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SUCCESSION PLANNING STRATEGY & PLANS 2021-23

MAY 2021



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1. Introduction

- 1.1. Milnbank Housing Association (MHA) is a community-controlled housing association, a Scottish charity, a registered community benefit society and a registered social landlord working in Dennistoun and Haghill in the east end of Glasgow.
- 1.2. MHA's governing body is the Management Committee (*referred to hereafter as **the MC***). The MC is led by local people who commit their time and skills for the benefit of their community. All of our committee members are volunteers, and a number have given many years of unpaid service to MHA.
- 1.3. MHA's purpose as an organisation is to serve our community by furthering the charitable purposes set out in our Rules, which Rules also define the geographical area in which MHA operates. While our activities have changed considerably since we were first set up in the 1970s, MHA's governance has always been based firmly on community control, and this will continue to be the case.

2. Purpose and Presentation of the Succession Planning Strategy

- 2.1 The Succession Planning Strategy (*referred to hereafter as **the SPS***) covers the MC and MHA's staff team at all levels. The Strategy describes how MHA will:

- Ensure that the MC and Management Team (referred to as **the MT**) have the qualities, experience and skills needed to lead MHA effectively, in their respective roles.
- Plan and manage resignations, retirements and new appointments, of both MC and MT in a way that will support the achievement of MHA's objectives.
- Support the development of all of MHA's people and plan ahead for changes in personnel
- Put contingency planning measures in place, to deal with emergencies or non-routine staff or MC absences, and safeguard business continuity.

- 2.2 The application of the SPS will reflect the respective roles of the MC and MHA's staff.

- The MC sets MHA's strategic direction, decides its policy and priorities, controls its affairs, and ensures legal and regulatory obligations are met.
- The Director leads the MT and is responsible for delivering the strategy and priorities set by the MC, and for the day to day running of MHA. The Director is supported by the MT and their teams.

2.3 Succession planning for the MC and for senior staff involves some similarities but also important differences. For this reason, the SPS is set out as follows:

- **Part 2** deals with succession planning for membership of the MC
- **Part 3** covers succession planning for MT posts.
- **Part 4** deals with succession planning for the wider staff team.

The Strategy includes a number of appendices, all as listed on the cover page. The appendices are an integral part of the SPS and how it will be implemented, for example they include **succession plans** for both the MC and the MT.

As far as possible, any personal or confidential information (e.g. relating to personal and employment details for particular individuals) has been placed in Appendix 4 which has been marked as confidential.

This information will only be available to the Governance Sub Committee and the MC in the first instance. Following approval, the MT will have access to the Strategy.

3. Strategic Context for Succession Planning in MHA

- 3.1. MHA's strategic direction and objectives are the foundation for the SPS, so that we have the right people in place to deliver good outcomes for tenants and the community.
- 3.2. The MC has set the following strategic direction and objectives for the period 2020 to 2023:

MHA's Strategic Direction

- Consolidation and continued improvement of our role as a provider of rented housing
- Continued development of our role as a community anchor organisation, and as a provider and enabler of services that address wider needs in our community
- Safeguarding our financial viability, organisational wellbeing, and the community-controlled values and traditions that underpin our organisational ethos and governance.

MHA's Strategic Objectives

1. To do what matters most for our tenants and other customers and the community
2. To provide housing and property management services that are of a high standard, affordable, and good value for money
3. To manage our assets and resources well, and invest in tenants' homes
4. To be a strong community anchor, bringing positive changes that benefit our community

5. To protect and future-proof the organisation, ensuring that is well-governed, well-managed and continues to be fit for purpose.
6. To maximise the contribution that MHA and our subsidiaries make to the well-being of our community.
7. To ensure regulatory compliance and maintain good governance.

3.3 Beyond the next three years, the MC intends that MHA's longer-term business model and strategy will maintain the present dual focus on housing and regeneration. As set out in the Business Plan, the MC also considers that MHA's current organisational form – a fully autonomous community-controlled housing association that is a community benefit society, charity and Registered Social Landlord – is the structure that will continue to deliver the best outcomes for MHA tenants and the community.

