



Board Succession Planning Policy

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1. Purpose

- 1.1. ng homes is a leading community-based Housing Association that provides housing and support services to almost 7,000 tenants and owners within North Glasgow. The Association is a registered Scottish Charity and a registered social landlord and is regulated by the Scottish Housing Regulator. Our customers are at the heart of our business, we are accredited with the Customer Service Excellence award and we strive to deliver a first-class service in all that we do.
- 1.2. Our vision is to create a community where people can flourish and prosper. To support the Association in achieving this it is important to focus on Board succession planning and to ensure that the Association has enthusiastic, committed and skilled Board members who have a passion for the North Glasgow community.
- 1.3. Board members at ng homes are part of a team that is responsible for the overall strategic direction of the business together with ultimate control of corporate governance and financial management.
- 1.4. The Association considers Board succession planning to be about pro-actively preparing the organisation for likely or inevitable changes in order to minimise future challenges and difficulties. This encompasses Board Members and Committee membership, and the office bearer positions of Chairperson, Vice-Chairperson and Secretary. It also applies to the Chair and Vice-Chair positions for the Association's Committees.
- 1.5. The Board will discuss the make-up of the Board membership annually or more frequently if required and where appropriate will approach suitable potential Board members or conduct a Board recruitment drive to identify tenants or residents from the local community and/or independent Board members with the appropriate skills, knowledge and/or experience. This will enable the Association to meet its strategic objectives; fill skills gaps and ensure that the Association has sufficient Board members in place, in compliance with the Association's Rules and to meet its regulatory requirements.
- 1.6. The Association's Board Succession Planning Policy aims to secure the long-term viability of the organisation. As such the issues it addresses include:
 - Ensuring that Board Members have the key skills and competencies required and how to retain these Board members.
 - Identification of additional skills and competencies that need to be developed/attracted.
 - Expected and unexpected Board member retirements / resignations and turnover during the Association's Business Plan period.

- Personal development and training plans for Board members.
 - Anticipated growth and change of the Association.
- 1.8. Board Succession planning is therefore a process for retaining; developing and recruiting Board members to fill positions within the organisation, either in the short or the long term and to ensure future needs are met.
- 1.9. Given this key strategic link, the Board succession plan will be reviewed annually as part the Association's business planning and review process.

2. Policy Statement

- 2.1. This policy on Board succession planning formalises the Association's practice in this area.
- 2.2. Our primary accountability is to ng homes' tenants and service users and to the communities we serve in North Glasgow. We also acknowledge our wider accountability and relationships, for example with people seeking to use our services and with our funders, regulators and partner organisations.
- 2.3. The Board, supported by the Chief Executive and the senior management team has responsibility to lead the organisation and it is therefore critical that Board members have the right skills, knowledge and behaviours to meet the requirements of their role. This will support the achievement of the Association's strategic business objectives and is in line with the SHRs Governance Standard.
- 2.4. Reflecting good governance, the Association's voluntary Board will plan for and have a strategy for its own renewal with any planned Board recruitment being open and focused on creating a diverse, skilled and effective Board. The Association therefore will systematically plan for recruiting new Board members to succeed departing Board members, as well as to retain and to prepare its existing Board members for potential leadership positions on the Board (office bearers) if they so wish.
- 2.5. This Policy will be supported by a Board Succession Plan, which will be reviewed on an annual basis.

3. Equality and Diversity

- 3.1. ng homes is committed to the principles of equality and diversity and will act in accordance with the terms of the Equality Act 2010 and the nine protected characteristics. This includes working towards a Board that is representative of the communities it serves and ensuring

that everyone including under-represented groups have the opportunity to apply for Board membership.

- 3.1 Board members at ng homes have the opportunity to help shape the future of the services the Association provides for its tenants, residents and other customers in North Glasgow. In doing so the Association recognises that customers may have a variety of needs and that the needs of different groups/people may require to be satisfied in different ways. Notwithstanding this, what will be consistent is that people will be treated fairly and with respect in an environment that is free from discrimination and harassment.
- 3.2 Further detail on our commitment to equality and diversity can be found in the Association's Equality & Diversity Policy.

4 Compliance & Legal Requirements

- 4.1 This Policy will support compliance with the current regulatory requirements of the Scottish Housing Regulator (SHR) and OSCR (Office of the Scottish Charity Regulator), including the SHR's Regulatory Standards of Governance and Financial Management, in particular Standard 6 which seeks to ensure that the Board and senior officers have the skills and knowledge they need to be effective.
- 4.2 This Policy complies with current legislation in relation to equality and diversity and to data protection, and in particular the Equality Act 2010 and the UK General Data Protection Regulation 2018.
- 4.3 The removal or resignation of a Board member for non-personal reasons is a notifiable event and it will be dealt with appropriately in line with the Association's Notifiable Events Policy.

