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Housing Association

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POLICY

SUCCESSION PLANNING

Policy Review – September 2024

Wellhouse - The Place To Be

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1. Vision and values

Wellhouse – the Place to Be.

This simple statement is our vision of Wellhouse as an attractive place where people feel happy and safe, benefit from having a good home and an attractive environment and feel proud to be part of a vibrant community.

We believe that our values of Trust, Honesty and Integrity, Excellence, Accountability and Sustainability supported by a comprehensive policy framework will help make our vision a reality.

2. Governance

Wellhouse HA is a community controlled registered social landlord and is managed by a group of local people who are elected onto the Management Committee. Their role is to make sure that the Association is well run, meets the needs of the local area and is responsive to what is important to local people.

The Management Committee appoints senior staff, agrees all the Association's policies and takes all the key decisions. The Director and the senior team support the Committee in these responsibilities,

3. Policy - Aims

The aim of the Succession Planning Process is: -

- To identify potential successors to key positions.
- To identify potential skills and gaps, i.e. no suitable successors.
- To identify staff posts which may require to be filled externally.
- To identify Development Programmes/Career Paths or the lack of them.
- To provide a link between the processes of Personal Development Planning and Training
- To encourage Senior Management to consider the wider issues associated with Succession Planning, including future business requirements of the Association.
- To adhere to diversity and equality principles.

4. Equal Opportunities Statement

We aim to ensure that all services, including the delivery of this policy, provide equality of opportunity.

We will respond to the different needs and service requirements of individuals. We will not discriminate against any individual for any reason, including age, disability, gender re-assignment, marriage, civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation, or other status.

5. Introduction

The aim of this policy is to provide details on Wellhouse Housing Association's approach to succession planning and how talent is managed to ensure there is a continued supply of suitably qualified staff and committee members to satisfy the future growth of the Association.

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Succession Planning is a process for identifying and developing internal people with the potential to fill positions in the organisation.

6. Principles

The benefits of adopting a Succession Planning System are: -

- To encourage a strategic approach to the development of the Association's human resources linked to the organisational Business Plan.
- To minimise disruption should there be future changes.
- It ensures 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).

It should be noted that the above benefits are applicable to both staff and committee members of the Association.

7. The Policy

SUCCESSION PLANNING REVIEW

Following the staff and committee appraisals, a Succession Planning Review will take place annually with the outcomes linking into the Association's Training Plan Review. 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.

  It should be noted that the above benefits are applicable to both staff and committee members of the Association.

THE SUCCESSION PLAN

Following the above review, the Association's Succession Plan will be updated to take account of the future needs of the organisation.

a) <u>Considering the Association's Future Objectives in Relation to Future Committee and Staff Competencies</u>

In order to effectively target future succession needs it is important to consider the Association's future Committee and staff resource competencies in relation to its future objectives. The Association will therefore consider firstly, the strategic issues (e.g. "where are we going") as an Association to ensure that targeted succession planning and managing talent accurately reflect the Business Plan objectives.

The Association will examine its current strengths and weaknesses. It will also consider what external factors may affect its future direction (e.g. environmental, legislative etc).

The strategic planning issues will be assessed as part of the Association's annual Business Plan review which is jointly reviewed by senior staff and Committee.

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b) <u>Identifying the Association's future Committee and Staff resource</u>

Having considered and reviewed future organisational objectives, the Association will be in a position to consider how this will impact on its Committee and staff resources.

The use of an appraisal system for staff and Skills Audit for committee would ensure that everyone is given every opportunity for training and development. The Association uses a range of learning and development tools which are set out within the above plan and include: - Conferences, attendance at Forums, coaching, mentoring on the job training, shadowing etc

Using the above methods, the Association will be in a position to address such issues as: future organisational structure, identifying skills and competencies which are required in the future, addressing skills deficits etc.

This will also involve line managers looking at succession planning and identifying talent within their own functions. Line managers should identify an emergency successor and any possible future successor. The line manager is also asked to identify any posts which are likely to prove difficult to fill internally and may require external recruitment. This information will be provided using a checklist.

The information gathered from individual line managers is co-ordinated at a senior management level and will be incorporated into the Association's overall Succession Planning Plan.

c) <u>Format of the Succession Plan</u>

Although not exhaustive, the Succession/Talent Management Plan will contain the following: -

- Current Association Committee and staff organisational structure.
- Possible future Committee and staff structure (if required).
- A list of key staff positions. This will include information on the current post holder, job description and person specification, a list of possible emergency short-term, longer-term and a potential successor profile for each key post identified.

8.   Review of Policy

The Association will review its Succession Planning Policy on a biennial basis to ensure that it continues to meet the Association's aims and objectives.

Appendix 1 Purpose of Committee succession planning

1.   Wellhouse Housing Association is committed to ensuring the effectiveness and sustainability of its committee.

3.   WHA's committee is committed to ensuring its performance meets the requirements of the Scottish Housing Regulator's Regulatory Standards of Governance and Finance. These Standards state that "*the governing body and senior officers have the skills and knowledge they need to be effective*" (Standard 6) and most relevant in the context of this policy, that "….*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 6.1).