3.4 Alongside this continuity of purpose, the MC is fully aware that the future will bring changes in the community, the housing stock, and MHA's overall operating environment. Major themes highlighted by the MC when discussing the SP Strategy include:

- Changing aspirations on the part of tenants
- The impact of the Covid-19 pandemic on individuals and the community, which is highly likely to result in changes to MHA's service delivery and how MHA works as an organisation
- Future development of MHA's role as a community anchor organisation for Dennistoun and Haghill, working with a wider range of local partners and combining service delivery with a growing role as a facilitator within the community
- Managing external risks, in particular the uncertain outlook for the economy, retrenchment of local authority neighbourhood services, and potential pressures on MHA's finances.
- Sustaining regulatory compliance and good governance.

3.5 MHA's business and service planning will continue to address future challenges and opportunities. The practical measures we use for succession planning will evolve in accordance with such changes, for example:

- Our approach to committee member learning and development
- Seeking greater diversity in the overall profile of the MC
- Seeking to attract people with particular skills and experience, when we are promoting committee membership within our area of operation
- Setting criteria that are aligned with the strategy and objectives the MC has set, when recruiting future senior staff.

3.6 **Appendix 1** provides, for reference, a note of recent committee discussions about MHA's longer-term aspirations and risks, matched to the kind of skills,

experience and leadership qualities that will be necessary when MHA recruits its next senior officer. The assessment will be reviewed as part of the business planning process, and finalised when the recruitment process for the next senior officer is due to begin.

4. Legal and Regulatory Requirements

- 4.1 The SPS has been developed to meet all of the legal and regulatory requirements that apply to MHA.
- 4.2 MC members must meet the **charity trustee duties** in the Charities and Trustee Investment (Scotland) Act 2005 and related guidance, including:
- To act in the charity's interests, ensuring it works to achieve its purpose
 - To act with due care and diligence
 - To manage conflicts of interest.
- 4.3 MHA must not discriminate against, harass or victimise a person because of any of the nine protected characteristics described in the **Equality Act 2010**. MHA must also meet the **general Equality Duty** set out in the Act. MHA addresses these duties through our policies and practice on recruitment, employment and promoting committee membership.
- 4.4 The Scottish Housing Regulator's (**SHR**) **Regulatory Framework** sets several requirements that affect succession planning. The majority of these apply to governing bodies rather than staffing matters.
- 4.5 The SPS addresses all of the SHR requirements, adopting an approach that is consistent with MHA's values and ethos where the guidance is sufficiently broad or principles-based to permit this. The main SHR requirements include:
- Leadership and direction by the MC to achieve good outcomes for tenants and other service users
 - To formally and actively plan to ensure orderly succession to MC places to maintain an appropriate and effective composition of governing body members and to ensure sustainability of the MC.
 - To annually assess the skills, knowledge, diversity and objectivity needed to provide capable leadership, control and constructive challenge to achieve the RSL's purpose, deliver good tenant outcomes, and manage its affairs. Assessing the contribution of continuing MC members, and what gaps there are that need to be filled.
 - To ensure that all MC members are subject to annual performance reviews to assess their contribution and effectiveness.
 - To take account of these annual performance reviews and skills needs in succession planning and learning and development plans.
 - To ensure that any non-executive member seeking re-election after nine years' continuous service demonstrates continued effectiveness.

- To ensure as diverse a membership as is compatible with MHA's Rules and actively engage members in process of filling vacancies on MC.
- All new MC members receive effective induction and ongoing support to fully understand and exercise their governance responsibilities, building skills and expertise to sustain continued effectiveness.
- The MC is satisfied the MHA Director has the necessary skills and knowledge to do their job. The MC sets the Director's objectives and oversees performance, annual appraisal and continuing professional development.

PART 2 - SUCCESSION PLANNING STRATEGY FOR THE MANAGEMENT COMMITTEE

5. Summary of Main Features

- 5.1. The MC will ensure that the SP Strategy is implemented in accordance with MHA's Rules and community-controlled ethos, and with the relevant legal and regulatory requirements.
- 5.2. There are two main strands to the SP Strategy for the Management Committee.

