Community Counts
Milnbank
Housing Association
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TO:	Governance Sub-Committee
PREPARED BY:	Linda Sichi (Deputy CEO)
SUBJECT:	REVIEW OF SUCCESSION PLANNING STRATEGY
DATE OF MEETING:	25 February 2026
APPROVED BY:	Paul Martin (CEO)

SUCCESSION PLANNING STRATEGY

2026 - 2027

HAPPY TO TRANSLATE

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LS/February.2026/Ref: S13

CONTENTS

Succession Planning Strategy

	page
Part 1 – Strategy Purpose and Context	1
Part 2 – Succession Planning Strategy: Board Members	5
Part 3 – Succession Planning Strategy: MHA's Staff Team	12

Appendices to the Strategy

Appendix 1 – Qualities required when recruiting MHA's CEO

Appendix 2 - Succession Plan for Board Membership

Appendix 3 - Policy and Procedures: Recruitment of Committee Members not Resident in MHA's Area of Operation

Appendix 4 - Staff Contingency Scenario Planning Plan

Appendix 5 – Leadership Team & Senior Staff Succession Planning

Appendix 6 – Talent Management

PART 1: STRATEGY PURPOSE AND CONTEXT

1. Introduction

1.1. Milnbank Housing Association (MHA) is a community-based 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 Board of Management which is led by local people who commit their time and skills for the benefit of their community. All our board 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 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 *(SPS)* covers the Board and MHA's staff team at all levels. The Strategy describes how MHA will:

- Ensure that the Board, Leadership Team (LT) 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 Board and LT in a way that will support the achievement of MHA's objectives.
- Support the development of all of MHA's people and plan 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 Board and MHA's staff.

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

2.3 Succession planning for the Board and for senior staff involves some similarities but also important differences.

The SPS includes several 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 Board and the LT.

This information will only be available to the Governance Sub Committee and the Board in the first instance. Following approval, the LT 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 Board has set the following strategic direction and objectives for the period 2026:

MHA's Strategic Direction

- Consolidation, developing, and improving the performance of MHA's core business as a housing provider and property manager.
- Safeguarding the resilience of our business through challenging economic times.
- Addressing community support needs in a sustainable way.
- Pursuing new housebuilding opportunities at a relatively modest scale and where financially viable, to help regenerate our area and respond to housing need.
- Examining possible growth in our role as property factors, subject to business and Options Appraisals.

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 maximising investment in our housing and providing new housing while managing rising costs and other delivery charges.
4. To support the community through MHA's own efforts and through partnerships with community organisations and other service providers.
5. To ensure that MHA is financially viable, well governed and has the capacity to achieve its objectives for the benefit of customers and the community.
6. To enhance the growth and development of MHA staff, while maximising the development of available technology as an integral part of our commitment to providing VFM and the highest standard of customer service.

3.3 As set out in the Business Plan, the Board also considers that MHA's current organisational form – a fully autonomous CBHA that is a community benefit society, charity, and RSL – 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 Board 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 Board when discussing the SP Strategy include Changing aspirations of the tenants, impact of the economic climate and our service deliver, managing external risks and 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 Board members learning and development, seeking greater diversity in the profile of the Board, seek to attract people with skills and experience within our area of operation and setting criteria that aligns with MHA's objectives when recruiting senior staff.

3.3 **Appendix 1** provides, for reference, MHA's aspirations, skills, experience, and leadership qualities that will be necessary when recruiting a CEO.

4. Legal and Regulatory Requirements

4.1 The SPS has been developed to meet all the legal and regulatory requirements that apply to MHA.

4.2 Board 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, harassment 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 SHR's 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 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 Board to achieve good outcomes for tenants and other service users.
- To plan formally and actively to ensure orderly succession to Board places to maintain an appropriate and effective composition of governing body members and to ensure sustainability.

- 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 Board members, and what gaps there are that need to be filled.

- To ensure that all Board members are subject to annual performance reviews to assess their contribution and effectiveness and 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 diverse membership is compatible with MHA's Rules and actively engage members in the process of filling vacancies on the Board.

- All new Board members receive effective induction and ongoing support to fully understand and exercise their governance responsibilities, building skills and expertise to sustain continued effectiveness.

