



Recruitment and Selection Policy

CONTENTS

- 1. Introduction**
- 2. The Recruitment Process**
- 3. Applications and References**
- 4. Shortlisting and Interviewing**
- 5. Ensuring Diversity**
- 6. The Appointment Process**

Appendices

- A Candidate Assessment Record**
- B Trustee Reference Form**
- C Job Description and Person Specifications**
 - C1 Trustee**
 - C2 Chair**
 - C3 Secretary**
 - C4 Treasurer**

1. Introduction

This Recruitment and Selection Policy has been prepared to inform the appointment of Members of the Board of Trustees of the Pinner Medical Centre Patients' Association (PMCPA). It is derived from and wholly consistent with the Constitution of the PMCPA (as ratified on 24 September 2015); and follows the Procedural Guidelines for the appointment of the Board of Trustees set out in the Appendix to the Constitution.

The Constitution specifies three ways in which Members of the PMCPA may become Trustees:

- Self-nomination at an Annual General Meeting (AGM);
- Nomination at an AGM by another Member of the PMCPA;
- Applying for a vacancy as part of a recruitment process initiated by the Board.

This Policy addresses the third of those options – a recruitment process.

In all three options set out above the right formally to elect Members as Trustees rests with the wider Membership as expressed by a vote at an AGM or Extraordinary General Meeting (EGM) convened for that sole purpose.

2. The Recruitment Process

Under the Constitution the Board shall consist of not less than seven and not more than twelve Trustees. When a vacancy arises, or if the Board decides to recruit more Trustees (perhaps following a skills audit), it may initiate a recruitment exercise. A Recruitment Panel comprising the Chair and two other Trustees shall be formed to oversee the process.

As a first step the Recruitment Panel should decide on a timetable for the exercise (the deadline for applications, and the shortlisting and interview dates) and prepare an Information Pack for potential candidates. This pack should be made available through the PMCPA website and, in hard copy form, at Reception in the Pinner Medical Centre. It should consist of:

- The Job Description and Person Specification of Trustees
- The Role of Patient Participation Groups
- The Board's Role and Purpose
- The Code of Conduct
- The PMCPA's 3 -Year Strategic Plan (2015-2018).

The Recruitment Panel should also agree on any particular skills and experience being sought for the Board, although these should not set out as an absolute requirement. The recruitment exercise should be widely advertised on the PMCPA website, in the Pinner Piper, by a notice in the PMC waiting area, and by an email to all PMCPA members.

The Job Description and Person Specification for Trustees is included in this document as Appendix C1. For completeness and ease of reference the job description and person specifications of the Chair, Secretary and Treasurer are also included in Appendices C2 - C4, although it is more likely that these positions will be filled by a recommendation of the Board to an AGM or EGM rather than by direct recruitment.

3. Applications and References

All patients who are registered with the PMC and who are at least 16 years of age are eligible to become a member of the PMCPA and to be considered for the position of Trustee. Candidates should be invited to submit a letter of application and a CV. On receipt of these a Candidate Assessment Record should be set up as in Appendix A. This Record allows for comment on the way in which candidates meet the competences set out in the Person Specification. It will also form a record of all stages in the recruitment and selection process.

Candidates should also be invited to nominate two referees, who should be provided with the Job Description and Person Specification and asked to complete a Trustee Reference Form as set out in Appendix B.

4. Shortlisting and Interviewing

The Recruitment Panel should meet to consider the letters of application, CVs and References in respect of all candidates, completing the Candidate Assessment Record for each of the competences. A shortlist for interview should be prepared comprising a manageable number of candidates thought, on paper, to be best qualified to undertake the role.

Shortlisted candidates should be interviewed by the Recruitment Panel, preferably on the same day or on consecutive days. The interview should include general questions on the candidates' background and motivation for the role, but should also focus on the competences set out in the Person Specification. Candidates should also be given an opportunity to add any further relevant information and to ask any questions.

Notes on the interview should be captured on the Candidate Assessment Record, which should also include a summary of the findings of the Panel in respect of the way in which the candidate meets the selection criteria. An overall report on the exercise should be prepared for the Board containing recommendations in respect of each of the candidates.

5. Ensuring Diversity

The recruitment process must be conducted throughout in a way that ensures that there is no discrimination based on gender, race, religion, sexual orientation, age or disability. Notwithstanding that absolute requirement, it is open to the Board or

Panel to emphasise that applications would be particularly welcomed from specific demographic groups to ensure that the overall membership of the Board is representative of the community that the PMCPA has been set up to serve.

