



RUTHERGLEN & CAMBUSLANG HOUSING ASSOCIATION

MANAGEMENT COMMITTEE RECRUITMENT & SUCCESSION POLICY

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| Purpose | This is policy sets Rutherglen and Cambuslang’s approach to recruiting new members onto the Management Committee that have the skills, experience and knowledge to support the Association achieving its strategic aims and objectives. The policy also puts in place a framework for planning the smooth succession to key roles such as Chair. |
| Regulatory Requirements | Standard 6: The governing body and senior officers have the skills and knowledge they need to be effective. |
| Regulatory Guidance | <p>Guidance 6.1: The RSL has a formal, rigorous and transparent process for the election, appointment and recruitment of governing body members. 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.</p> <p>Guidance 6.2: The governing body annually assesses the skills, knowledge, diversity and objectivity it needs to provide capable leadership, control and constructive challenge to achieve the RSL’s purpose, deliver good tenant outcomes, and manage its affairs. It assesses the contribution of continuing governing body members, and what gaps there are that need to be filled</p> <p>Guidance 6.3: The RSL ensures that all governing body members are subject to annual performance reviews to assess their contribution and effectiveness. The governing body takes account of these annual performance reviews and its skills needs in its</p> |

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| | <p>succession planning and learning and development plans. The governing body ensures that any non-executive member seeking re-election after nine years' continuous service demonstrates continued effectiveness.</p> <p>Guidance 6.4: The RSL encourages as diverse a membership as is compatible with its constitution and actively engages its membership in the process for filling vacancies on the governing body.</p> |
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1.0 INTRODUCTION

The Association recognises the vital role of the voluntary members of the Management Committee in the ongoing success of the Association. Current long-term projections demonstrate that the Association is a viable as an independent Registered Social Landlord over the next 30 years and beyond. However, this dependent on the Association's ability to recruit and retain an effective governing body.

While the Association values the wealth of experience and skills of its longstanding Committee members, it also acknowledges the benefits, fresh perspectives and varied skills new members bring to the Committee and the organisation.

Additionally, as the business needs and plans of the Association develop and new objectives and challenges are identified, the skills, knowledge and experience needed to lead the business may change.

The Management Committee Succession Planning & Recruitment Policy is intended to put in place a framework for the effective forward planning and structured approach to succession and recruitment to ensure that the Committee has the resources to effectively manage the Association's affairs going forward.

2.0 REGULATORY STANDARDS

Standard 6 of The Regulatory Framework of the Scottish Housing Regulator sets out the requirements placed upon Governing Board members and the Association to ensure that governing body members have the collective skills, knowledge, confidence, experience and objectivity to lead the organisation and deliver good outcomes for tenants and other customers.

Specifically:

Standard 6.1

The Registered Social Landlord, RSL, has a formal, rigorous and transparent process for the election, appointment and recruitment of governing body members. 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.

Standard 6.2

The governing body annually assesses the skills, knowledge, diversity and objectivity it needs to provide capable leadership, control and constructive challenge to achieve the RSL's purpose, deliver good tenant outcomes, and manage its affairs. It assesses the contribution of continuing governing body members, and what gaps there are that need to be filled.

Standard 6.3

The RSL ensures that all governing body members are subject to annual performance reviews to assess their contribution and effectiveness. The governing body takes account of these annual performance reviews and its skills needs in its succession planning and learning and development plans. The governing body ensures that any non-executive member seeking re-election after nine years' continuous service demonstrates continued effectiveness.

Standard 6.4

The RSL encourages as diverse a membership as is compatible with its constitution and actively engages its membership in the process for filling vacancies on the governing body.

3.0 POLICY AIMS

The Management Committee Succession Planning & Recruitment Policy is designed to ensure;

- The Management Committee comprises of members who have the necessary range of skills, knowledge, experience, diversity and objectivity required to lead the organisation effectively
- Compliance with the SHR's Regulatory Standards of Governance and Financial Management
- The Association is best placed to respond to unexpected loss of key members of the Management Committee
- Effective and efficient governance of the Association at all times
- The Management Committee does not fall below the required 7 members
- Effective forward planning for, and the smooth succession to, holder of key positions such as office bearers and convenors
- Effective identification skills gaps within the Management Committee
- Recruitment of new members to the Committee is based on sound business planning and reflects the business needs and objectives of the Association
- A consistent, fair and transparent approach to Management Committee succession and recruitment
- Where possible, the Management Committee is balanced and representative of its membership profile and community demographics
- Clear demonstration of the Association's commitment to the support, training and development of existing and new Management Committee members

4.0 BENEFITS OF EFFECTIVE SUCCESSION PLANNING

Succession Planning should be “**a crucial strand of future proofing the organisation and viewed as critical to effective governance risk management**” (Governing Body Succession Planning and Recruitment, SFHA 2021) as well as influencing the business planning process.