- The Board is satisfied that the MHA CEO has the necessary skills and knowledge to do their job. The Board sets the CEO's objectives and oversees performance, annual appraisal, and continuing professional development.

PART 2 –
SUCCESSION PLANNING STRATEGY FOR THE BOARD MEMBERS

5. Summary of Main Features

5.1. The Board will ensure that the SPS is implemented in accordance with MHA's Rules and CBHA ethos, and the relevant legal and regulatory requirements.

5.2. There are two main strands to the SPS for the Board members.

Keep and support existing committee members	• **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 Board, where possible
Future proofing, by promoting board membership and attracting new members.	• **Balance** experienced MC members by adding newer members. • **Promote** board membership throughout MHA's area of operation, to attract future board members and then retain them. • **Achieve** greater diversity in the Board's membership and ensure long-term sustainability. • **Regularly assess** the blend of experience and skills the Board needs to help achieve MHA's objectives and priorities. • **Address any gaps** in skills and experience that are significant. This will involve seeking residents with the skills needed. It could also involve the recruitment of non-residents in specific circumstances (e.g., co-option of individuals with skills gained through working or volunteering especially within the MHA community through observing at Board 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 Board must be a shareholding member. The only exception is the one Appointed Place on the Board.
- Any shareholding member can be nominated for election to the Board, subject to the reasons that would prevent this as set out in the Rules.
- If there are unfilled places on the Board after the AGM, the Board 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 Board, the Board can choose to appoint someone as a Board member (called filling a casual vacancy) until the next AGM.

6.2. Accordingly, MHA's search for future board members will primarily 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 board membership will be MHA tenants, factored owners, and other residents in operation.

6.3. In seeking to fill an identified gap in representation or skills on the board, the Rules allow MHA to do so, by encouraging suitable individuals from the area of operation to stand for election to the board. Individuals identified in this way compete for election on the same terms as every other MHA member who wishes to be elected.

6.4. MHA's Rules allow for one Appointed Board Member. The Appointed Member is a full Member of the board but cannot be an office bearer. This person should have skills set expertise in a specialised area that benefits MHA and who fits in with the community culture.

7. Succession Planning for Existing Board Members

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

- Seeking to maintain a balance on the Board between experienced and newer members.
- Planning, where possible, to:
  - Anticipate turnover in board 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, particularly the position of MHA chairperson, in a way that ensures a smooth transition if a change in board leadership takes place
  - Provide potential office-bearers with information and any support needed to progress their interest.
- Review at regular intervals the Board'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 Board members
  - Increasing the level of external professional advice and assurance the Board receives for issues or business areas.
  - Looking for new skills on the Board (either by use of co-option, by filling a casual vacancy, or to put forward for election at the next AGM

Board Succession Plan

7.2. The Board will approve and review a Board Succession Plan each year. The cycle for the Plan will run from October to the following September, to match the period from one AGM to the next. Board member Skills Audit meetings are timed to take place after the AGM.

7.3. The Plan will set out the actions that will be taken in the year ahead to implement the SPS, with the Plan for 2026 provided at **Appendix 2**. The Plan will sit alongside other committee plans, notably the Board Training & Development Plan.

7.4. The Board 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 Board Skills Profile

7.5. Each Board member will take part in an annual review and skills audit meeting. The details of this are in the Board Skills Audit Policy.

7.6. A collective Skills Profile for the Board will be prepared by the CEOs in conjunction with the Chair, using information from the review meetings. The Board will review the Skills Profile annually, in relation to the Board's current membership and MHA'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 Board Succession Plan.

Nine-year Reviews of Longer-serving Voluntary Board Members

7.7. MHA conducts 9-year reviews for longer-standing Board members in accordance with the Rules and as part of our procedures for board member reviews. The purpose of this is to assess a board member's continued objectivity and effectiveness in their role. Generally, these reviews are carried out by the Chairperson with each applicable board member who is seeking re-election. Where the Board member in question is the chairperson, the review meeting will be carried out by the Vice-Chair or another Office Bearer.

7.8. The MHA chairperson will report the outcome on these 9-year reviews to the Board prior to the AGM at which the Board 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 Board will then decide based on this question in line with the Rules.