6. The Appointment Process

It is for the Board to decide whom to recommend for appointment following consideration of the Recruitment Panel's report. Any candidate that the Board decides not to recommend for appointment should be informed of this and offered feedback on why their application was unsuccessful. Any such candidate has the right of appeal to the full Board.

The Board will subsequently recommend to the Membership at an AGM or EGM that it should formally elect any new Trustees recruited under this process. In accordance with the Constitution, the Board, in deciding who to recommend for appointment, is obliged to select individuals who, in its opinion, seem most closely to match the criteria set out in the recruitment process and who will enable it to carry out the PMCPA's governance effectively.

Trustee – Pinn Medical Centre Patients' Association (PMCPA)

Name of Candidate: _____

Person specification:

The Board of Trustees are jointly and severally responsible for the overall governance and strategic direction of the charity, its financial health, the probity of its activities and developing the association's aims, objectives and goals in accordance with the governing document, legal and regulatory guidelines.

All Trustees should also be aware of, and understand, their individual and collective responsibilities, and should not be overly reliant on one or more individual Trustees in any particular aspect of the governance of the charity except where specific knowledge or expertise is required, for example, systems development.

Experience:	Essential	Desirable	Application	Interview
Successful experience of operating within a board or at senior level in a charitable, public sector or commercial organisation	√			
Demonstrable experience of building and sustaining relationships with key stakeholders and colleagues to achieve organisational objectives	√			
A proven track record of sound judgement and effective decision making		√		
A history of impartiality, fairness and the ability to respect confidences		√		
Knowledge, skills and understanding	Essential	Desirable	Application	Interview
An understanding of charity/governance issues		√		
An understanding and acceptance of the legal duties, responsibilities and		√		

liabilities of trusteeship				
Personal Qualities	Essential	Desirable	Application	Interview
Good, independent judgement and strategic vision		√		
Commitment to the organisation and a willingness to devote the necessary time and effort	√			
An ability to work effectively as a member of a team	√			
An understanding of the respective roles of the Chair, Secretary, Treasurer and Trustees		√		
Commitment to promoting equality and diversity		√		

Reference 1

Reference 2

Shortlisting stage

Post Interview

Offer

Declined



Pinn Medical Centre Patients' Association (PMCPA)
Trustee Reference Form

Name of Applicant	
Name of Referee	
Address of Referee	
Email	
Telephone No	

The Applicant above has applied for the position of Trustee with the PMCPA. We would like you to provide a reference as to his or her suitability for appointment to this role.

Please refer to the attached ***Job Description & Person Specification*** if necessary. You can either use this form or provide the information in a letter if that is more convenient to you.

1	How do you know the applicant?
<i>We have set out below the qualities we are looking for in our Trustees. Please say whether you think the applicant has these qualities, using examples if you can</i>	
2	Commitment E.g. Commitment to the organisation and a willingness to devote the necessary time and effort

3	<p>An ability to work effectively as a member of a team</p> <p>E.g. experience of committee meetings and the way decisions are taken as part of a committee; sharing expertise and skills for the benefit of the organisation</p>
4	<p>Any other information you think is relevant</p>
Signed:	Date:

Please return this form via email to: jo@pinnpatients.org or by post to
 FAO Joanne Daswani, Chair (PMCPA), Pinn Medical Centre, 37 Love Lane, Pinner. HA5 3EE

Thank you very much for taking the time to provide this information
Joanne Daswani
Chair (PMCPA)

Trustee – Pinn Medical Centre Patients' Association (PMCPA)

Remuneration:	The role of Trustee is not accompanied by any financial remuneration, although expenses for travel may be claimed.
Location:	37 Love Lane, Pinner. HA5 3EE
Time commitment:	4 meetings per year, including the AGM, and possible participation in sub-committees
Reporting to:	Board of Trustees

Job Description

To be a Trustee of a charity is an exciting and fulfilling role. The most effective Boards are ones that benefit from individuals from a diverse range of backgrounds, experiences and skill sets. The role of a Trustee is to ensure that the PMCPA fulfils its duty to its Members as stated in its governing document (The Constitution).