The benefits of effective succession planning for the Association include;

- An understanding of the range of skills, knowledge and experience required to achieve the Association’s objectives and plans
- Regular critical reviews of the skills and knowledge of the Management Committee and identification of any skills gaps
- The ability to plan and manage the turnover within the Management Committee
- The ability to predicate, anticipate and plan for change within the organisation
- Clarity on the roles and responsibilities of the Management Committee

5.0 COMPONENTS OF THE SUCCESSION PLANNING PROCESS

In order to be effective and achieve the best outcomes for the Association, the Management Committee and service users, succession planning needs to encompass a number of key activities and considerations.

5.1 Business Planning

As part of the Association’s Business Planning process consideration will be given to;

- The Association’s strengths, weaknesses, opportunities and threats
- The organisation’s long-term objectives and how these will be delivered
- The potential challenges and threats to the Association’s viability and/or its ability to achieve its objectives

5.2 Annual Management Committee Appraisals

To ensure ongoing effective governance and compliance with Regulatory Standards the Committee carries out an annual assessment of;

- The effectiveness of the existing governance arrangements
- The skills, knowledge and experience of individual Committee members and the Committee collectively
- The future intentions of members with regard their ongoing service on the Committee
- Aspirations within current members with regards holding an office bearer’s position
- Training needs, interests and/or priorities of the collective Committee and individual Committee members
- The continued effectiveness of long serving members

5.3 Review of the Committee Profile

Ideally the composition of the Management Committee should be balanced in terms of age, gender and experience as a Committee member

Wherever possible it should also be reflective of the community and national demographics in terms of disability, ethnicity etc.

However, in common with many RSLs, the Association has historically experienced difficulties in attracting interest from many under-represented groups. Those sectors and groups within its communities identified as being under-represented on the Committee will be a target for any recruitment exercises and, as part of the Association's approach to succession, consideration will be given to what support and/or adjustments could be offered to enable active participation in the Committee.

5.4 Risk Management

The Association is continually changing and evolving as an organisation and a deliverer of services. It also exists in a wider economic, social, political and legal environment as well as in a time of developing technology and communication systems.

Additionally, it operates in an increasingly competitive market for funding and access to resources and supporting services.

Each of these factors has the potential to represent a threat and risk to the Association's ability to deliver its services and achieve its objectives as an organisation.

The early identification and assessment of these risks as well as their ongoing control and management is a critical role of the Management Committee and it is therefore essential that the members have the understanding, awareness and skills to effectively fulfil this duty.

5.5 Promotion of Membership

In order to be eligible to become a member of the Management Committee an individual must be a member of the Association. It is therefore essential that the Association has a membership policy that is not restrictive and is open to as many interested people as possible.

By doing so the Association is giving itself access to a wide range of diverse skills, backgrounds, experiences and knowledge that potentially could be brought to the Committee.

5.6 Skills Assessment

The Management Committee has the responsibility for ensuring it, collectively, has the skills, knowledge and experience required to support the delivery of the Association's objectives and manage the challenges and risk to the organisation's ongoing viability.

As part of business planning process it will identify the skills required to meet its objectives against which the profile of the current Management Committee members can be measured to;

- Provide an indication of the skills required in the short, medium and long terms
- Support identifying skills gaps
- Influence the development of a recruitment and succession strategy

6.0 THE RECRUITMENT PROCESS

By effectively implementing the Succession Planning Process the Association will ultimately identify if there is a need to recruit new members to the Management Committee in order to meet its objectives and regulatory requirements.

Where such a need is identified the Association will take all reasonable steps to attract new members and will utilise any or all of the following avenues and medium as appropriate:

- Personal contact with tenants, owners and local businesses
- Word of mouth – staff and Committee members promoting the Management Committee
- 'Talent Spotting' – staff and Committee Members identifying or recommending potential Committee members
- Articles in the Association's newsletters and on its website
- Promotion at Events – including the AGM, residents' meetings, open days, community networking events
- Advertising in the local press and on local radio
- Linking in with Voluntary Action South Lanarkshire (VASLAN) and Scottish Council for Voluntary Organisations (SCVO) and other Social Enterprise Networks that publicise volunteering opportunities
- Survey of shareholders
- Notices in public facilities such as libraries, community centres, council offices etc

The Association is mindful of the importance of tenant representation on the Management Committee and will give a level of priority to tenants with an interest in joining. However, it also accepts that there may be certain circumstances when the succession planning processes identifies a need for specific professional knowledge and experience. When these skills are highlighted as being a requirement, consideration will be given to;

- Advertising on websites of neighbouring RSLs
- Advertising in housing publications and bulletins
- Use of online professional networking sites such as LinkedIn
- Linking in with professional bodies such as The Chartered Institute of Housing, Chartered Institute of Personnel Development, Institute of Chartered Accountants of Scotland etc

The Association recognises the particular difficulties with recruiting certain sectors of its communities, particularly younger people and those with disabilities. In order to broaden representation of these groups on the Committee, recruitment exercises will include making contact with;

- Disability groups and forums
- Colleges and Universities
- Duke of Edinburgh Award Scheme

7.0 USE OF CO-OPTION/CASUAL VACANCIES

When an elected member resigns or is removed from the Management Committee between the Annual General Meetings, consideration will be giving to appointing a shareholding member to fill a casual vacancy or recruiting a co-optee to fill the vacancy.

