

ABC Board

Recruitment and Selection Policy



Overview

- Board Members of Active Black Country advise ABC partnership and its host, BCC Ltd, of the strategic priorities, partnerships and actions needed to get more people taking part in sport and physical activity.
- Working with like-minded team players they are motivated by a passion for the Black Country and improving the lives of those who work, play, learn and live in it.
- The Board acknowledges that members have a huge impact on the effectiveness and performance of the region and therefore it is important that the highest quality candidates are appointed to these role.
- All appointments to the Board are expected to meet an agreed standard of behaviour known as the Code of Conduct which is drawn from the 7 Principles of Public Life (Nolan Principles) which ensures members declare any conflicts of interest and act with honesty and transparency at all times.
- Recruitment to the Board and any stated committees will therefore:-
 - be open and transparent
 - be based on the Board's considered view of the skills and attributes required to carry out the role ensuring any appointments enhance the overall profile composition of the Board.
 - Ensure all members are selected and appointed fairly and objectively based on merit.

The Accountability and structure of the Board

- The Active Black Country Board (ABC Board) is the Government and Sport England recognised Active Partnership (AP) for the Black Country region providing the strategic leadership for sport and physical activity across the areas of Dudley, Sandwell, Walsall and Wolverhampton.
- ABC's accountable body and employer is Black Country Consortium Ltd and it therefore actively contributes to outcomes of the Consortium, through enhancing the transformational changes championed by the Black Country Local Enterprise Partnership (BC LEP) in the delivery of its Strategic Economic Plan (SEP).
- The Board has responsibility for the governance and strategic direction of the Active Black Country. Day to day activities are delegated to the Chief Executive Officer of Black Country Consortium Ltd and the supporting team.
- The Board works to its Assurance Framework which evidences its sign up to the UK Sport/Sport England Gold Standard for the Code of Good Governance. The Board has been established since September 2016 (formerly the Black Country BeActive Board) and currently comprises of an Independent Chair, Vice Chair and Independent Board Members. The Board also includes: -
 - Representative Membership from all four of the Black Country Local Authorities, through an Annual Nomination by the Association of Black Country Local Authorities – generally a Cabinet Member for Health and Wellbeing.
 - Representative Membership from all four of the Black Country Local Authorities, through an Annual Nomination by the Association of Black Country Local Authorities Chief Executives – generally a Local Authority Director.
- The Board commits to ensuring that Nominated appoints shall not represent more than 1/3rd of the Board's composition.

Board Member Skills Mix

- The following criteria have been agreed for appointing Board Members to the Active Black Country Board. The criterion is independent of business representative organisations and therefore membership to the Board will not require membership of any business representation body.

- Private sector representatives must have experience of being a Chair/CEO/MD/Senior Manager/Senior Partner of a business and therefore be:-
 - A successful businessperson.
 - Dynamic with good communication skills.
 - Passionate about improving the Black Country.

- Board Members should be able to demonstrate:
 - High level and broad management skills, both at a strategic and operational level, utilised in a complex organisation or SME.
 - An understanding of how to translate local, regional, national government and EU policy into workable, strategically focussed and Black Country beneficial action plans for delivery and improvement.
 - An extensive knowledge of the needs of specific sectors/stakeholders including barriers to business growth (e.g. skills) and their impact upon the Black Country particularly from the growth and enabling sectors.
 - Political Awareness.
 - A knowledge of designing and implementing approaches to working to constantly assess and challenge the effectiveness and efficiency across a broad range; not limited to a single specialism.
 - The ability to create an environment in which new opportunities are created and acted upon.
 - Knowledge of “best practices” and industry wide benchmarking activities to achieve efficiency and a high level of performance.
 - The ability to proactively engage in influencing the shaping of policy and direction.
 - An understanding of how to use the media to promote and market the work of Active Black Country and the Black Country.
 - The ability to be a change management leader for the Black Country.

Board Member competencies

- The following competencies have been identified and agreed as necessary for the effective execution of a Board member role:-
 - Performance and Result Focus – Focuses energy and commitment on achieving results that are critical to the success of the Active Black Country, stakeholders and partners and the Black Country.
 - Innovation and Continuous Improvement – Demonstrates an open mind to challenge traditional approaches. Approach taken is always improvement orientated.
 - Leadership – Creates and communicates a shared vision which inspires enthusiasm and commitment to achieve the Active Black Country goals.
 - Strategic Thinking – Sets, pursues with vigour, and regularly reviews a clear strategic course aimed at enabling long-term growth and success.
 - Advocacy – Promotes the Black Country and our Vision to stakeholders and others in a professional and credible way, bringing them on board.