Succession Planning for Office Bearers

7.9. The Board has four office-bearer positions, and all are subject to appointment by the Board, and any elected board 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 future interest for office bearers' positions, have the vice-chair ready to stand in at short notice and identify and train potential new chair when the chairperson is approaching the end of the 5-year term of office.

7.12. We will invite expressions of interest from all Board members around, if possible, 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 Board, at the point when the new chairperson will be elected.

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

8.1. MHA will promote the above 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 to raise awareness of how MHA is run and to encourage residents to consider standing for election.

8.2. Promotional activity will be targeted at existing groups and the wider community as many of them are involved in a voluntary capacity with a range of community undertakings, and there are several Board members who have multiple involvements (e.g. volunteering networks, tenant scrutiny groups), and interested tenants identified through MHA's tenant satisfaction surveys.

8.3. MHA will use a range of promotional tools and techniques, as shown at **Appendix 2**. These include our website, close notice board, newsletters and face to face community meetings. From year to year, we may adapt MHA's promotional methods in the light of experience and the results achieved.

8.4. In addition, MHA will work with local organisations to make use of their communication channels to reach potential MHA board 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 Board
- Residents who have skills and experience that the Board has identified as being desirable or currently lacking.

8.6. MHA will communicate the issue of skills in a considered way. First and foremost, we are seeking to attract anyone who is an MHA resident who wishes to contribute to MHA's work. We will avoid any impression that we value people with backgrounds or skills over others. Equally, we want to ensure that where there are skills gaps on the Board, we look within the community to people who could contribute their skills for the benefit of MHA 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 Board, by attracting more members who are under 50.
- Encouraging potential Board 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 Board 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 to take up a Board member role. MHA will also make funds available through the Board expenses policy to provide help with childminding and caring services, to remove barriers to participation and enable people to attend meetings.

10. What we are looking for when we promote Board 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
• Awareness of housing needs in Dennistoun or Haghill.	• Volunteering skills and experience • Willingness to ask questions.

• 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	• Life experience – e.g. experience of being a career, 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 – e.g. to reflect the experiences and needs of younger people.
Housing-related skills and knowledge	**Other relevant specialist skills/knowledge (from employment or volunteers)**
• Providing and managing housing • Housing finance • Fuel poverty • Factoring • Knowledge of regulatory regime for charities housing associations like MHA	• 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 • Strategic planning • Procurement

10.3. We do not apply any formal test of skills and experience to individuals seeking to become a board 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 board member, we will invite the interested individual to take part in an informal discussion with the Chairperson and Deputy CEO 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.

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 board 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 board members will not necessarily come with ready-made knowledge, and we address this through induction training and ongoing training. This, together with our 'open door' policy to staff is a crucial part of MHA's approach in equipping board members with the skills and knowledge needed to carry out their role.

10.7. It is also important that the Board's collective skills and experience support the achievement of MHA's overall objectives and priorities. Accordingly, the Board

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 Board

11.1. Board 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. The Board cannot endorse or favour any candidate.

11.2. MHA will encourage all candidates for election, whether they are new candidates or Board members 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 types of skills and experience, we will always conduct our search in Dennistoun and Haghill in the first instance. If this fails, the Rules allow the board the option of seeking interest from non-residents (e.g. this could occur if the board 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 an Appointed Member who could serve on the Board for up to a 3-year period.

12.2. **Appendix 3** sets out further information on MHA's policy and procedures if the MC decides to seek a board member from outside the area of operation.

PART 3
SUCCESSION PLANNING STRATEGY FOR MHA STAFF TEAM

13. Introduction

13.1. This section of the SPS sets out MHA's overall framework and its approach for staff succession planning.

14. MHA Leadership Team (LT)

14.1 The members of MHA's LT are the CEO (Paul Martin), Deputy CEO (Linda Sichi), Director of Asset Management (Mark Smith) Director of Housing & Community Initiatives (Chris Chalk) and Director of Finance (Jim Gourley)

15. Succession Planning for MHA CEO

15.1. Although not currently applicable at this point, the following sets out the principles MHA will consider when recruiting its most senior officer.