5 Aims & Objectives

- 5.1 Board Succession planning is an ongoing process used by the Association to help achieve the following aims:
 - To ensure ng homes takes a strategic approach to Board continuity and the development of Board members linked to the Association's Business Plan;
 - That the Association strives to have a voluntary Board that reflects the community that it serves. This demonstrates the Association's commitment to equality and diversity in all that we do.
 - To demonstrate how ng homes will plan for the future when dealing with Board member recruitment, retention and development.

- To ensure that there are sufficient, suitably trained Board members in place for effective governance.
- To ensure that the Association is planning ahead and pro-actively responding to both the unexpected circumstances (e.g. Board member resignations, long term sickness etc.) and also expected circumstances (e.g. Board member retirements).
- To smooth the transition as Board members leave the Board and ensure that vacant positions are filled and skills/knowledge gaps within the Board are addressed.

5.2 This policy has several objectives as follows:

- To ensure the Board members have the required skills, knowledge and behaviours to enable them to effectively carry out their roles. This relates to the process of annual Board appraisal and individual Board member reviews and links to the collective Board skills assessment and focused recruitment to address any skills gaps.
- To ensure the Board receive appropriate learning and development; recognising that additional skills may be required. This demonstrates the Association's commitment to providing collective Board and individual development opportunities.
- To ensure that there are suitably trained Board members available to take on office bearer positions within the Board.

6 Benefits of Board Succession Planning

6.1 The benefits of good Board succession planning include the following:

- Encouraging a strategic approach to the way in which our Board Succession planning is linked to our Business Plan and strategic objectives.
- Through open and fair assessment, identifying people with the potential for further development and/or the skills and knowledge to fill office bearer positions on the Board.
- To deliver our vision, values, mission and strategic objectives, as detailed in the Association's Business Plan, the Association needs to be well run and well managed: led by the Board and supported by the Chief Executive (and Senior Management Team) who understand their governance responsibilities.
- The Board has ultimate responsibility for setting the overall strategic direction of the Association. The Board's central role is to direct the Association's work and to make decisions that are in the Association's and its tenants' best interests. The Board, therefore, needs to have the right number of people with the right skills and knowledge. The Association should work to retain existing members and where required attract new members.
- As the Association continues to change and evolve, the Board and staff team should also adapt to meet new challenges and opportunities. An effective Board will work closely with

the Chief Executive and the Senior Management Team in particular. This is key to ng homes' ongoing success and as such Board and senior staff should have the appropriate skills, experience and drive to lead the strategic delivery of the organisation's mission and objectives.

- To support continued effectiveness, the Association will provide Board members with the opportunity to continually develop and learn through access to a variety of learning events including e-learning, planned training sessions, webinars and conferences.

7 Board Succession Planning (Our Approach)

- 7.1 Our approach to Board succession Planning is designed to ensure that the Association is able to harness the skills and talents of all its Board members.
- 7.2 Underpinning our Succession Planning Policy is the concept of talent management. This refers to the Association's ability to attract and retain skilled and dedicated voluntary Board members, who share the Association's vision and values. The Association aims to harness Board members abilities and provide ongoing development opportunities for Board members to support in achieving current and future business objectives. This will support the Association in attracting and retaining skilled and dedicated Board members.
- 7.3 Providing training and learning and development opportunities are key factors in ensuring that Board members can contribute effectively to the business of the Association. ng homes Board members will be provided with the opportunity for personal and professional development including learning about the wide range of activities undertaken within a progressive, customer focused organisation operating within the Scottish housing sector. This can be achieved in a variety of ways including participation in planned or ad-hoc training/awareness sessions. This approach will support Board members in being able to use and develop a wide range of skills, knowledge and experience.
- 7.4 Following the annual Board Appraisal and Board member reviews, a Board collective skills matrix will be created and a Board Succession Planning Review will take place with the outcomes linking into the development of the annual Board Training Plan. The Board may commission an independent consultant/organisation to provide support with conducting the annual Board Succession Planning Review which will assess the following:
- Identify skills and knowledge gaps within the Board. This will take account of skills and knowledge required in the future, whilst also addressing any current gaps and will explore the provision of relevant training and development for all Board members.
 - Ensuring that all Board members have the necessary skills and knowledge to perform their roles effectively.

- Identifying Board members with potential and/or desire for further development.
- The future needs with regard to office bearer positions, the availability of Board members to meet these needs and the accessibility of development opportunities to equip them to fill those positions effectively.

