCVS expects Board members to demonstrate the 7 Principles of Public Life (Nolan Principles) in their role:

Selflessness

Board Members of GCVS have a general duty to act in the best interests of GCVS as a whole. They should not do so in order to gain financial or other material benefits for themselves, their family, their friends or the organisation they come from or represent.

Integrity

Board Members of GCVS should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their role. As well as avoiding actual impropriety, Board members should avoid any appearance of improper behaviour, and should avoid accepting gifts and hospitality that might reasonably be thought to influence their judgement.

Objectivity

Board Members of GCVS, in carrying out their role, including making appointments (including Board appointments), awarding contracts, recommending individuals for rewards and benefits or transacting other business, should ensure that decisions are made solely on merit.

Accountability

Board Members of GCVS have a duty to comply with the law on all occasions in accordance with the trust placed in them, and in such a way as to preserve public confidence in GCVS. They are accountable for their decisions and actions to members, the public, funders and service users. They must submit themselves to what scrutiny is appropriate to their role.

Openness

Board Members of GCVS should ensure that confidential material, including material about individuals, is handled in accordance with due care. They should be as open as possible about their decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider interest clearly demands.

Honesty

Board Members of GCVS have a duty to declare any interests relating to their role as trustees / Board members, and to take steps to resolve any conflicts that might arise. Where private interests of a Board member conflict with their trustee duties, he/she must resolve this conflict in favour of the trustee role. They must make relevant declarations of interest in the different circumstances and roles they play both within and outwith GCVS.

Leadership

Board Members of GCVS should promote and support the principles of leadership by example.

Time Commitment

People seeking to join the Board should understand there is a time commitment that is expected. This includes:

- Preparation for and attendance at between four and six Board meetings each year. Board meetings rarely last longer than two hours but preparation in advance is needed. (Estimated total time commitment 16-30 hours per year)
- A willingness to take an officer position (e.g. Chair / Treasurer) and/or become a member of a sub-committee or working group. (Estimated total time commitment 16-25 hours per year)
- Participation in an annual “away day” with staff to review progress and determine priorities. (Estimated total time commitment of 8 hours per year)
- Participation in an induction programme as well as further training and CPD that the Board agree to enhance the performance of the Board (estimated total time commitment of 10 hours per year)
- Attendance at GCVS events throughout the year. (Estimated total time commitment of 14 hours per year).

Core Board dates for the year have been provisionally set and are:

17 March 2022, 4pm

16 June 2022, 4pm

15 September 2022, 4pm

8 December 2022, 4pm

Board Diversity

Glasgow CVS recognises that diversity on the Board is an important part of making good decisions and ensuring that our services are inclusive. The organisation has committed to the Equality Action Pledge (www.thepledge.scot).

The Board undertakes a regular review of its own diversity and seeks to take proactive steps to ensure the Board is and remains reflective of the sector and wider society.

The Board is proud of its current diversity levels but does not wish to rest on its laurels. Going forward we continue to encourage people who are commonly less well represented on Board to come forward. This includes:

- People from Black, Asian and Minority Ethnic (BAME) backgrounds - and in particular BAME women
- Younger people - by which we mean people under 40 years of age and particularly those who are under 25.
- Disabled people, particularly those who regularly find that systems and processes are not designed to include them fairly.
- People from other disadvantaged backgrounds - including those who have been affected by poverty and those who are care experienced.

As part of the process for becoming a Board member we ask you to complete an equalities monitoring form. This does not form part of our selection processes and is intended to help us identify if our approach to recruitment is resulting in any unintended barriers to participation. Completion of the equalities monitoring form is optional.

Recruitment Process

There is a separate recruitment process for Elected Directors (those who are elected from the membership) and Appointed Directors (those who are appointed by the Board).

Elected Directors

Member Directors stand for election and are appointed by the members at the Annual General Meeting (AGM).

Any member organisation may nominate any individual who they feel is appropriate to join the Board. The nomination form provides the opportunity to identify the nominee's motivation for joining the Board and how they meet the person specification.

Nominations must be made 14 clear days in advance of the AGM. The AGM this year is on the 19 January 2022. Deadline for nominations is therefore 23.59 on Tuesday 4 January 2021.

If the number of nominations received is not in excess of the number of vacancies available, then all nominations will be proposed to be elected without a vote.

If the number of nominations received is in excess of the number of vacancies available, then a vote will be taken at the AGM.

The nomination form and equalities monitoring form should be included alongside this guide, however if you require a copy please e-mail sim.sharp@gcvs.org.uk

Appointed Directors

The recruitment of Appointed Directors follows a process more akin to a traditional job recruitment process.

Applicants are asked to complete an application form, outlining their motivations for joining the Board and how they meet the person specification. The deadline for receipt of application forms is 23.59 on 14 January 2022.

Suitable candidates will then be asked to attend an interview with the Chairs of the Board and the Governance Committee, and the Chief Executive.

Final decision on the appointment of Appointed Directors is taken by the Board and this will be completed at the first meeting of the Board after the Annual General Meeting.

The application form and an equalities monitoring form should be included alongside this guide, however if you require a copy please e-mail sim.sharp@gcvs.org.uk

Board Member – Person Specification

Each trustee must have:

- a commitment to the mission of Glasgow CVS
- a willingness to meet the minimum time requirement
- integrity
- strategic vision
- good, independent judgement
- commitment to equality and diversity
- an ability to think creatively
- a willingness to speak their mind
- an understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- an ability to work effectively as a member of a team and to take decisions for the good of GCVS and the voluntary sector

The board of trustees collectively needs skills and experience in the following areas. Individual Board members are not expected to have all of these. Areas indicated with a (P) are our current priority areas for recruitment:

- collaborative partnerships
- data, digital and technology (P)
- financial management, income generation and enterprise
- human resource management (P)
- public policy and public affairs
- quality and improvement
- relationships with national and local government and statutory bodies
- service design
- understanding of the national and local voluntary sector