15.2. In line with HR management practice for any MHA post, the CEO's exit date will not be formalised until submission of notice of resignation within the required 3-month period. At that point a Notifiable Event will occur, and the Board must notify the SHR) in accordance with SHR's statutory guidance.

15.3. The trigger point of the succession planning process will be the anticipated date of the CEO's formal resignation is nearer. In the meantime, the Board has completed several important preparatory tasks, notably:

- Business Plan must be up to date and set out MHA's strategic direction and priorities.
- Carry out a Strategic Options Review for MHA.
- Initial assessment of the requirements for the future senior officer.
- Succession Planning Strategy be up to date.

15.4. The CEO will agree with the Board priority issues to be address in the period leading up to retirement, in key Business Plan and organisational management areas.

15.5. The Board will need support from professional HR/recruitment advisers, mainly for to communicate with the CEO any matters relating to leaving MHA and to support the Board in the recruitment and appointment of MHA's next senior officer.

15.6. Prior to the CEO's retirement date, the Board will appoint an acting director. This is a key element of the SPS, to ensure business continuity and prevent any uncertainty within MHA or externally.

15.7. The Board will approve the formation of a Senior Officer Recruitment Committee who will have delegated authority to manage specified aspects of the process for recruiting and appointing MHA's next senior officer.

16. Succession Planning for Leadership Team Positions

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

16.1. These meetings address the future career aspirations and intentions of MHA's LT 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).

16.2. **Appendix 5** provides details of succession planning for the LT members and staff at other levels who aspire to senior management positions in MHA

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 appraisals 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 staff appraisal 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 can perform 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 personal development programme which is targeted at staff members who receive personal and career development support to help them take their careers to the next level and that MHA continues to develop its people and their personal competencies, in a manner that is aligned with MHA's future organisational needs.

17.5. 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, (e.g. extended absence, or in an emergency). MHA's current register for contingency planning is included in the SP Strategy at **Appendix 4**.

19. Reviews of the SP Strategy and Succession Plans

19.1 The Governance Sub-Committee will review the SPS every three years or sooner if required. The accompanying Succession Plans for the Board and staff will be updated annually.

APPENDICES TO SUCCESSION PLANNING STRATEGY

February 2026

APPENDIX 1 - Strategic Context for MHA's Succession Planning

APPENDIX 2 - Succession Plan for Board Membership

APPENDIX 3 - Policy and Procedures: Recruitment of Board Members not Resident in MHA's Area of Operation

APPENDIX 4 – Staff Contingency Scenario Planning Plan

APPENDIX 5 – Succession Planning for the LT members and other staff who aspire to senior positions within MHA.

APPENDIX 6 – Staff Development

APPENDIX 1

STRATEGIC CONTEXT FOR MHA's SUCCESSION PLANNING

MHA's strategic direction and strategic objectives for the next year is set out in the MHA Business. In preparing the SPS, Board members focus on the above and consider how MHA's strategic direction might develop, and the main challenges and opportunities that could influence this.

MHA as an organisation

The current business model will continue but must evolve and adapt to what tenants want from MHA, MHA's capacity for supporting the community, social and economic impact on the community and uncertainties for the economy. The Board remains fully committed to ensuring local control and accountability which have been guiding principles for MHA for 50years.

The Board fully recognises the importance of people with relevant skills and experience serving on the Board. This is reflected in the diverse composition of the Board as it stands, and MHA will reflect the need for skills and experience in how it promotes board membership within the community, and further afield where necessary, in the future.

The Board recognises the need to pay close attention to MHA's long term financial viability, balancing affordable rents, VFM and IT keeping pace with change. The Board also recognises their role as a RSL in terms of improving the condition of tenant's homes, work to the principle of "One Milnbank" and of rehousing homeless applicants. Finally, the Board understand MHA's wider role activities for the community in relation to community regeneration adding value and the strong links with our volunteers.

Leadership Profile

In reviewing MHA's strategic direction, the Board used the outcomes of its future strategy discussions for the type of leadership MHA needs. The key attributes are:

Proven track record of leadership in a large social business

Relevant CBHA background (leadership experience in a large, complex community organisatio might also be acceptable)

Experience of housing and regeneration (social housing and its regulatory regime).

