WILLIAMSBURGH

HOUSING ASSOCIATION LTD

Management Committee Succession Policy and Plan

1. Purpose

Succession planning is crucial to business success, preparing the business for likely or inevitable changes now, in order to minimise difficulties and challenges later. This involves planning for the smooth continuation in the Management Committee, where the Association depends greatly on the availability of competent and skilled people.

The Association must have the optimum mix of people, skills and knowledge to ensure its continued success. Having a succession plan enables the Association to know what course of action we plan to take.

This policy and associated plan outlines how the Association plans for the future when dealing with Committee member recruitment, retention and development.

Succession planning forms part of the Association's wider business planning process; as the Association changes, the Management Committee membership must also change to meet any new challenges identified.

2. Principles

The following principles underpin the policy:

- The Management Committee possesses the required skills, knowledge and experience to enable it to effectively carry out the role. This relates in particular to full participation in the annual review and continual development of each member. It also relates to focussed recruitment to address identified skills gaps and acknowledgement that there is a time-limit on tenure.

- The Management Committee strives to be representative of the community it serves. This supports the Association's commitment to equality and diversity in all that we do.

- Members of the Management Committee fully support open and honest dialogue about whether these business needs are being met by the current skills, experience, and knowledge of Committee members.

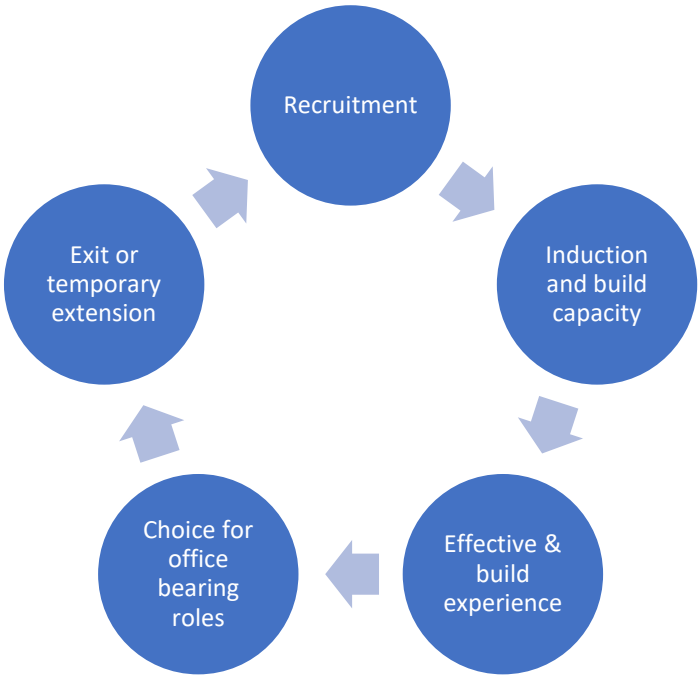
- Members of the Management Committee fully support the principle that, for the good of the business, fresh ideas and knowledge from the recruitment of new members is a vital component.

3. General Approach

The plan outlines a cyclical process where members are:

- recruited in line with identified gaps in skills, knowledge or experience;
- develop through an induction process;
- become fully effective through acquiring (or already being in possession of) specific identified skills; and
- exit when a full term has been completed (or a temporary extension if continuing effectiveness is demonstrated and the Management Committee support an extension).

The intention is to create a sustaining cycle of succession, where new, developing and fully effective Committee members are all in place.



The cycle is supported by the following key elements:

- Recruitment activity
- Induction training plan
- Annual training plan
- Annual self-assessment
- Annual review
- 9-year rule: Assessment of effectiveness to continue.

4. Recruitment to the Management Committee

Recruitment will be focussed on filling any identified skills, experience, diversity and knowledge gaps on the existing Management Committee. These gaps will usually be identified through self-assessment, annual review, and the new business plan requirements. This includes to support Equalities and Human Rights objectives in governance.

The continuing use of FLAIR to attract new Committee members and provide core induction and skills training is a key element in recruitment and training.

Open recruitment will be used to fill vacancies. Marketing through newsletters, the website, social media, tenant consultation events and community events will be used to attract customer interest.

