



C R A I G D A L E

HOUSING ASSOCIATION LTD

Craigdale: The Home of Good Housing

83/85 Dougrie Road, Castlemilk, Glasgow, G45-9NS, T: 0141-634-6473

Succession Planning Policy (Board & Staff)

AS WITH ALL OF THE ASSOCIATION'S POLICIES, THIS GUIDE IN FULL AND IN PART IS AVAILABLE IN SUMMARY, ON TAPE, IN BRAILLE, & IN TRANSLATION INTO MOST OTHER LANGUAGES – PLEASE ASK A MEMBER OF STAFF IF YOU WOULD LIKE A VERSION IN A DIFFERENT FORMAT

Date of Policy Review: 29.05.18

Date of Board Approval: 29.10.18

Next Review Date: 2021

Table of Contents

- 1. Introduction**
- 2. Equality & Diversity**
- 3. Compliance & Legal Requirements**
- 4. Aims & Objectives**
- 5. Business Planning**
- 6. Succession Planning**
- 7. The Succession Plan: our approach**
- 8. Talent Management**
- 9. Annual Succession Plan**
- 10. Annual Review of Succession Plan**
- 11. Complaints**
- 12. Review**
- 13. Craigdale Housing Association: Board & Staff Structure**
- 14. Appendix 1: Key Board & Staff Positions**

Succession Planning Policy (Board & Staff)

1. Introduction

- 1.1 This is the Craigdale Housing Association's first stand-alone policy on succession planning. In many ways it formalises what has become the Association's practice over the years.
- 1.2 The Board, supported by the Director has responsibility to lead the organisation and it is therefore critical that Board members and members of staff have the right skills, knowledge and behaviours to meet the Association's strategic business objectives, now and in the future, and to deliver excellent services to our tenants and customers.
- 1.3 Succession planning is therefore a process for retaining; developing and recruiting Board members and staff to fill positions within the organisation, either in the short or the long term and to ensure future needs are met.
- 1.4 This Policy will be supported by a Succession Plan, which will be revised on an annual basis.

2. Equality and diversity

- 2.1 Craigdale is committed to the principles of equality and diversity, including working towards a Board and staff team that is representative of the communities it serves in respect of age, disability, gender, race, sexual orientation and religious beliefs.
- 2.2 We recognise that everyone's needs must be met in different ways and that people should be treated fairly and with respect in an environment that is free from discrimination and harassment.
- 2.3 Further detail on our commitment to equality and diversity can be found in our Equality & Diversity Policy.

3. Compliance & Legal Requirements

- 3.1 This policy complies with current regulatory requirements of the Scottish Housing Regulator (SHR) and OSCR (Office of the Scottish Charity Regulator) (GDPR), and in particular the SHR's Regulatory Standards of Governance and Financial Management particularly Standard 6, Section 6.2 which seeks to ensure that the *Board and senior officers have the skills and knowledge they need to be effective.*

Succession Planning Policy (Board & Staff)

- 3.2 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 General Data Protection Regulation (GDPR).

4. Aims and Objectives

- 4.1 Succession planning is an ongoing process used by the Association to help achieve the following aims:

- Ensure Craigdale takes a strategic approach to Board continuity and staff development linked to the organisational Business Plan;
- Demonstrate how Craigdale will plan for the future when dealing with Board and staff member recruitment, retention and development;
- Ensure that effective and efficient governance of the organisation is assured at all times through the Board, its Committee and staff team; and
- Ensure that the Association is genuinely planning ahead and pro-actively responding to both the unexpected (e.g. resignations, long term sickness etc) and also the expected (e.g. retirements)

- 4.2 This policy has 5 objectives. These are:

- To ensure the Board and staff team have the required skills, knowledge and behaviours to enable people to effectively carry out their roles. This relates to the annual appraisal process and skills assessment and focussed recruitment addressing any skills gaps;
- To ensure the Board and staff where possible are representative of the community it serves. This demonstrates Craigdale's commitment to equality and diversity in all that we do;
- To ensure the Board and staff receive appropriate learning and development; recognising that additional skills may be required. This demonstrates Craigdale's commitment to providing team and individual development opportunities; and
- To identify potential internal successors to key positions and identify positions that may require to be filled externally.

- 4.3 The benefits of good succession planning include the following:

- Encouraging a strategic approach to the way in which our human resource planning is linked to our Operational Delivery Plan and strategic objectives;
- Through open and fair assessment, identifying people with the potential for further development and/or promotion;
- Ensuring that all staff are being developed in the optimum way to allow them to fill their current (and any future) key roles effectively;
- Providing career progression for staff; and
- Providing appropriate remuneration as per EVH grading guidelines.