Some commercial understanding/acumen/expertise

Ability to work productively with a voluntary board

Skills and track record in people management, managing change, partnership working, business improvement

Skills and track record in design and delivery of strategies that achieve VFM

APPENDIX 2

SUCCESSION PLAN FOR MC MEMBERSHIP 2026/27

1) This Appendix shows the 2026/27 Board Succession Plan and covers:
   - The existing membership
   - Promoting Board membership within Dennistoun and Haghill.

Board of Management

2) The succession profile for the existing membership of the MC shows that:
   - 6 of the 12 elected MC members have served for 9 years or more, while 2 new members and 1 previously co-optee has joined the MC in the last two years.
   - There has been no resignation among the newer members who have joined in this period.

   MHA continues to endeavour to make progress in improving the balance of established and newer members. Just as important, all newer members who joined within the last few years are still on the Board.

3) No Board members have said they plan to stand down from their position. In practice, board vacancies do occur if members must resign due to personal circumstances. This pattern will be monitored, to maintain the progress in achieving a good balance between experienced and newer members.

4) MHA elected a chairperson after the AGM. The position of vice chair is the designated successor, if MHA's chairperson is unable to act for any reason. Four additional committee members have indicated that they would be interested in carrying out any office-bearer role. This provides further assurance that any unforeseen circumstances affecting the position of chairperson could be covered.

Promotion of Board Membership in the Community

5) MHA continues to make efforts to attract potential committee members aged under 50 and potential members from different ethnicities.

6) The SPS states that when the Board identifies any significant gaps in skills and experience on the Board or its sub-committees, MHA will encourage interest from potential members who are resident in MHA's area and who have the type of skills being sought.

1) SUCCESSION PLAN FOR EXISTING BOARD MEMBERS 2026-27

(THIS WILL BE REDACTED FROM THE PUBLIC VERSION OF THE SUCCESSION PLANNING STRATEGY)

Name	Current Office Bearers	Date first elected	Date last re-elected	Year next due for re-election **	Last 9-year review	Next 9-year review	Willing to remain on MC?	Office-bearer interest?	Willing to buddy a new member?

2) SUCCESSION PLAN FOR PROMOTING BOARD MEMBERSHIP 2026-27

ACTION PLAN **SUCCESSION PLANNING STRATEGY**	**LEAD OFFICER**	**MONTH**
1) GOVERNANCE SUB-COMMITTEE APPROVES ANNUAL COMMITTEE SUCESSION PLAN.	Deputy CEO	Feb. 2026
2) CONDUCT INFORMATION/PROMOTION CAMPAIGN: a) Newsletter articles published. b) Update the dedicated area on the MHA website to reflect SP priorities, ensure content is factual and engaging c) Contact & hold an information session aimed at all tenants who indicated an interest in joining a focus group or the MC during the TSS. d) Make Board membership an agenda item at a meeting of each of the tenants and residents' groups that MHA currently works with.	Senior G&C Officer/Deputy CEO Director H&CI Director H&CI	May & Dec. 2025 Constant on website March 2026 From March. 2026-February 2027
3) PROMOTE NOMINATIONS FOR ELECTION TO THE BOARD a) Provide information about process and timescales for nomination publicised (website & newsletter) b) Information sheet issued with notice of AGM, encouraging members to complete a nomination form, and providing contact details for any information or advice needed. c) Follow-up contact with people who took part in earlier engagement activities	Senior G&C Officer Senior G&C Officer	June 2025 August 2026

		June-Sept. 2026

APPENDIX 3

POLICY RECRUITMENT OF BOARD MEMBERS NOT RESIDENT IN MHA'S AREA OF OPERATION

Recruitment of Board Members not resident in MHA's area of operation

1. Introduction

1.1. This Policy applies in circumstances where the board wishes to recruit an Appointed Member onto the board or a sub-committee. MHA's Rules allow for one Appointed Member and 14 Elected Members.

1.2. The reason for considering this course of action would be to attract an individual who would contribute skills or experience that the board has identified as being essential to complement or enhance the considerable range of expertise the board already has.

1.3. The process to be followed is different from MHA's approach to promoting board membership in the community, within our area of operation. MHA's recruitment is as follows, with further information also provided in the SPS.