The statutory duties of a Trustee are:

- To ensure the charity complies with its Constitution.
- To ensure that the charity pursues its objectives as defined in its Constitution.
- To ensure the charity applies its resources exclusively in pursuance of its objectives - the charity must not spend money on activities that are not included in its own objectives, no matter how 'charitable' and 'worthwhile' those activities are.
- To contribute actively to the Board of Trustees' role in giving firm strategic direction to the charity, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets.
- To safeguard the good name and values of the charity.
- To ensure the effective and efficient administration of the charity.
- To ensure the financial stability of the charity.

In addition with other Trustees to hold the charity "in trust" for current and future beneficiaries by:

- Ensuring that the charity has a clear vision, mission and strategic direction and is focused on achieving these.
- Being responsible for the performance of the charity and for its "corporate" behaviour; ensuring that the charity complies with all legal and regulatory requirements.
- Acting as guardians of the charity's assets, both tangible and intangible, taking all due care over their security, deployment and proper application.
- Ensuring that the charity's governance is of the highest possible standard.

As well as the various statutory duties, any Trustee should make full use of any specific skills, knowledge or experience to help the Board make good decisions.

The above list of duties is indicative only and not exhaustive. The Trustee will be expected to perform all such additional duties as are reasonably commensurate with the role.

Trustee – Pinn Medical Centre Patients’ Association (PMCPA)

Person specification

The Board of Trustees are jointly and severally responsible for the overall governance and strategic direction of the charity, its financial health, the probity of its activities and developing the association’s aims, objectives and goals in accordance with the governing document, legal and regulatory guidelines.

All Trustees should also be aware of, and understand, their individual and collective responsibilities, and should not be overly reliant on one or more individual Trustees in any particular aspect of the governance of the charity except where specific knowledge or expertise is required, for example, systems development.

Experience:	Essential	Desirable
Successful experience of operating within a board or at senior level in a charitable, public sector or commercial organisation	√	
Demonstrable experience of building and sustaining relationships with key stakeholders and colleagues to achieve organisational objectives	√	
A proven track record of sound judgement and effective decision making		√
A history of impartiality, fairness and the ability to respect confidences		√
Knowledge, skills and understanding	Essential	Desirable
An understanding of charity/governance issues		√
An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship		√
Personal Qualities	Essential	Desirable
Good, independent judgement and strategic vision		√
Commitment to the organisation and a willingness to devote the necessary time and effort	√	
An ability to work effectively as a member of a team	√	

An understanding of the respective roles of the Chair, Secretary, Treasurer and Trustees		√
Commitment to promoting equality and diversity		√

Terms

The charity's Trustee will serve a three-year term and be eligible for re-appointment for one additional term. The post of Trustee will be subject to election by Members at its AGM.

Chair: Pinn Medical Centre Patients' Association

Remuneration: The role of Chair is not accompanied by any financial remuneration, although expenses for travel may be claimed

Location: Pinn Medical Centre, 37 Love Lane, Pinner. HA5 3EE

Time commitment: Minimum requirement to attend 4 Board meetings per year including an AGM. The Chair is also expected to have regular meetings with the Senior Partner or designated member of staff of the PMC as well represent the charity at various events and meetings with key stakeholders. In addition to chairing the main Board meetings, the Chair has the option to attend any meetings involving sub-committees.

Reporting to Board of Trustees

Job Description

Objective

The Chair will hold the Board to account for the Charity's mission and vision, providing inclusive leadership to the Board of Trustees, ensuring that each Trustee fulfils their duties and responsibilities for the effective governance of the charity. The Chair will also support, and, where appropriate, challenge the Partners of the PMC on patient concerns relating to non-clinical matters. The Chair will ensure that the Board functions as a unit and works closely with the entire Membership of the charity to achieve agreed objectives. He or she will act as an ambassador and the public face of the charity in partnership with the other Trustees.

Principal responsibilities

Strategic leadership

- Provide leadership to the charity and its Board, ensuring that the charity has maximum impact for its beneficiaries
- Ensure that Trustees fulfil their duties and responsibilities for the effective governance of the charity
- Ensure that the Board operates within its charitable objectives, and provides a clear strategic direction for the charity
- Ensure that the Board is able to regularly review major risks and associated opportunities, and satisfy itself that systems are in place to take advantage of opportunities, and manage and mitigate the risks
- Ensure that the Board fulfils its duties to ensure sound financial health of the charity, with systems in place to ensure financial accountability and stability.