Keep and support existing committee members	<ul style="list-style-type: none">• Retain the experience, skills and knowledge that existing members have built up over time• Keep up to date information about each member's skills and experience, and their future intentions• Enable members to access learning and development that meets their individual needs and reflects MHA's future priorities• Plan for resignations and retirements from the MC, where possible
Future proofing, by promoting committee membership and attracting new members	<ul style="list-style-type: none">• Balance experienced MC members by adding newer members.• Promote committee membership throughout MHA's area of operation, to attract future committee members and then retain them• Achieve greater diversity in the MC's membership, and ensure the MC's long-term sustainability• Regularly assess the blend of experience and skills the MC needs to help achieve MHA's objectives and priorities• Address any gaps in skills and experience that are significant. This will involve seeking local residents with the skills needed. It could also involve the recruitment of non-residents in specific circumstances (for example, co-option of individuals with particular skills gained through working or volunteering especially within the MHA community through observing at MC meetings, attend training etc.)

6. MHA's Constitution (the Rules of the Association)

- 6.1. All of MHA's actions must be consistent with the Rules, in particular:

- MHA shareholding members must live in MHA's area of operation, and people seeking election to the MC must be a shareholding member.
- Any shareholding member can be nominated for election to the MC, subject to the reasons that would prevent this as set out in the Association's Rules 40.3 – 40.4
- If there are unfilled places on the MC after the AGM, the MC can choose to appoint one or more co-optees, subject to the limits set in the Rules. The appointment of any co-optees lasts only until the next AGM, with the possibility of the co-option being renewed.

- Separately, if there is a vacant seat on the MC, the Committee can choose to appoint someone as a MC member (called filling a casual vacancy) until the next AGM.

- 6.2. Accordingly, MHA’s search for future committee members will focus on the MHA area of operation, other than the exception described above regarding co-optees. The main groups MHA will target for both shareholding and MC membership will be MHA tenants, factored owners, and other residents in the area of operation.
- 6.3. In seeking to fill an identified gap in representation or skills on the MC, the Rules allow MHA to do so, by encouraging suitable individuals from the area of operation to stand for election to the MC. Individuals identified in this way compete for election on the same terms as every other MHA member who wishes to be elected.
- 6.4. The MC can seek to recruit and appoint as a co-optee a suitable individual(s) person who lives outside the area of operation. A co-optee can be appointed to the MC or to a sub-committee only, for example the second option might be considered when seeking to attract additional expertise in a specialist area.

7. Succession Planning for Existing MC Members

- 7.1. MHA’s approach is summarised in the box below:

- Seeking to maintain a balance on the MC between experienced and newer members.
- Planning, where possible, to:
 - Anticipate turnover in committee membership (bearing in mind that resignations relating to personal reasons are often unforeseen)
 - Ensure MHA will be able to fill its four office-bearer roles (Chair, Vice-Chair, Secretary & Treasurer), particularly the position of MHA chairperson, in a way that ensures a smooth transition if a change in committee leadership takes place
 - Provide potential office-bearers with information and any support needed to progress their interest.
- Review at regular intervals the MC’s collective skills and experience and take appropriate action to address any identified gaps. This may involve adopting one or more of the following solutions:
 - Providing appropriate training and development for MC members
 - Increasing the level of external professional advice and assurance the MC receives for particular issues or business areas.
 - Looking for new skills on the MC (either by use of co-option, by filling a casual vacancy, or to put forward for election at the next AGM)

Committee Succession Plan

- 7.2. The MC will approve and review a Committee Succession Plan each year. The cycle for the Plan will run from October to the following September, to match

the period from one Annual General Meeting to the next. Committee member Skills Audit meetings are timed to take place before the AGM.

- 7.3. The Plan will set out the actions that will be taken in the year ahead to implement the SP Strategy, with the **draft Plan for 2020/21** provided at **Appendix 2**. The Plan will sit alongside other committee plans, notably the Committee Training Plan. While best endeavours will be made to implement the Plan in full, opportunities for meeting in person with potential committee members and carrying out other activities will be affected by the Covid-19 pandemic and the associated government guidance on social distancing.
- 7.4. The MC is responsible for the following matters described in MHA's Rules:
- Approval of applications for shareholding membership
 - The election of MHA's office bearers
 - The appointment of co-opted members and the filling of casual vacancies.

Annual Review Meetings and MC Skills Profile

- 7.5. Each MC member will take part in an **annual review and skills audit meeting**. The details of this are in the Committee Skills Audit Policy.
- 7.6. A collective **Skills Profile** for the MC will be prepared by the Directorate in conjunction with the Chair, using information from the review meetings. The MC will review the Skills Profile annually, in relation to the MC's current membership and the Association's purpose, objectives and future priorities. The review will identify any areas where essential experience or skills may be lacking, with the intended methods for filling any gaps to be included in the Committee Succession Plan.