- The board may consider undertaking skills-based recruitment without reference to place of residence, if it has identified a significant gap in the MC's collective skills and experience, and it has not been possible to address this by promoting board membership within MHA's area of operation.
- The skills and experience sought by MHA could have been gained in several ways, such as through work or volunteering. MHA might consider getting skills and experience in a particular area (e.g., financial, planning) or might seek knowledge and experience to assist the board's work on a particular MHA project or strategic initiative.
- The board uses skills-based recruitment for the Appointed Member; this will be focused on MHA's community-based ethos and constitution.

2. Skills, Experience and Targeting

2.1. Suitable candidates must have knowledge of MHA's area of operation or the wider east end, in addition to having skills that meet MHA's needs. (e.g., people who work in MHA's area but do not live there or technical skills in areas like financial management or audit).

2.2. The SPS contains the following list of specialists or professional skills and experience that might be relevant to MHA's work.

Housing-related skills and knowledge	Other relevant specialist skills and knowledge
• Providing and managing housing • Homelessness • Housing finance • Fuel poverty • Factoring • Knowledge of regulatory regime for Charity housing associations like MHA • Procurement	• Governance, including membership of other committees or boards. • Financial planning and control • Audit/risk management/assurance • Community regeneration services • Running/managing a business or service (commercial, public service or not for profit) • Strategic planning

This is a general specification, and the types of skills that may be needed will vary at different points in time. Nor is there any suggestion that board would seek to recruit external people in all the skills areas shown above. Instead, the focus would be on whether there are essential and specific areas that might be considered, based on MHA's future strategic priorities and business needs.

3. Recruitment Process

3.1. The board will review its overall skills profile each year. This will decide whether there are any essential skills gaps that should be addressed.

3.2. If the board decides to carry out an external recruitment initiative, it will appoint a Recruitment Panel from its membership to oversee the process. The CEO will support the work of the Panel.

3.3. The Recruitment Panel will decide how the recruitment process will be conducted. It will agree a timetable, the advertising and promotion methods to be used, timescales for meetings with candidates and how the Recruitment Panel will communicate its recommendations for decision by the board.

3.4. Adverting and promotion methods will depend on the type(s) of skills and experience MHA is looking to secure. The methods used may include information placed on MHA's website or advertisements in the local press or websites of relevant professional or trade bodies.

3.5. Information may be circulated to relevant organisations, including community groups, partner organisations and other stakeholders, Local businesses and social enterprises, educational institutions or Professional bodies.

3.6. If MHA has been contacted directly by an individual interested in board membership and a recruitment initiative is underway at the time, we will include the individual in the overall pool of candidates, to be considered in the same way as all other candidates.

3.7. If a recruitment initiative is not underway at that point in time, MHA may:

- Progress the expression of interest immediately, if the individual appears to be a close fit with our skills specification or recruitment criteria. This will lead to completion of an application form, followed by an interview by the Recruitment Panel.
- Keep the person's name on file, with their consent, for the next time we are seeking to co-opt committee members.

3.8. MHA will not accept recommendations of potential candidates made by existing board or senior staff members. Any such individuals must follow the normal recruitment process described above.

3.9. If the selection process results in board approval to appoint, the successful candidate(s) will join as an Appointed Member, as described in the Rules.

3.10. If the board decides to recruit for a particular type of skill, it is seeking to attract general experience and perspectives that can be applied to our work.

3.11. All board members are equally responsible in law for the decisions, and they cannot rely on advice provided by a particular board member in the way that it can rely on advice obtained formally from an external professional adviser.

3.12. This may affect the types of skills the board chooses to seek. (e.g., MHA may not seek to recruit people because they have a legal background, since we will always need to obtain and rely on advice from our own legal advisers). In contrast, other types of skills (e.g., financial skills and experience) are transferable on a more generic basis and are more likely to be of value to MHA.

3.13. While the benefits of skills-based recruitment should outweigh the risks, the board will be mindful of the potential for negative impacts. (e.g., the Appointed Member must recognise that they are part of a collective group that is responsible for decision making, and the remainder of the board must not defer to a particular member as "the expert" on a given subject area).

3.14. These risks require a culture of encouraging contributions from different perspectives across all board members, and the right mind set on the part of the individual who has been recruited and the remaining board members.