4.   This Succession Planning Policy aims to:
*   ensure the committee has the skills, knowledge, diversity and objectivity it needs to provide capable leadership, control and constructive challenge;
*   ensure the composition of the committee remains compatible with WHA's Rules and business needs;
*   deliver orderly succession planning to effectively manage the retiral and recruitment of committee members;
*   deliver orderly succession planning to effectively manage the retiral and appointment of office bearers;
*   create an appropriate mix of established and new members on the committee ensuring experience as well as new ideas and objectivity;
*   offer assurance that any member seeking re-election after nine years' continuous service can demonstrate their continued effectiveness; and
*   ensure continued commitment to fair and equal practices.

5.   This policy is designed to address all these requirements and aligns with WHA's Committee Recruitment Policy, Committee Training and Development Policy and Committee Annual Review Policy.

6.   This policy is supported by a Committee Succession Plan.

Detailed requirements

7.   On an annual basis, and normally following the committee review process, WHA will initiate a succession planning review. This will take into account the findings from the committee annual review process and diversity monitoring, the current composition of the committee compared to future business needs, and membership eligibility as set out in WHA's Rules.

8.   The output from the succession planning review will be used by the senior officer, in liaison with the Chair, to produce a Committee Succession Plan. This plan will inform committee recruitment and the committee's training and development programme.

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9.   The longevity and retiral status of all committee members will be confirmed (including those in office bearer roles) as will any plans for individuals to stand for re-election.

10.   The committee is required to satisfy itself that any committee member seeking re-election to the committee having completed nine years of continuous service can demonstrate their continuing effectiveness. Any such committee members will be identified and appropriate contingency arrangements will be made.

11.   Committee members who are available, interested or likely to succeed to office bearer roles will be identified.

12.   All skills gaps will be identified with clarity on which will be addressed by training and development and which by recruitment of new committee members.

13.   The anonymised data from the committee diversity monitoring process will be used to identify any particular recruitment requirements to ensure an appropriately diverse committee.

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MC Succession Planning: complete annually as part of the committee appraisal programme

Current Membership within Function		
1a	**Committee Composition**	
1c	**Age Distribution**	
1d	**What is the gender mix?**	
1f	**Length of service of each member of staff**	

COMMITTEE TURNOVER WITHIN YOUR FUNCTION		
2a	MC resignations in the past 12 months	
2B	MC dismissed in the past 12 months	
2C	MC leaving in the next 12 months	

Absences	
What is the current Attendance rate?	
Is the absence rate within your function rising/steady/decreasing?	
Job REVIEW Process	
Is pro-active use being made of the Appraisal outcomes?	
Are individual training/work plans effective?	

If not - Who needs training or retraining?
       - In what skills?
       - Over what timescale?	

Strengths/Areas For development	
Strengths of MC	
Areas for development of MC	
What are the potential problems/areas for development you have identified as a result of your analysis?	

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Summary of Current Situation		
6a	What does the above analysis of this information indicate regarding the current MC situation?	
6b	What is the impact on results in terms of problems and possible solutions identified following this analysis?	

Future Requirements		
	What will the effect of the Association's future plans (i.e. Business Plan & Functional Plan) have on committee needs and skills levels in your function?	
	Looking to the future will there be a requirement for increased/decreased/ different skills or people On the MC?	
	If yes to question 8– Over what period of time has this been identified?	
	Have you identified future potential office bearers?	
	Have training programmes been put in place for them?	

Action required		
	What, if any, additional Information regarding the MC do you need to establish/generate and consider prior to formulating your future plans	
	Are you clear about who would replace key MC in an emergency?	
	How prepared would the replacement MC be?	
	How effective would this replacement be in terms of achievement of the MC?	
	What action are you presently taking that makes the fullest use of the Appraisal system that the Association has in place?	
	What are you doing now to develop your successors?	
	Which member of your committee would you choose to assume Chair and Secretary responsibilities, if for	

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	whatever reason current MC were unable to continue in your role from tomorrow?	
	Why would you choose this person?	
	Your selection should be objective And made on the basis of equal opportunities for all – is it?	
	Is the selected person as prepared as he/she can be to do the job now?	
	If not, are you being responsible in preparing the future person you wish to take up a potential future opportunity?	
	What is your estimate of this individual's current performance?	
	Is there a gap? – How big is the 'gap' between ideal and actual performance? -What specifically is the cause of this gap? -What action is planned/being taken to close this gap?	
	Do you have a 'second choice' of an individual with appropriate skills for succession needs for the post in question?	

Appendix 2 Purpose of staff succession planning

Talent Management

Talent Management refers to the skills of attracting highly skilled workers, of integrating new workers, and developing and retaining current workers to meet current and future business objectives.

The aim of Talent Management is to identify the training and development needs and develop talent within the organisation and to encourage Senior Management to consider the wider issues associated with Talent Management including future business requirements of the Association.