Succession Planning Policy (Board & Staff)

5. Business Planning

- 5.1 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 and Management Team in particular, are key to Craigdale's success and as such should have the appropriate skills, experience and drive to lead the strategic delivery of the organisation's mission and objectives.
- 5.2 Reference should be made to the Association's Business Plan for details of the Association's vision, values, mission statement and strategic objectives.
- 5.3 To deliver our vision, values, mission and strategic objectives, the Association needs to be well run and well managed: led by a Board and supported by the Director (and Management Team) who understand their governance responsibilities.
- 5.4 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 people and the Association should work to retain them; attract new members and to continually develop people as individuals and as a Board.

6. Succession Planning

- 6.1 Following the annual staff appraisals and Board skills assessments, a succession planning review will take place annually with the outcomes linking into the review of the Training Plans and Business Plan. The annual succession planning review will assess the following:
 - The future needs with regard to key positions and the supply of people to meet these needs;
 - To identify people with potential for further development/promotion;
 - To check that people are being developed sufficiently to enable them to fill future key roles/vacancies effectively;
 - To identify learning and development needs for each individual; and
 - Identify skills and knowledge gaps.

Succession Planning Policy (Board & Staff)

7. The Succession Plan: our approach

- 7.1 Reference should also be made (but not limited) to the following policies and documents: Board Skills Assessment; Staff Appraisals; Board Recruitment; Induction Policy; Membership Policy; Training Policy; Standing Orders; Rules and Staff Recruitment & Selection.
- 7.2 To ensure the association meets its policy objectives as outlined in Section 5 above, once per year the Board will:
- a) Review our strategic objectives on an annual basis as part of the annual review of our Business Plan;
 - b) Assess how the strategic objectives will impact on existing and future Board and staff resources;
 - c) Provide a comprehensive induction programme for new Board members and staff, supported by appropriate handbooks/resources;
 - d) Link our Board and staff appraisal processes and skills assessments and 9 year rule appraisals to the achievement of our strategic objectives;
 - e) Review Board and staff training plans on an annual basis taking account of issues arising from the appraisal processes;
 - f) Identify skills and competencies which are required in the future, whilst addressing any current skills gaps, etc.;
 - g) Ensure any identified training and support needs are provided by the Association; and
 - h) Encourage attendance at forums, conferences and seminars, training sessions and Business Away Days as well as providing on-the-job training, shadowing, coaching, mentoring and “buddy” systems.
- 7.3 The Board will also:
- a) Ensure the Association has a good understanding of local issues; and
 - b) Use demographic information obtained from our Customer Satisfaction Survey to compare the Board and staff profile with that of our customers to help us achieve in particular a Board that is representative of the community we serve.
 - c) Ensure that the Chairperson does not hold office for more than 5 consecutive years;
 - d) Once the Chairperson reaches 4 consecutive years identify a potential successor and train them for the role of Chairperson;
 - e) Where possible, at each AGM elect a Vice Chairperson;
 - f) Where possible on an annual basis and for all Office Bearers (outwith the Chairperson), identify another Board member who will succeed to, or provide cover in the absence of that Office Bearer and provide people with appropriate training and support;

Succession Planning Policy (Board & Staff)

- g) Carry out an annual Board recruitment drive to identify people with the appropriate skills and experience to meet the strategic objectives; fill skills gaps and ensure Board member numbers do not fall below 7; and
- h) Make the best use of co-opting additional members during the year as and when required due to vacancies, or to meet identified skills or experience gaps within the existing Board.

7.4 Succession Planning: The position of Director:

- a) If the Director indicates their intention to leave the Association this is a Notifiable Event to the Scottish Housing Regulator (SHR) and an independent options appraisal must be carried out;
- b) Where the Director is planning to retire we would hope the Director would give up to a years' informal notice of their intention to retire;
- c) In all other instances, the Director should give the Board a minimum of 3 months' written notice of their intention to leave;
- d) If the Director is absent from work (unplanned) for a period exceeding 3 weeks the Board should consider appointing an Interim Director (either internally or externally) to carry out the role. This is a Notifiable Event;
- e) Prior to an Interim Director being appointed the Management Team should provide cover for the Director and receive an appropriate responsibility allowance as per the agreed staff Terms & Conditions;
- f) If there is potentially an internal candidate who has aspirations and the ability to become Director they should be identified through the appraisal process and appropriate training and support put in place, and
- g) If the Director gives notice to leave the organisation reference should be made to the Recruitment Policy.