Achieving the above will require the following;

- Ensuring any identified training and support needs are provided by the Association.
- Ensuring that Board members are provided with equal opportunity for learning and development.
- Encouraging attendance at forums, conferences and seminars, webinars or training sessions and Strategy / Business Planning Reviews as well as providing support where appropriate for new Board members e.g. through a mentoring and/or a "buddy" system.
- Providing a comprehensive induction programme for new Board members supported by appropriate resources;
- Developing an annual Board Training Plan taking account of matters arising from the annual Board Appraisal and Board Member Reviews or changes in the sector etc.

7.5 To ensure the Association meets its policy aims and objectives as outlined in Section 5 above, on an annual basis the Board will:

- Review the Association's strategic objectives on an annual basis as part of the annual Strategy / Business Planning Reviews. There will also be a mid-year review of the Strategy / Business Plan.
- Assess how the strategic objectives will impact on existing and future Board resources.
- Link the Board Appraisal and Board Member Reviews and any 9-year rule appraisals to the achievement of our strategic objectives.

7.6 To support good governance the Board will also:

- Ensure that the Association's Board members and staff have a good understanding of local issues; and
- Use demographic information obtained from the Association's Tenant Surveys to compare the Board and staff profile with that of our customers to help us achieve a Board that is representative of the community it serves.
- Ensure that the Chairperson does not hold office for more than five consecutive years.
- Once the Chairperson reaches four consecutive years, the Association will seek potential successors from within the Board members and provide those interested with appropriate training for the role of Chairperson. It should be noted that the Vice-Chairperson will not automatically become Chairperson.

- Where possible, at the first Management Board meeting after the AGM, the Board should elect the office bearers, Chairperson, Vice-Chairperson and Secretary.
- Where possible on an annual basis for all Office Bearer positions, other than the Chairperson the Board should identify another Board member who will succeed to, or provide cover in the absence of that Office Bearer and provide these Board members with appropriate training and support.

8 Recruitment of New Board Members

8.1 Whenever the Board deems it is required, people with the appropriate skills, knowledge of experience to be potential Board members may be approached and/or a more general Board recruitment drive will be undertaken within the community. This will support the Association in identifying and recruiting people with the appropriate positive attitude, commitment, skills, knowledge and experience to meet the Associations strategic objectives and regulatory requirements, fill skills gaps and ensure that the Board composition complies with the Association's Rules.

In doing so the Association will seek to achieve the following:

- Any Board member positions being advertised will be placed to maximise the exposure to all sections of the community together with information on eligibility i.e. those seeking to be community Board members have to be members of the Association.
- Make the best use of co-opting additional members during the year, as and when required, due to vacancies or to meet identified skills, knowledge or experience gaps within the existing Board.
- All applications for Board member positions will be assessed in a fair and transparent way with an agreed set of criteria being objectively applied to take account of any gaps in Board's collective skills/knowledge as demonstrated in the Board Skills Matrix produced as an outcome of the annual Board appraisal exercise.

8.2 New Board members will receive a comprehensive Board Induction programme. The Induction programme will be bespoke to the individual's needs however as standard it will include meetings with the Association's Chief Executive and Directors, information of the work conducted by each of the departments and access to the Association's Policies including the Rules and Standing Orders. All new Board members will have access to appropriate training and development including e-learning modules.

8.3 All new Board members will be required to sign and abide by the Code of Conduct for Board members and to comply with all other relevant policies.

9 UK General Data Protection Regulation 2021

- 9.1 The organisation will treat your personal data in line with our obligations under the UK General Data Protection Regulation 2021 (UK GDPR) and our own Data Protection Policy. Information regarding how your data will be used and the basis for processing your data is provided in our Fair Processing Notice.

10 Other Related Policies

- Board Appraisal and Board Member Reviews
- Board Recruitment
- Induction Policy for New Board members
- Learning, Development and Further Education
- Membership
- Rules
- Standing Orders
- Code of Conduct for Board Members
- Equality and Diversity
- Declaration of Interest by Governing Body Members and Employees
- Data Protection
- Expenses
- Payments and benefits

11 Equality Impact Assessment

- 11.1 This Policy is equally applicable to all and has no detrimental impact on protected characteristic groups as specified within the Equality Act 2010.

12 Policy Review

- 12.1 This Policy will be reviewed every two years or earlier in line with regulatory or legislative guidance/changes or good practice guidelines.

Appendix 1 Board Succession Planning; Timetable of related actions/events

Action / Event	Target Date
Annual Board appraisal and Board Member Reviews (to include the development of a Board Skills Matrix)	March / April
Annual Strategy / Business Planning Day	April / May Board Strategy / Business Planning Day
Conduct the annual Board succession planning review	May / June
Develop the Annual Board Training Plan	June / July
Business Planning Mid-Year Reviews	October / November
Board Training / Awareness Events (Planned and ad-hoc)	Throughout the year
Recruitment of new Board members	(As required)
New Board member Induction	(As required)