Nine-year Reviews of Longer-serving Voluntary Committee Members

- 7.7. MHA conducts 9-year reviews for longer-standing MC members in accordance with the Rules and as part of our procedures for committee member reviews. The purpose of the 9-year review conversations is to assess a MC committee member's continued objectivity and effectiveness in their role. Generally these reviews are carried out by the Chairperson with each MC member who has been on the MC for 9 years or longer who is seeking re-election. Where the MC member in question is the chairperson, the review meeting will be carried out by the Vice-Chair or Governance Sub-Committee.
- 7.8. The MHA chairperson will report the outcome on these 9-year reviews to the MC prior to the AGM at which the MC member wishes to seek re-election. The chairperson will make a recommendation as to whether the member(s) should be permitted to seek re-election. The MC will then make a decision based on this question in line with the Rules.

Succession Planning for Office Bearers

7.9. The MC has four office-bearer positions: chairperson, vice-chair, secretary, and treasurer. All are subject to appointment by the MC and any elected committee member may seek election to the various positions following each year's AGM.

7.10. The greatest risks to MHA succession of office bearers would be if the chairperson were unable to act for any reason, or if no other members were interested in seeking the position at the end of a chairperson's planned term of office. To mitigate against office bearers stagnation, supporting new incumbents to offices by previous holders of the office act in a mentoring and supportive role during business.

7.11. MHA will manage these risks by:

- Discussing with all MC members future interest and intentions regarding office bearer positions, at their annual review meetings
- Having a designated person (the vice chairperson) ready and willing to take over at short notice, if unforeseen circumstances occur
- Identifying and arranging training for people potentially interested in seeking the position of chairperson and other office bearers positions, where it is possible to plan ahead (for example, if the chairperson is approaching the end of a five-year term of office).

7.12. We will invite expressions of interest from all MC members around 12 months before a planned vacancy is expected to occur. If necessary, interested members will be able to take part in a familiarisation process (e.g. discussions with the chair and senior officer, taking part in pre-agenda meetings, attending training sessions, external meetings). Final decisions rest with the MC, at the point when the new chairperson will be elected.

8. Attracting New Committee Members, by Promoting Committee Membership in the Community

8.1. MHA will promote committee membership on an ongoing basis, and through specific promotional initiatives. Consistent with our purpose and Rules, promotional activities will be targeted at MHA's area of operation. The purpose will be to raise awareness of how the Association is run and to encourage residents to consider standing for election to the MC.

8.2. Promotional activity will be targeted at existing groups known to MHA and the wider community as many of them are involved in a voluntary capacity with a range of community undertakings, and there are a number of MC members who have multiple involvements. Existing groups include MHA subsidiary board members, volunteering networks, tenant scrutiny groups, community notice boards, umbrella organisations like GWSF and interested tenants identified through MHA's tenant satisfaction surveys.

- 8.3. MHA will use a range of promotional tools and techniques, as shown in the Management Committee Succession Plan at **Appendix 2**. From year to year, we may adapt MHA's promotional methods in the light of experience and the results achieved. We will also need to work around the evolving position with the Covid-19 pandemic, since this may restrict the types of resident engagement we can carry out.
- 8.4. As well as making direct contact with residents, MHA will work with local organisations to make use of their communication channels to reach potential MHA committee members.
- 8.5. MHA may also actively encourage certain groups of residents to consider seeking nomination for election, such as:
- Residents from groups that may be under-represented on the MC
 - Residents who have skills and experience that the MC has identified as being desirable or currently lacking on the MC.
- 8.6. MHA will communicate the issue of skills in a considered way. First and foremost, we are seeking to attract anyone who is a Milnbank resident who wishes to contribute to the Association's work. We will avoid any impression that we value people with particular backgrounds or skills over others. Equally, we want to make sure that where there are skills gaps on the MC, we look within the community to people who could contribute their skills for the benefit of the Association and their fellow residents.

9. Reflecting Diversity in MHA's Governance

- 9.1. The MC has identified two priority areas where it wishes to seek greater diversity in committee membership. These are:
- Achieving a more balanced age profile on the MC, by attracting more members who are under 50
 - Encouraging potential MC members with different experiences and perspectives, notably people from different ethnicities and a varied range of age groups.