Governance

- Ensure that the governance arrangements are working in the most effective way for the charity
- Develop the knowledge and capability of the Board of Trustees
- Encourage positive change where appropriate. Address and resolve any conflicts within the Board
- Ensure that the Board of Trustees is regularly refreshed and incorporates the right balance of skills, knowledge and experience needed to govern and lead the charity effectively, and which also reflects the wider patient population
- Work within any agreed policies adopted by the charity

External Relations

- Act as an ambassador for the objects of the charity
- Maintain close relationships with key members of the PMC
- Act as a spokesperson for the charity when appropriate
- Represent the charity at external functions, meetings and events
- Facilitate change and address any potential conflict with stakeholders

Efficiency and effectiveness

- Chair meetings of the Board of Trustees effectively and efficiently, bringing impartiality and objectivity to the decision making process
- Ensure that Trustees are fully engaged and that decisions are taken in the best, long-term interests of the charity and that the Board takes collective ownership
- Foster, maintain and ensure that constructive relationships exist with and between the Trustees
- Work closely with the Partners of the PMC to give direction to Board policy-making and to ensure that meetings are well planned, meaningful and reflect the responsibilities of Trustees
- Monitor that decisions taken at meetings are implemented.

Relationship with the Senior Partner and the wider management team of the PMC

- Establish and build a strong, effective and a constructive working relationship with the Senior Partner and/or designated member of staff, ensuring that any agreed strategic objectives are achieved.
- Support the Senior Partner and/or designated member of staff, whilst respecting the boundaries which exist between the two roles (Chair/Senior Partner)
- Ensure regular contact with the Senior Partner and/or designated member of staff and develop and maintain an open and supportive relationship within which each can speak openly about concerns, worries and challenges
- Liaise with the Senior Partner and/or designated member of staff to maintain an overview of the charity's affairs, providing support as necessary

Additional information

The Vice-Chair acts for the Chair when the Chair is not available and undertakes assignments at the request of the Chair.

The above list is indicative only and not exhaustive. The Chair will be expected to perform all such additional duties as are reasonably commensurate with the role.

Chair – Pinn Medical Centre Patients’ Association

Person Specification

In addition to the qualities required of a Trustee of the charity, the Chair must also meet the following requirements

Experience	Essential	Desirable
Experience of operating at a senior strategic leadership level within an organisation		
Successful track record of achievement through their career		
Experience of governance and working with or as part of a Board of Trustees		
Experience of external representation, delivering presentations and managing stakeholders		
Significant experience of chairing meetings and events		
Knowledge, skills and understanding		
Knowledge, skills and understanding	Essential	Desirable
Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship		
Strong leadership skills, ability to motivate Members, Trustees and volunteers and bring people together		
Financial management experience and a broad understanding of public finance issues		
Good understanding of charity/governance issues		
An ability to work effectively as a member of a team		
An understanding of the respective roles of the Chair, Secretary, Treasurer and Trustees		
Personal Qualities		
Personal Qualities	Essential	Desirable
Demonstrate a strong and visible passion and commitment to the charity, its strategic objectives and cause		
Personal gravitas to lead the Association		
Exhibit strong inter-personal and relationship building abilities and be comfortable in an ambassadorial role		
Demonstrate tact and diplomacy, with the ability to listen and engage effectively		
Strong networking capabilities that can be utilised for the benefit of the charity		
Ability to foster and promote a collaborative team environment		
Ability to commit time to conduct the role well, including travel and attending events out of office hours		

Terms

The charity's Chair will serve a three-year term to be eligible for re-appointment for one additional term. The Chair will be elected by Members of the Board but as a Trustee, will be elected by the Membership at its annual AGM.

Secretary: Pinn Medical Centre Patients' Association

Remuneration:	The role of Secretary is not accompanied by any financial remuneration, although expenses for travel may be claimed
Location:	Pinn Medical Centre, 37 Love Lane, Pinner. HA5 3EE
Time commitment:	Minimum requirement to attend 4 Board meetings per year including an AGM. The Secretary may also be expected to be present at various events and meetings with key stakeholders.
Reporting to	Board of Trustees

Job Description

General responsibilities

- To ensure that the charity complies with its governing document, charity law and any other relevant legislation or regulations.
- To ensure that the charity pursues its objects as defined in its governing document.
- To ensure the charity applies its resources exclusively in pursuance of its objects (the charity must not spend money on activities which are not included in its own objects, no matter how worthwhile or charitable those activities are).
- To contribute actively to the Board of Trustees' role in giving firm strategic direction to the charity, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets.
- To safeguard the good name and values of the charity.
- To ensure the effective and efficient administration of the charity.

