



Drumchapel Housing

Co-operative Limited

Succession planning policy

Approved by the Board August 2021
Latest review date August 2024

1. Introduction

- 1.1 This succession planning policy seeks to define our approach to succession planning and how talent is managed to ensure that there is a continued supply of suitably qualified staff and Board members to safeguard our current assets, to continue to provide a high quality service and to satisfy our future growth.
- 1.2 Succession planning is a process for identifying future human resource needs and developing internal people with the potential to fill positions in the organisation, either in the short or the long term, to ensure such future needs are met.
- 1.3 We have taken account of the Regulatory Standards of Governance and Financial Management in reviewing this document, particularly section 6.2 which forms part of Standard #6 which seeks to ensure that the *Committee and senior officers have the skills and knowledge they need to be effective.*
- 1.4 This policy formalises what has become our practice in recent years rather than introduce a new concept.

2. Equality and Human Rights

- 2.1 Through its equality and human rights policy, the Co-operative aims to promote the commitment to zero tolerance of unfair treatment or discrimination and to ensure that no person, group of persons or organisation who deal with the Co-operative in any way or who requires a service, assistance or advice from the Co-operative, or who is employed by (or serves) in any capacity by the Co- operative is treated less favourably than any other person, group of persons or organisation.
- 2.2 As part of our commitment to ensuring equal opportunities for all, the Co-operative has installed an induction loop system in the reception area, interview rooms and boardroom. Where a need is identified, all written information can be provided in Braille; larger font; translated into an alternative language; or on CD where data is converted to voice. In this regard, we can make this policy available in an alternative format on request.
- 2.3 In accordance with the equality and human rights policy, the Co-operative has applied a screening process to determine whether this policy should be subject to an equality impact assessment. This assessment has indicated that it is not required in this instance.

3. Aims and benefits of succession planning

3.1 Research carried out by GWSF (the Glasgow and West of Scotland Forum of Housing Associations) in collaboration with SHARE (Scottish Housing Associations Resources for Education) and EVH (Employers in Voluntary Housing) and Scottish Federation of Housing (SFHA) highlighted the increasing need for RSLs to actively address succession planning.

3.2 The research points to two key factors, one relating to Boards and the other to Boards and staff. These are noted below:

- It has become increasingly difficult within the sector to attract and retain new Board members, exacerbated by the fact that many RSLs are no longer developing and/or carrying out major environmental repairs.
- Because of the way in which the sector came into being, many senior officers are currently approaching retirement age (and many have already retired). It may therefore be that a disproportionately higher number of RSLs will have to undertake senior officer recruitment in the coming years. At the same time and for the same reasons, many Board members are deciding to step away following many years of voluntary service.

3.3 Underneath the above is a whole raft of other relevant factors, such as:

On the Board.....

- Ensuring that Board membership does not move towards the minimum seven; linked to this, low Board membership can increase the risk of inquorate meetings.
- Ensuring that the Co-operative has now and in the future capable office bearers, particularly in relation to the position of Chair.
- Taking steps to ensure a mix of skills amongst Board members, this being particularly important as the environment in which we operate becomes more challenging.
- Seeking a mix of newer and more experience Board members.
- Overcoming the perception that may exist in some communities that governing bodies are “cliques”. (We do not consider this to be the case at Drumchapel, but we may have to take steps to ensure that there is no negative perception).

Within the staff team.....

- Identify potential internal successors to key positions and identify human resource risks and gaps, for example where there may be no suitable successors.

- Identify development programmes/career paths that may be available to ensure that potential internal successors who possess the required qualifications, skills and experience are in place.
- Provide a link between the processes of personal development planning, training and the Co-operative's future human resource needs.
- Encourage managers to consider the wider issues associated with succession planning and future business needs.

3.2 The benefits of good succession planning include the following:

- Encouraging a strategic approach to the way in which our Board membership and human resource planning is linked to our business plan and strategic objectives.
- Ensuring that we continue to have a thriving Board and that, in very basic terms, we do not fall foul of any constitutional requirements related to minimum numbers.
- Being able to better identify people with the potential for further development and/or promotion.
- Ensuring that all Board and staff are being allowed to develop in a way that allows them to fill their current (and any future) roles effectively.
- Identifying learning and development needs for each individual and having the opportunity of addressing these effectively.

3.3 Whilst the Co-operative does not have a large staff team and this may mean few opportunities for promotion, we will continue to try to nurture and encourage our staff so that they are equipped to present themselves for any promoted posts that may come up.

4. The succession plan

4.1 The Co-operative's succession plan will comprise the following elements:

- a) In order to effectively target future succession needs, it is important to consider the Board and staff competencies and capacity in relation to our current (and possibly future) objectives. This is an area where improvements in approach have already been improved upon: for the Board we engage the services of an independent consultant to augment the training needs assessment/training plan agreed through DRUMCOG training plan and individual training plans following on for the annual Board effectiveness review.

- b) We examine our current strengths and weaknesses and consider what external factors may affect our future direction (for example, sectoral, societal, environmental, legislative, etc).
 - c) We consider some of the techniques successfully used by other RSLs, such as considering how younger people might be attracted to becoming involved in the running of the Co-operative or whether we can work with some of the individuals on the tenant panel to help prepare them for Board membership.
 - d) Within the staff team at Grades 1 to 8, we need to identify and make the most of the huge potential that exists. The Co-operative's staff team is effective, diligent, well-qualified and gels well together. It is incumbent upon the Board and senior staff to make sure that we do not risk losing the future contribution that could be made by the staff team. It is also important that managers identify an interim successor to step in should an emergency arise.
- 4.2 We will need to involve both staff and Board in the development of the succession plan. As with other key documents, a staff working group will produce a draft plan for the Board's consideration. We anticipate the first draft to be available by the end of May and for this to be finalised in light of any changes required as a result of the business plan review.

5. Annual development and review cycle

5.1 The annual development and review cycle will be as noted below:

Task	Month
Staff working group presents draft succession plan to Board	May (Board meeting)
Annual review of business plan	August

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	(all staff and Board)
Consider required amendments to succession plan	August (AR&S sub)
Agree and implement plan	August (Board)
Review progress	Quarterly (AR&S sub)

5.2 The first plan will be agreed in September 2022

6. Review

6.1 The succession planning policy will be reviewed in August 2024, albeit the action plan will be reviewed annually.

7. UK GDPR PRIVACY STATEMENT

7.1 The Co-operative will gather and use certain information about individuals in accordance with UK GDPR. Staff members have a responsibility to ensure compliance with the terms of the privacy policy and to collect, handle and store personal information in accordance with relevant legislation. The Fair Processing Notice (FPN) details how personal data is held and processed.