Co-option may also be considered where there is a relatively short term need to recruit specific skill, experience or expertise for example to support a particular project or innovation or to address an unexpected immediate priority.

8.0 BENEFITS OF MEMBERSHIP

A critical part of attracting new members will be promoting the benefits of serving as a member of the Management Committee including the opportunity to;

- Develop a better understanding, build on existing experience and develop new skills and knowledge
- Gain confidence, build a sense of achievement, improve self-esteem and develop a new sense of purpose
- Professional and career development and potentially access to new career paths
- Be involved in a stimulating and mutually supportive environment
- Make a real and valued contribution to service provision and community regeneration
- Express views and opinions on key issues and influence the decision-making process
- Attend social & networking events and get access to appropriate training
- Apply to serve on important national/regional bodies in the housing sector
- Become a part of one of the most important and effective movements for physical and social improvement that has happened in Scotland over the last 40 years

- Get personal satisfaction from giving something back to the local community whilst making a real difference
- Be part of lively, vibrant and enthusiastic group of people committed to improving the quality of life for tenants and supporting their communities
- Meet new people, develop friendships, and socialise with others with a shared interest

9.0 RETAINING MEMBERS

The Association appreciates that people have a number of competing priorities and commitments and, as a result, retaining new members and building a stable Management Committee can be a challenge. To minimise the turnover on Management Committee the Association will ensure new members receive appropriate support through;

- A comprehensive information pack outlining the requirements of being a member of the Committee, the roles and responsibilities of members, the level of time commitment etc
- Offering opportunities to observe meetings
- A robust induction process
- Ongoing training and appraisals
- Peer mentoring or 'buddy'
- Access to networking opportunities such as forums, conferences etc

Any or all of the above methods may be employed to ensure new members are supported to remain on the Management Committee.

10.0 BARRIERS TO JOINING THE MANAGEMENT COMMITTEE

It is recognised that there are number of barriers that may prevent individuals from becoming a member of the Management Committee. Where these exist, the Association will take reasonable steps or adjustments to overcome these barriers such as;

| potential barrier | potential response |
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| Childcare/caring responsibilities | Cover expenses for providing care |
| Travel costs | Cover expenses including taxi fares, public transport costs Offer travel allowance |
| Language difficulties | Provide interpretation and translation services |
| Limited time | Reduce frequency and/or length of meetings |
| Concerns about understanding complex reports | Present reports visually e.g. via PowerPoint Ensure reports are accessible and easy to follow |
| Physically attending meetings | Offer alternative methods of participation e.g. zoom, Teams etc |

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| Work commitments, shift working | Flexible days and times of meetings |
| Visual impairment | Alternative formats of reports e.g. large print, audio, braille |
| Hearing impairment | Induction loop Provide sign language interpreter |

11.0 SUCCESSION OF OFFICE BEARERS

The Office Bearers (Chair, Vice Chair and Secretary) play a vital role within the Management Committee and it is therefore essential that the Association plans for the smooth succession to each of these posts when the current holder steps down.

In order to effectively plan and manage the succession process, ensure compliance with regulatory requirements and facilitate the smooth transition of office, the Association will adhere to the following principles;

Aspirations

- All members will be provided with information on the additional responsibilities attached to the position of Chair, Vice Chair and Secretary in order that they can make informed decisions
- Members will be given the opportunity to consider their future aspirations in terms of holding office as part of their annual appraisal
- Specific training will be provided to members declaring an interest in becoming an office bearer

The Chair

- The Chair will serve for no more than 5 consecutive years
- The outgoing Chair cannot normally be re-elected to the position within 2 years from the date of standing down
- It is the intention that the Vice-Chair will be provided with the appropriate training to succeed to the position of Chair
- Anyone standing for election as an office bearer or as Chair of a Sub-Committee should normally have at least 2 years' experience as a Committee member
- Chairs of Sub-Committees will normally only serve for 5 consecutive years to maximise the development of skills and experience within the Management Committee

To support the development of skills and experience within the Committee, individual members will not normally hold more than one office bearer or Chair role at a time

12.0 DECLARATIONS OF INTEREST

To ensure openness, transparency and probity, staff present and/or Committee members at the meeting will be required to declare any connection with the individual or organisation applying to become a member of the Management Committee. This declaration should be made prior to consideration of the nomination by the Management Committee.

13.0 COMPLAINTS & APPEALS

An individual or organisation can appeal against the decision made by the Management Committee in connection with an application to join the Management Committee

Where an individual or organisation feels the policy or its implementation is discriminatory in any way, a complaint can be submitted in line with the Associations Complaints Policy and Procedures

14.0 EQUAL OPPORTUNITIES

Rutherglen and Cambuslang Housing Association is committed to ensuring that it conducts all its affairs in an equal way that does not discriminate against an individual or group on the basis of any of the protected characteristics as outlined in the Equality Act 2010.

15.0 POLICY REVIEW

This policy will be reviewed by the Management Committee at least every 3 years. However, aspects of the policy may be reviewed within this period as required to ensure compliance with changes in legislation, regulatory standards or good practice.