7.5 Succession Planning: The Management Team:

- a) If a member of the Management Team (Director, Senior Housing Services Officer or Senior Corporate Services Officer) indicates their intention to leave the Association this is a Notifiable Event to the SHR;
- b) The Director will report this to the Board and seek approval to advertise the job externally (subject to the Director's recommendation on resource requirements at that point in time);
- c) The Director will arrange for internal or external cover if any unplanned absences extend beyond 3 weeks. Internal staff should provide cover until additional cover is brought in;
- d) If cover is provided internally the staff member covering the position should receive an appropriate responsibility allowance as per the agreed staff Terms & Conditions;
- e) Through the appraisal process the Director should identify any existing members of staff who have aspirations and the ability to become a member of the Management Team and provide appropriate training and support to allow them to be considered if such opportunities arose; and
- f) If a member of the Management Team gives notice to leave the organisation reference should be made to the Recruitment Policy.

Succession Planning Policy (Board & Staff)

7.6 Succession Planning: For other members of the staff team:

- a) Same process (7.5b to 7.5f) should be followed as for the Management Team
- b) For each position within the general staff team another member of staff will be sufficiently trained to provide cover and support to another colleague within their team e.g. the Housing Services Officer will provide cover for the Senior; the Housing Services Assistant will provide cover for the Housing Officer etc.
- c) Training and support needs will be identified through the appraisal process and one to one support meetings.

7.7 During recognised busy periods, temporary staff cover may need to be brought to cover for either unplanned absences or general office cover. The Director should keep the Board updated when temporary cover has been arranged.

8. Talent Management

8.1 Underpinning our Succession Planning Policy is the concept of talent management. This refers to the ability to attract highly skilled workers and Board members, who share the Association's vision and values, and developing and retaining current talent to meet current and future business objectives.

8.2 In support of talent management relating to staff, any vacancies up to and including EVH Grade 7 will in the first instance be advertised internally. Any permanent member of staff will be entitled to apply for the position assuming they meet the criteria specified within the person specification. If following interview the position is not filled, only then will the vacancy be advertised externally.

9. Annual Succession Plan

9.1 Although not exhaustive, the Succession Plan (see Appendix 1) will contain the following:

- Current Board and staff organisational structure.
- Possible future Board and staff structure (if required).
- A list of key Board and staff positions and how these could be filled in the short to medium term.

Succession Planning Policy (Board & Staff)

10. Annual Review of Succession Plan

10.1 The annual review of the Succession Plan will be as noted below:

Task	Target Date
Annual review of Business Plan	October (all staff and Board members)
Board skills assessment & staff appraisals	December
Review Training Plans	February
Consider required amendments to Succession Plan	November (Board)
Advertise for new Board members	May (no later than)

11. Complaints

11.1 Anyone who is unhappy with the implementation our of our Succession Planning Policy can raise their complaint through the Association's Complaints Policy.