The benefits of Talent Management are to ensure that the Association continues to develop its people and their personal competencies to match future needs in terms of its organisational structure requirements. This applies throughout the Association; however specific emphasis will be on identifying those individuals with potential to assume greater responsibility and to ensure that those individuals with further potential are developed.

Line managers should, as part of the annual review, identify the main development areas necessary to prepare individuals for possible future posts and potential achievers who are capable of performing at a higher grade should an opportunity arises

Continuity
- Staff will be prepared and able to cover/ act up into more senior roles in the event of temporary absences, sick leave, maternity cover, etc.
- Staff will be appointable, if appropriate, through recruitment in the event that a more senior officer leaves Wellhouse.
- Business continuity plans can be enacted in the sudden departure of a staff member.

Planning
- Helps to plan and cost training, mentoring and coaching and direct resources accordingly.
- Helps plan operationally on an annual basis.
- Helps plan for contingencies in the departure of an SMT member or the Director.

Appendix 2 (b)
STAFF PLANNING NEEDS CHECKLIST – SMT to complete annually as part of appraisal season.

CURRENT SITUATION

1. CURRENT STAFFING WITHIN YOUR FUNCTION
    1a. What is the staff composition?
    1b. What are the salaries/grades?
    1c. What is the age distribution?
    1d. What is the gender mix?
    1e. What is the contract type? (permanent, fixed term, full time)
    1f. What is the length of service of each member of staff?

2. STAFF TURNOVER WITHIN YOUR FUNCTION
    2a. How many staff have resigned in the past 12 months?
    2b. How many staff have been dismissed in the past 12 months?
    2c. Are you aware of anyone leaving within the next 12 months?

3. ABSENCES
    3a. What is your current absence rate?
    3b. Is the absence rate within your function rising/steady/decreasing?

4. JOB REVIEW PROCESS
    4a. Are the recommendations from the Job Reviews being acted upon and   followed
        through?
    4b. Is pro-active use being made of the Appraisal outcomes?
    4c. Are individual training/work plans effective?
    4d. If not - Who needs training or retraining?
        - In what skills?
        - Over what timescale?

5. STRENGTHS/AREAS FOR DEVELOPMENT
    5a. How much do you know about the relative strengths and areas for
        development of the staff within your function?
    5b. Is this information sufficient?
    5c. What are the strengths within your function?
    5d. What are the potential problems/areas for development you have
        identified as a result of your analysis?

6. SUMMARY OF CURRENT SITUATION
    6a. What does the above analysis of this information indicate regarding the
        current staffing situation within your function?
    6b. What is the current annual cost to the Association of employing this
        structure?
    6c. Could any savings be made and how much by making better use of
        the skills and knowledge of individual staff or by reviewing
        systems/processes?

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FUTURE REQUIREMENTS

7. What will the effect of the Association's future plans (i.e. Business Plan & Functional Plan) have on staffing needs and skills levels in your function?

8. Looking to the future will there be a requirement for increased/decreased/ different skills or people within your function?

8a. If yes to question 8– Over what period of time has this been identified?

9. Have you identified as a result of this analysis, any key jobs which are critical to performance/results for the future?

9a. If yes to question 9 – please detail.

ACTION REQUIRED

10. What action are you presently taking to ensure that future staffing needs in your function will not cause disruption?

11. What, if any, additional information regarding your staff do you need to establish/generate and consider prior to formulating your future plans?

12. Are you clear about who would replace key staff in an emergency?

13. How prepared would the replacement staff be?

14. How effective would this replacement be in terms of achievement of your functions results?

15. What action are you presently taking that makes the fullest use of the PDP system that the Association has in place?

15a. Is there any further action that you can take to achieve question 15?

16. What are you doing now to develop your successor ?

17. Which member of your function would you choose to assume your responsibilities, if for whatever reason you were unable to continue in your role from tomorrow?

17a. Why would you choose this person?

17b. Your selection should be objective and made on the basis of equal opportunities for all – is it?

18. Is the selected person as prepared as he/she can be to do the job now?

18a. If not, are you being responsible in preparing the future person you wish to take up a potential future opportunity?

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19. What were the results of this selected individual's last job review?

20. What is your estimate of this individual's current performance?

20a. Is there a gap? – How big is the 'gap' between ideal and actual performance?
   -What specifically is the cause of this gap?
   -What action is planned/being taken to close this gap?

21. Do you have a 'second choice' of an individual with appropriate skills for succession needs for the post in question?

Appendix 3 Succession Planning – to be completed annually, after staff & committee appraisals/ business plan review.

	Management Committee	Staff	Action Points
Consider the future direction of the Association			
Identify potential successors to key positions			
Identify skills gaps			
Identify staff / committee posts that require to be filled externally.			
Identify career paths/development plans or lack of them			
Identify link between process of personal development and training			
Consider succession requirements in relation to future business requirements.			
Regulatory Framework			

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