Role and Responsibilities of a Board Member

- The following constitutes the key role and responsibilities of a Board Member:-
 - To be aware of and to confirm the responsibilities of Board Members, as required by the governance arrangements.
 - To ensure the Active Black Country partnership pursues its objectives as set out in its strategic framework, complies with the law, national government, Sport England and other relevant regulations.

- To be an active participant in Board meetings and to fulfil their obligations in terms of agreed actions in a timely and professional manner.
- To exercise oversight in good financial and general management of the Active Black Country and promote positive relationships between Board Members, BCC Ltd, Local Authority partners and all stakeholders.

Recruitment of Board Members

- Nominations or applications in relation to a vacancy may be sought from an organisation or an individual and/or through advertisement.
- Persons who may wish to self-nominate or nominate another person for consideration as a member of the Board, in relation to a vacancy, should contact the Secretariat Officer.
- Individuals will be expected to complete an Expression of Interest Form in relation to a vacancy outlining their suitability for the role.

Appointment Process

- Short-listing of candidates for interviews will be carried out by nominated representatives of the Board and, where required, agreed external representatives, with recommendations made to the Board for approval.
- In order to short-list candidates for interviews consideration will be given to:-
 - the match of candidate's skills against the competencies identified as required and desirable for the role.
 - the match of candidate's skills against the overall skills profile composition of the Board.
 - the ability of the candidate to meet the terms of appointment for the role.
 - stated Conflicts of Interest for the candidate.
- An interview panel comprising nominated Board representatives and, where required, agreed third party representatives, will be established ensuring the process is objective, impartial and fairly applied to all candidates.
- Candidates will be expected to complete an application form and take part in a competency based structured interview process which may involve up to three stages.
- Recommendations for appointment of Board members will be made to the Board who are the final appointing authority.
- The Board requires compliance with eligibility criteria therefore all appointments and reappointments will be made in compliance with agreed stipulations regarding eligibility, which includes DBS checks. All members are required to declare and keep their eligibility under review.
- The Board will consider the suitability of candidates to hold office as a member, taking full consideration of any and all relevant statutory stipulations and regulations relating to financial and criminal matters.

Term of Appointment

- All appointments and re-appointments will be made in compliance with agreed stipulations regarding terms of office.
- New member appointments are usually made for a three year term of office in the first instance. At the expiry of the period of office they shall be eligible for re-appointment, subject to approval by the Board, for two further terms of 3 years each.
- The overall skills composition of the Board is critical to its effectiveness and therefore we seek to balance the benefits of continuity and tenure against the energy and new ideas that new members bring to the board. A rotational system directing appointment terms of office may

therefore be put in place at relevant times to enable this approach as per the Board's assurance framework.

Remuneration

- Roles are not remunerated. Provision is made for reimbursement of out-of-pocket expenses (excluding attendance at Board meetings) with prior approval from the Chair of the Board.

Time Commitment

- The Board meets a minimum of four times per year. In addition the Active Black Country has a Sub-Board and possible Advisory Groups which meet quarterly and may require attendance.
- Additional meetings may be called from time to time to address specific management issues if they arise. Board members are consulted about the best date and times for these meetings to ensure they are convenient and well attended with meetings normally lasting no longer than two hours.

Equality and Diversity

- The Board values diversity and is committed to promoting equality of opportunity for our members and role applicants.
- We monitor our recruitment and selection practices to fulfil our statutory duty relevant to equality in employment and to ensure our practices are fair, equitable and consistent with the aim of appointing the best person for any role. Recruitment monitoring enables us to take active steps to promote better policy and organisational practice.
- We believe that by understanding and responding to the diverse needs of its potential and existing board members, providing an environment which eliminates discrimination in all its forms as well as positively promoting equality, it will attract and retain a motivated and multi-skilled board to provide a good quality service.
- Our aim is to promote and achieve a board that reflects the Black Country. We encourage applications from under-represented groups and we will pursue a policy of 'positive action' in an attempt to achieve this.
- 'Positive Action' refers to measures and initiatives that can be taken to actively encourage individuals from under-represented groups to apply. The selection procedure itself is no different, and is based solely on merit. 'Positive Action' does not seek to remove competition and the Board will recruit and select the best applicants for the role.

Appraisal process

- The Board will undertake regular appraisals of its performance, its members and of the effectiveness of the skills and experience therein. Appropriate training and development will be reviewed and delivered to ensure Board members remain able to effectively carry out their responsibilities.

Any questions or queries relating to our recruitment and selection of Board members should be made directly to the Board's Secretariat Officer.