Appendix 4

STAFF CONTINGENCY SCENARIO PLANNING PLAN FEBRUARY 2026

Business Continuity Cover = MHA's ability to ensure operations and core business functions can continue during planned staff changes and emergency unplanned. This is for the short term until a decision was made for a permanent replacement.

Appendix 5

STAFF DEVELOPMENT– FEBRUARY 2026

5.1 BACKGROUND INFORMATION

A particular strength of MHA is the commitment and support provided in nourishing those employees who are willing to learn and develop. We aim to invest in our people. As an IIP Gold organisation, the last IIP Assessment (January 2020) commented "You use a range of mechanisms to assess an employee's capability and future potential (e.g., regular workplace support meetings, the annual appraisal, detailed work plans which include reward and recognition, job shadowing and mentoring). A key value of MHA is being committed towards excellence and continuous improvement in terms of both service delivery and developing staff".

5.2 As part of MHAs approach to succession planning staff have been identified to fill critical roles. Staff Development is where potential leaders and/or seniors are trained and developed to maximise their talent and current leaders support them to achieve the future business requirements of MHA. Those staff who have the potential to progress within the Association receive on-going external support to assist them to think, act and behave like a leader. In the past, MHAs Talent Management Strategy was used as a case study as good practice in the GWSF Succession Planning Report

5.3 STAFF DEVELOPMENT IN PRACTICE

MHA aims to 'grow our own' as it is recognised that this delivers several positive benefits (e.g., commitment to MHA, continuing the CBHA ethos, return on financial investment). At the same time, MHA respects that there are a cohort of second-in-line employees who are very good at what they do and don't aspire to move into management roles, these members of staff also play a key role in MHA success. Also, as with all organisations, there are some MHA employees who do not want to develop, this is also acceptable as, for all staff,

the key matter is that MHA provides the learning and development opportunities.

5.4 Those employees who are keen to develop are required to update their work plans to focus on developing skills, knowledge and behaviours as well as identifying tasks. They must take ownership of their individual work plans as they are a requirement for progression through MHA as they evidence milestones and achieve objectives. The staff development needs to also be exposed more externally and actively explore the 'bigger MHA picture' by working within different functions. Finally, it is MHA's policy that it is a pre-requisite that all future senior staff must be fully competent in written and verbal skills.

5.5 As part of the on-going personal development programme, where possible, MHA will implement a job rotation and/or job shadowing programme to provide opportunities for expanding learning in different areas within MHA.

5.6 **MHA STAFF DEVELOPMENT STAFF POOL**

As highlighted earlier, succession planning and staff development is only a plan which means that change is more than likely to happen. The line managers, as part of their annual assessment and staff appraisals, highlighted current employees to be developed into more senior roles within the short term (1 year), medium term (2/3 years) or long term (4 years+). On this basis, the remainder of this section reflects the current pool of talent that are being developed; however, this may change during the next review. The current staff involved is provided in the undernoted private & confidential report.

Appendix 6

LEADERSHIP TEAM & OTHER STAFF IN SENIOR POSTS SUCCESSION PLANNING PLAN

(THIS WILL BE REDACTED FROM THE PUBLIC VERSION OF THE SUCCESSION PLANNING STRATEGY)

OTHER STAFF IN SENIOR POSTS – SUCCESION PLANNING PLAN

LEADERSHIP TEAM – SUCCESION PLANNING PLAN

There are specific skills and knowledge that LT members should have to enable them to successfully fulfil this important role within the Association. These include

●Strategic knowledge and intelligence to plan for the business (e.g. financial, governance, legislation and regulatory compliance etc.), to set, implement and monitor objectives framework across every area of the Association.

●Understand and work to MHA's CBHA ethos and install this in other colleagues. Always putting MHA first.

●People management skills to enable leaders to evaluate predefined competencies relevant to their teams (skills, knowledge and behaviours) and identify strengths and development needs.

●Strive to promote a positive culture of continued improvement by measuring MHA's key performance indictors across the business.

●Good verbal and written communication skills to deliver an excellent service for the Board, Board, staff, tenants and other customers.

Planning for the current LT is outlined in **Appendix 5** of the Strategy.

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