



Putting People 1st

Committee Succession Planning Policy

G.13

Reviewed

23 August 2023

Date next due for review:

Aug 2026

This policy document can be produced in various formats, for instance, in larger print or audio-format; and it can also be translated into other languages, as appropriate.

Our equality and diversity policy statement describes our key equality commitments that we use to develop all organisational services; this includes employment services and services to tenants and other customers.

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The Scottish Housing Regulator Reg. No: HAC231; Registered Scottish Charity No: SC038237; FCA Reg. No: 2375R(S); Property Factor Reg. No: PF000151

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1. Purpose of the Policy

This policy is intended to ensure that the governing body of Pineview Housing Association, the management committee, is made up of people who have the necessary range of skills, knowledge, experience, enthusiasm, diversity and objectivity that are needed to lead the organisation effectively.

This policy operates alongside our policies on training and development, recruitment, role descriptions and committee reviews.

Succession planning forms a crucial strand of future proofing the Association and is critical to effective governance risk management.

In adopting and implementing this policy Pineview Housing Association aims to demonstrate compliance with the SHR's Regulatory standards of Governance and Financial Management.

Regulatory Standard 6.1 states: "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."

This means looking critically at the current composition of the governing body and planning ahead.

2. The Composition of the Governing Body

The management committee (committee) can have up to 15 members who are normally elected to serve for a term of three years. Eligible Committee members are encouraged to stand for re-election at the end of their term. The committee recognises that it can take time to develop the knowledge and experience to be confident in exercising the responsibilities of being a committee member, so aims to have a balance of experienced and more recently recruited members.

A succession plan will be developed after each cycle of committee member annual reviews which will identify when each committee member's term of office is expected to end and whether they intend to stand for re-election. In the event that the committee identifies that there may be a significant proportion of retirements at the same time, consideration may be given to re-scheduling the planned dates (as permitted by the Rules) to avoid any negative impact on the composition and functioning of the committee.

As part of the Committee Recruitment Policy the committee identifies the range of qualities, knowledge, skills and experience which our organisation needs: reviewed annually, taking account of the outcomes from the annual programme of committee reviews and our business planning requirements. A structured approach to succession planning and recruitment can allow change and turnover to be anticipated and new members being recruited in advance of experienced members retiring, to ensure that there is a smooth transition. Although it is accepted that things do not always work to plan, recruitment will always be carried out in a transparent manner.

As part of the annual committee performance review process, the committee will review its composition to identify any gaps and/or priorities for recruitment. These priorities will be notified to the shareholding membership in advance of the AGM to help potential nominees in their decision-making. When identifying priorities, the committee will consider its anticipated requirements over the next three years. It is important to remember that if 'gaps' are identified as a result of the business planning or annual review processes, it is not inevitable that new members have to be recruited. Training and development for existing committee members can also be an effective way of addressing emerging requirements.

The annual review will inform the development of the committee training programme to ensure that members' skills and knowledge are constantly developed and updated regularly.

The results of the annual review will be considered further following the AGM and any remaining priorities will inform the committee's consideration of the potential benefits of seeking to recruit additional members.

3. Office Bearers

The committee will elect office bearers annually, following the AGM (and in between if required due to resignations or leave of absences).

As part of the annual review process, individual committee members will be invited to indicate whether they might be interested in taking on additional office bearer responsibilities. This information will form part of the succession plan which will be reported to the committee as part of the outcome of the annual reviews.

The Chair will normally be expected to serve for between three and five years. Where appropriate and approved by the management committee, the Chair can serve for longer than five years but not continuously and must have a break of at least 1 year between terms. Normally, the Chair should have some previous office bearer experience, whether with Pineview Housing Association or in another organisation or circumstance. The committee has agreed a role description for the Chair. The committee's preference is that any member standing for election as Chair will ideally have at least 2 years' experience with Pineview Housing Association.

The vice-chairs (and any sub-committee convenor) will be elected annually. Our Rules do not specify a requirement to have a vice-chair or prescribe and limits on length of service for the role. The vice-chair however is an important role – it is an important role in its own right rather than as a steppingstone to becoming Chair. The role of vice-chair is to support the Chair. The vice-chair will not be expected to serve for a particular period of time. A lack of expectation of serving time as vice-chair is intended to ensure that as many members of the committee as possible are able to gain experience of office-bearing roles. This is intended to support effective succession planning and committee member development. A member servicing as vice-chair is not restricted to a tenure length (as long as they remain an elected committee member) and can take on the role at different times over a period of years.

The Chair will act as a mentor for the vice-chairs (and any sub-committee convenors should any sub-committee be established), ensuring that all are adequately supported in their roles. The role of vice-chair is intended to support the Chair and can provide an opportunity for committee members to gain experience in that role.

All office-bearers will be encouraged to attend appropriate training and these opportunities will be publicised to all committee members. Pineview Housing Association recognises the value of all committee members being aware of the responsibilities associated with office-bearing roles to ensure that knowledge is developed, there is clarity about expectations and support requirements are identified.

4. Co-options

Where the elections at the AGM do not result in all of the available places on the governing body being filled, the committee will consider the potential for co-option. At the first meeting after the AGM, the composition of the management committee will be considered, and a decision taken about whether to co-opt additional members. In reaching their decision, the committee will take account of the overall profile of the committee, the relative experience of its members and the availability of potential office-bearers, taking account of the succession plan.

The committee may co-opt up to a third of its committee membership. Co-options shall be undertaken as part of a planned recruitment exercise, in accordance with our recruitment policy. Where co-opted members are eligible to become shareholding members, in accordance with our membership policy, they may be invited to join the association and to stand for election at the next AGM. Where co-opted members are not eligible to become shareholding members, the committee may co-opt a member for subsequent terms to provide specific knowledge and experience as required by the committee review. All co-opted members shall be required to undertake training and participate in annual reviews as if they were elected members.

5. Adoption and Review Arrangements

Adopted November 2018,
Reviewed
September 2019
April 2022
August 2023 (to bring in line with committee recruitment policy review)

To be reviewed every 3 years unless required sooner.