These are not "quick fix" issues, so it is likely that we will address these priorities over a period of years. The practical steps we will take to address this will be included in the annual Committee Succession Plan.

- 9.2. MHA will consider any support that could be offered to encourage volunteers from under-represented groups, and we will give attention to making any reasonable adjustments that a person might need in order to take up a MC member role. MHA will also make funds available through the MC expenses

policy to provide help with childminding and caring services, to remove barriers to participation and enable people to attend committee meetings.

10. What we are looking for when we promote MC membership in the community

10.1. First and foremost, MHA is looking for people who have:

- A commitment to ensuring that MHA provides quality housing and housing related services, and fully addresses our purpose of serving the community
- A willingness to learn and work as a member of a team that directs MHA’s work.

10.2. Beyond this, there are many qualities and types of knowledge and skills that are potentially valuable to the MC’s work, for example:

Knowledge and understanding of the Milnbank community	Life skills and experience
<ul style="list-style-type: none"> • Awareness of housing needs in Dennistoun or Haghill • Experience of living in MHA’s area of operation • Understanding of issues and concerns affecting MHA’s tenants and service users • Awareness of wider needs and issues in the community 	<ul style="list-style-type: none"> • Volunteering skills and experience • Willingness to ask questions • Life experience – such as experience of being a carer, or bringing up a family • First-hand knowledge about the needs of diverse communities, for example the needs of Black, Asian and Minority Ethnic residents and disabled people • Ability to bring a different perspective to how decisions are made - for example to reflect the experiences and needs of younger people.
Housing-related skills and knowledge	Other relevant specialist skills and knowledge (from employment or volunteers)
<ul style="list-style-type: none"> • Providing and managing housing • Housing finance • Fuel poverty • Factoring • Knowledge of regulatory regime for charities housing associations like MHA 	<ul style="list-style-type: none"> • Governance, including membership of other committees or boards • Financial planning and control • Community regeneration or services • Audit/risk management/assurance • Running/managing a business or service (commercial, public sector, not for profit) • Strategic planning • Procurement

- 10.3. We do not apply any formal test of skills and experience to individuals seeking to become a committee member but would expect most people to have some experience in at least one of the four areas shown above.
- 10.4. When we receive an expression of interest in becoming a committee member, we will invite the interested individual to take part in an informal discussion with the Chairperson and Depute Director to learn more about the role and what it involves in practice. We will offer to meet with everyone who expresses an interest, although it is sometimes not possible to do so for people who have not been in touch with us before submitting a nomination prior to the AGM. Given Covid restrictions, some meetings may have to be virtual or by phone.
- 10.5. MHA will offer preparatory learning and support to people who wish to take part in this before they seek election. This provides an opportunity to make people more aware of what being a committee member involves. The content of the learning and support is highly flexible and will be based on numbers and the interests of those who wish to take part.
- 10.6. New committee members will not necessarily come with ready-made knowledge, and we address this through induction training and ongoing committee training. This, together with our 'open door' policy to staff is a crucial part of MHA's approach in equipping MC members with the skills and knowledge needed to carry out their role.
- 10.7. It is also important that the MC's collective skills and experience support the achievement of MHA's overall objectives and priorities. Accordingly, the MC may decide from time to time look for residents who have skills and experience that MHA has identified as being beneficial to its work.

11. Elections to the Management Committee

- 11.1. Committee membership is decided by MHA members at the AGM. Being encouraged by MHA to stand for election does not guarantee that an individual will be elected to the MC. The MC cannot endorse or favour any candidate.
- 11.2. MHA will encourage all candidates for election, whether they are new candidates or MC who are standing down and seeking re-election, to provide a short personal statement that can be made available to members at the AGM. This will set out each candidate's reasons for seeking election and what they will be able to offer in the role of committee member.

12. External Recruitment outside MHA's Area of Operation

- 12.1. If MHA is seeking to attract people with particular types of skills and experience, we will always conduct our search in Dennistoun and Haghill in the first instance. If this does not succeed, the MC has the option of seeking interest from non-residents. For example, this could occur if the MC needed a member with expertise in a particular subject area or strategic initiative.