Additional duties of the Secretary

Either personally or by delegation, the secretary should:

1. Receive agenda items from other Trustees/staff of the PMC
2. Prepare agendas in consultation with the Chair
3. Circulate agendas and supporting papers in good time
4. Make arrangements for meetings:
 - Booking the room
 - Equipment
 - Refreshments if relevant
 - Facilities for those with special needs
5. Check that a quorum is present
6. Minute the meetings and circulate the draft minutes to all Trustees
7. Ensure that the minutes are signed by the Chair once they have been approved
8. Check that Trustees and staff (PMC) have carried out action agreed at a previous meeting
9. Circulate agendas and minutes of the annual general meeting and any special or extraordinary general meetings
10. Sit on recruitment and disciplinary panels as required

Person Specification

Experience	Essential	Desirable
Experience of taking minutes		
Experience of governance and working as part of a Board of trustees		
Experience of working in a voluntary capacity		
Knowledge, Skills and Understanding	Essential	Desirable
Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship		
Good understanding of charity/governance issues		
Knowledge or experience of business and committee procedures		
Ability to communicate clearly in verbal and written forms		
Ability to use multi-media technology		
Personal Qualities	Essential	Desirable
Commitment to the charity and a willingness to devote the necessary time and effort		
Ability to communicate clearly		
An ability to work effectively as a member of a team		
An understanding of the respective roles of the Chair, Secretary, Treasurer and Trustees		

Terms

The charity's Secretary will serve a three-year term and be eligible for re-appointment for one additional term. The post of Treasurer will be subject to election by the Board and approved by Members at its AGM.

Treasurer – Pinn Medical Centre Patients' Association

Remuneration	The role of Treasurer is not accompanied by any financial remuneration, although expenses for travel may be claimed.
Location:	37 Love Lane, Pinner. HA5 3EE
Time commitment:	Minimum requirement to attend 4 Board meetings per year including an AGM. The Treasurer is also expected to represent the Charity at various events and meetings with key stakeholders.
Reporting to:	Board of Trustees

Job Description

Objective

The Treasurer will oversee the financial matters of the charity in line with good practice and in accordance with the governing document and legal requirements, and report to the Board of Trustees at regular intervals about the financial health of the charity. The Treasurer will ensure that effective financial measures, controls and procedures are put in place, and are appropriate for the charity.

General responsibilities:

- Preparing and presenting budgets, accounts, financial statements and financial reports to the Board of Trustees, the Charity Commission and HMRC.
- Being assured that the financial resources of the organisation meet its present and future needs and are within the charity's objects.

Main duties of the Treasurer:

- Managing financial transactions (involving cheques and cash) and accounting records
- Liaising with the Chair and Board of Trustees on all financial matters
- Ensuring that appropriate accounting procedures and controls are in place
- Advising on the financial implications of the charity's strategic plans
- Liaising with the charity's auditors (Charity Commission & HMRC) where appropriate
- Keeping the Board informed about its financial duties and responsibilities
- Contributing to the fundraising strategy of the charity
- Making a formal presentation of the accounts at the annual general meeting and drawing attention to important points in a coherent and easily understandable way

Person Specification

Experience	Essential	Desirable
Successful experience of operating within a financial capacity	√	
Some experience of charity finance		√
Experience of working in a voluntary capacity		√
Knowledge, skills and understanding	Essential	Desirable
Knowledge of current and fundraising finance practice (VAT/HMRC regulations) relevant to voluntary and charitable organisations		√
An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship		√
Good understanding of charity/governance issues		√
Good finance analysis and numerical skills	√	
Personal Qualities	Essential	Desirable
Commitment to the charity and a willingness to devote the necessary time and effort	√	
Ability to communicate clearly	√	
An ability to work effectively as a member of a team	√	
An understanding of the respective roles of the Chair, Secretary, Treasurer and Trustees		√
A demonstrably ability to work to deadlines to ensure the accounts are ready in time for audit and presentation to the AGM	√	

Terms

The charity's Treasurer will serve a three-year term and be eligible for re-appointment for one additional term. The post of Treasurer will be subject to election by the Board and approved by Members at its AGM.