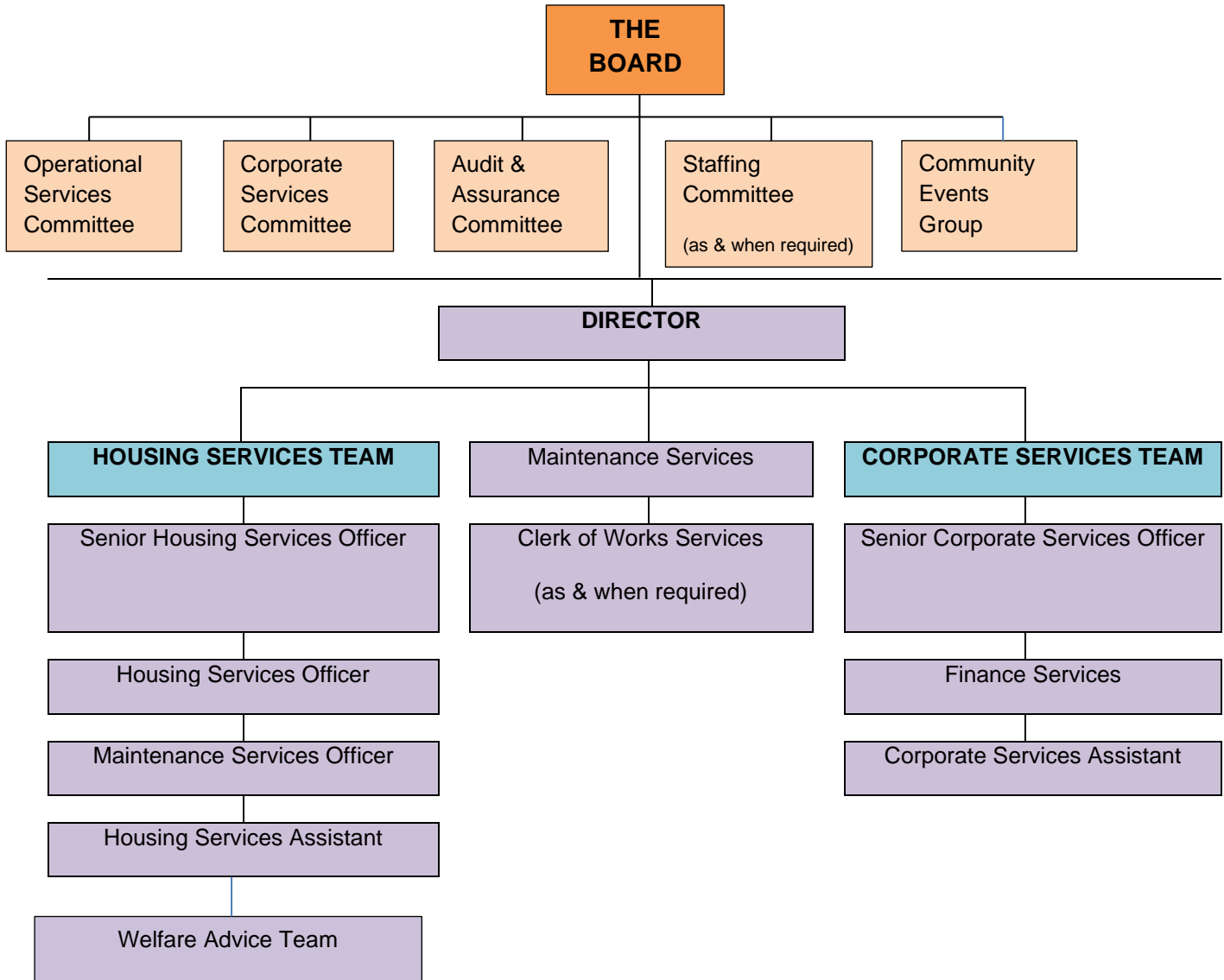
12. Review

12.1 The Board will review the Succession Planning Policy every 3 years, although Appendix 1 will be reviewed on an annual basis.

Succession Planning Policy (Board & Staff)

13. Board & Staff Structure

CRAIGDALE HOUSING ASSOCIATION BOARD & STAFF STRUCTURE 2018/19



14. APPENDIX 1: Key Board & Staff Positions

1. Board

Office Bearer Role	Cover Provided by
Chairperson*	Vice Chairperson
Vice Chairperson	Office Bearer
Secretary	Named Board Member
Treasurer	Named Board Member
Other	
Board member (unplanned resignation/leave of absence)	Co-option from membership
Board member (specific skills/experience required)	Co-option from membership advertising need for specific skills/experience

*Chairperson cannot remain in position for longer than 5 consecutive years. At year 4, the Board should identify a Vice Chairperson who is willing to be trained and supported to take on the role of the Chairperson, if elected at the following AGM.

2. Staff Team: Unplanned absence

Position	Unplanned absence under 3 weeks cover provided by*	Unplanned absence over 3 weeks cover provided by
Director	Management Team	Internal or Interim Director
Senior Corporate Services Officer	Director & Senior Housing Services Officer	Internal or External cover
Senior Housing Services Officer	Senior Corporate Services Officer & Housing Officer	Internal or External cover
Housing Services Officer	Senior Housing Services Officer & Housing Services Assistant	Internal or External cover
Maintenance Services Officer	Senior Housing Services Officer & Housing Services Assistant	Internal or External cover
Housing Services Assistant	Housing Services Officer & Corporate Services Assistant	Internal or External cover
Corporate Services Assistant	Housing Services Assistant & Senior Corporate Services Officer	External cover

***May need to be 2 weeks during busy periods.**

3. Staff Team: Planned absence e.g. terminating employment

Position	Notice Period	Recruitment (see Recruitment Policy)
Director	12 weeks' notice.	Notifiable event to SHR. Carry out independent options appraisal
	Retiring: Minimum 3 months' notice, but preferably longer.	As above. Official notice period not effective till 3 months before termination date.
Senior Corporate Services Officer	4 weeks' notice period.	Notifiable event to SHR. Advertise externally
	Retiring: Minimum 3 months' notice, but preferably longer.	As above. Official notice period not effective till 3 months before termination date.
Senior Housing Services Officer	4 weeks' notice period	Notifiable event to SHR. Advertise externally
	Retiring: Minimum 3 months' notice, but preferably longer.	As above. Official notice period not effective till 3 months before termination date.
Grade 7 posts and under	4 weeks' notice period	Advertise internally, if position not filled advertise externally
	Retiring: Minimum 3 months' notice, but preferably longer.	Official notice period not effective till 3 months before termination date.

If a vacancy arises, temporary cover for staff pending the vacancy being filled should be provided as per the terms mentioned under unplanned absences above.