- 12.2 Under MHA's Rules, anyone recruited in this way would be a co-opted member, since only shareholding members who live in MHA's area of operation can become elected MC members. Co-opted members can serve only until the next AGM, and while co-options can be renewed annually, this is only possible if there are vacant places on the MC.
- 12.2. External recruitment from outside the community is a tool that MHA would expect to consider rarely, but in certain circumstances, it could have a part to play. A co-option can also be used to appoint a suitably experienced individual to serve on a sub-committee whose remit covers their area of expertise.
- 12.3. **Appendix 3** sets out further information on MHA's policy and procedures, if the MC decides to seek a committee member from outside the area of operation.

13. Introduction

- 13.1. This section of the SP Strategy sets out MHA's overall framework for staff succession planning.
- 13.2. This includes MHA's approach to managing senior staff retirements that are expected to take place within the near future. The Strategy sets out the overall succession planning approach in these cases, with confidential information about individual posts provided in **Appendix 4**.

14. MHA Management Team

- 14.1. The members of MHA's Management Team are the Director (Alan Benson), Depute Director (Linda Sichi), Business Relations Manager -part-time (Joe Scott), Housing Services Manager (Theresa Toner), Finance Manager (Gordon Kerr), Corporate Services Manager (Collette Anderson) and Property Manager (Joanne MacMillan).
- 14.2. The Asset Manager post is currently the subject of an external recruitment exercise. The Director and Business Relations Manager are expected to retire within the near future.

15. Succession Planning for MHA Director

- 15.1. The Director has shared his intended retirement date with the MC, to assist with forward planning.
- 15.2. In line with HR management practice for any MHA post, the Director's exit date will not be formalised until submits his notice of resignation. This must be no less than three months before the Director wishes his employment comes to an end. At that point a Notifiable Event will occur, and the MC must notify the Scottish Housing Regulator (SHR) in accordance with SHR's statutory guidance.

Preparatory Work by the Management Committee

- 15.3. The succession planning process has begun but it will not gather full momentum until the anticipated date of the Director's formal resignation is nearer. In the meantime, the MC has completed several important **preparatory tasks**, notably:

Task	Work carried out by MC
a) Ensure that MHA has a current Business Plan (BP), which sets out MHA's strategic direction and priorities	<ul style="list-style-type: none"> * BP 2020-23 approved by the MC in June 2020 (thereafter, annual updates to the BP) * Committee input to development of the SP Strategy has addressed future opportunities and challenges from the perspective of succession planning
b) Consideration of strategic options, to identify which will produce the best outcomes for MHA tenants and the community	<ul style="list-style-type: none"> * BP includes review of strategic options * Continuation of MHA's status as an autonomous community-controlled charitable registered housing provider is the MC's clear preference * Continue to refine the review in 2021 Business Plan update and through examining on-going potential options.
c) Initial assessment of future requirements for the senior officer post	<ul style="list-style-type: none"> • Initial assessment carried out by the MC of how MHA's future direction and business needs would translate into the qualities, skills and experience to be sought in the next senior officer
d) Committee approval of the Succession Planning Strategy	<ul style="list-style-type: none"> • Plan approved by the MC in October 2020 & updated May 2021

15.4. The MHA Business Plan and **Appendix 1** of the SP Strategy provide further information about the tasks described above.

15.5. The preparatory work has allowed the MC to form a clear picture of MHA's future strategic direction, opportunities, and challenges. In due course, it will allow the MC to brief its appointed recruitment advisers about MHA and the type of leader it is seeking, and help ensure that the recruitment process can move forward without delay.

Action following Approval of the Succession Planning Strategy

15.6. The Director will agree with the MC the priority issues he will address in the period leading up to his retirement, in key Business Plan and organisational management areas. While most organisational issues will fall within delegations to senior staff, progress will be reported in areas that are likely to have a wider impact on MHA's overall effectiveness and future succession planning (see **Appendix 4**). The Director will develop and implement a workplan in conjunction with the Depute Director, with updates on progress to be provided to the Governance Sub Committee.

Appointment of HR/recruitment advisers

- 15.7. The MC will need support from professional HR/recruitment advisers, mainly on two sets of issues:
- Communications with the Director on any matter relating to his departure from MHA (e.g. notice period, pension, remuneration), where it would be inappropriate for the Director or another MHA staff member to provide advice to the Committee.
 - The recruitment and appointment of MHA's next senior officer.
- 15.8. MHA will identify suitable advisers to provide advice to the office-bearers on an "as required" basis, throughout the period leading up to the Director's notice of resignation being received. The Chairperson and Vice Chairperson will be the designated contacts for this purpose and will each receive contact details for the advisers.
- 15.9. MHA will separately commission suitable advisers to provide recruitment services. This may be the same firm that provided the initial "as required" advice, or the MC may decide to appoint different advisers.
- 15.10. The Senior Staff Management Team Succession Plan at **Appendix 4** includes a list of the recruitment services that MHA would be likely to need.