In addition, marketing to fill other identified gaps in skills and experience will be placed in trade publications, local press and higher/further education locations. Recruitment consultancy may be used if other avenues have not been successful.

Committee members and staff will also bring opportunities to the attention of people in their wider networks who may be interested in applying to join.

5. Induction and Capacity Building

New Committee members will receive, as a minimum, a standardised training schedule designed to support general capacity building. This includes governance, finance, service design/delivery, development and Community. This is delivered through the Flair Academy training programme.

New members can also choose to take a mentor/buddy from the existing experienced Committee members.

6. Review and Further Development

Further training and development needs will be identified from an annual self-assessment and annual review. This will identify areas for further development, refresher training and the training best suited to fill this gap. The output of these processes will normally be an individual training plan.

The annual review will draw from the self-assessment and provide further input on training and development needs to support good governance and the strategic objectives of the Association. It will also identify the following:

- Clarity of intentions regarding expected length of tenure, bearing in mind the Scottish Housing Regulator's (SHR's) expectations that members normally serve no more than nine years.
- A clear and documented rationale where a member exceeds the nine-year service expectation of the SHR.
- Skills gaps that would be met by new recruitment to the Management Committee.
- An indication of members who have an interest in taking an office bearing role in the future.

7. Office Bearer Role Succession

The succession to office bearer roles is based upon candidates having the necessary experience and skills. Whilst this will take account of the cycle outlined above, it is recognised that a new member with relevant experience can be considered. It will also be the case that in circumstances of necessity, such as the short notice departure of a Committee member, succession may deviate from the cycle to ensure continuity.

The roles and general succession approach are outlined below. This approach is designed to support the development of experience in advance of progressing to more senior roles on the Committee. However, for the avoidance of doubt, any Committee member can seek election to an office bearer role, with the Committee ultimately determining whether it is satisfied that the candidate has the necessary experience and skills to perform the role.

- Chair (to be succeeded by Vice Chair).
- Vice Chair (to be drawn from Convenors and/or experienced members).
- Convenors (to be drawn from experienced members).

8. External Assessment

To provide an external review of the effectiveness of the Association's Succession Plans, a review will be commissioned every 3 years. The review will identify both effective practice and areas for improvement, with recommendations provided.

The scope will include the overall effectiveness of the Committee in discharging its role in line with relevant regulated standards, to identify areas where changes are required.

9. Review

The Succession Policy will be reviewed every 3 years. The Succession Plan will be reviewed annually as part of the Committee assessment and annual review process.

Succession Plan 2026/27

MC Member	MC member plans on how long they will stay	Date first elected & remaining term (for 9 year rule purposes only)	Primary skills/knowledge/experience	Office bearer Interest?	Office Bearer role
J. Scott	*Likely to stay full term.*	2017 1 year	Finance/Banking	Yes	Chair (1 year remaining)
J. Kerr	*Likely to stay full term.*	2016 **0 year**	Social Housing Management	Yes	
E. McDermott	*Likely to stay full term.*	2019 2 years	Social Housing Management	No	
M. MacLaren	*Likely to stay full term.*	2017 1 year	ICT/Social Housing/politics	Yes	
D. Eadie	*Likely to stay full term.*	2022 5 years	Property maintenance/asset management	*Yes*	Vice Chair
C Henry	*Likely to stay full term.*	2022 5 years	Housing law/compliance	*Yes*	Convenor O&P sub-committee
R. Coelho	*Likely to stay full term.*	2023 6 Years	Communications / Politics	*Yes*	Convenor FAC sub committee
F. Stewart	*Likely to stay full term.*	Co-opted 2026	Property maintenance/asset management	*No*	
O. Ikeh	*Likely to stay full term.*	2024 7 years	Customers	*Yes*	
E. McGeehan	*Likely to stay full term.*	Co-opted 2026	Owners/factoring/ community	*No*	

W. Mylet	*Likely to stay full term.*	2025 8 years	Local government/community	*No*	

Office Bearers

- Chairperson: John Scott
- Vice Chairperson: David Eadie
- Convenor Operations & Performance: Catherine Henry
- Convenor Finance, Audit and Corp Services: Ryan Coelho

Management Committee Recruitment Priorities

- Finance
- HR
- Digital/Tech
- Tenant / customers
- Government