Appointment of Acting Director

- 15.11. Prior to the Director's retirement date, the MC will appoint an acting director. This is a key element of the SP Strategy, to ensure business continuity and prevent any uncertainty within the Association or externally.
- 15.12. Following an initial strategic discussion by the MC facilitated by an external consultant, MHA's Depute Director is the designated deputy for the Director's post and will be offered the position of Acting Director. The appointment will last until the starting date of the new senior officer.
- 15.13. The duration of the appointment is likely to be for at least six months, and shorter if an internal appointment were made. In deciding the contractual terms of the appointment, including remuneration, the MC will take external advice from its appointed recruitment adviser.
- 15.14. The need for backfilling the Depute Director's position during the "acting up" period will be considered. The MC will ensure that the Depute Director is not required to carry the workload of two posts (Depute Director and Acting Director).

Formation of a Senior Officer Recruitment Committee

15.15. At least two months prior to the Director's anticipated date of giving notice, the Management Committee will approve the formation of a Senior Officer Recruitment Committee. The Committee will have delegated authority to manage specified aspects of the process for recruiting and appointing MHA's next senior officer, as specified in its terms of reference and statement of delegated authority.

16. Succession Planning for Management Team Positions

16.1. Succession planning for the Management Team takes place as part of MHA's established policies and practices for HR management, notably annual personal development planning meetings.

16.2. These meetings address the future career aspirations and intentions of MHA's Management Team members and are also conducted for staff at other levels who aspire to senior management positions as part of their overall career planning (see next section).

16.3. **Appendix 4** sets out the overall succession plan for the Management Team as a whole. Key points from the Profile include:

- Other than the Director and the Business Relations Manager, no other senior managers anticipate leaving MHA in the next few years
- As set out in the Annual Staffing Report approved by the MC, the Succession Plan assumes that a new Asset Manager (recruited externally) will be in post in post around late summer 2021.

17. Succession Planning at Other Levels

17.1. MHA's HR policies and practice address succession planning across all staff teams and levels.

17.2. MHA managers complete staff job reviews each year, for all posts in their team. This involves an organisation-wide assessment of workforce requirements and resources, to identify:

- Future business needs – based on the Business Plan and Work Plans, changes affecting the work of individual teams/services, and any budgetary considerations
- Posts that are likely to become vacant, whether through internal progression or (where known) staff preparing to leave the organisation.
- People with the potential for further career development and potential.
- Development programmes/career paths to ensure potential internal successors are in place who possess the required knowledge, qualifications, skills and experience.

- Training and development needs, identified in Personal Development Plans completed for all members of staff
- HR risks and gaps, i.e. no suitable successors.
- Staff posts which may need to be filled externally.

- 17.3. All MHA staff participate in annual **personal development planning meetings**, which is a key source of information about individuals' aspirations and ambitions or intentions to move on. Line managers should, as part of every 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 arise. Line managers are responsible for managing performance and for identifying and developing talent in their own areas.
- 17.4. MHA has a well-established **talent management programme** which is targeted at staff members who receive personal and career development support to help them take their careers to the next level.
- 17.5. The purpose of the scheme is to ensure that MHA continues to develop its people and their personal competencies, in a manner that is aligned with MHA's future organisational needs.
- 17.6. The scheme applies throughout MHA, although we give specific emphasis to identifying those individuals with potential to assume greater responsibility and then ensuring they are developed accordingly. A key principle of the scheme is that talent is a corporate rather than a local resource.

18. Contingency Planning

- 18.1. To ensure business continuity, MHA will identify successors who would be responsible for providing cover in the event of another member of staff being unable to carry out their role, for example in the event of extended absence, or in an emergency. MHA's current register for contingency planning is included in the SP Strategy at **Appendix 5**.

19. Reviews of the SP Strategy and Succession Plans

- 19.1 The MC will review the SP Strategy within 12 months of it first being approved, and every three years thereafter. The accompanying Succession Plans for the MC and staff will be updated annually.