



West Granton

Housing Co-op

Our tenants are paramount in everything we do

COMMITTEE OF MANAGEMENT MEMBER SUCCESSION POLICY

This policy was approved by the Committee of Management on 17th May 2023.
It should be reviewed again no later than April 2028.

The policy has been assessed through the organisational impact assessment process.

We can, if requested, produce this document in different formats such as larger print or audio-format. We can also translate the document into various languages, as appropriate.

SCOTTISH HOUSING REGULATOR STANDARDS

STANDARD 1

The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.

STANDARD 2

The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. Its primary focus is the sustainable achievement of these priorities.

STANDARD 3

The RSL manages its resources to ensure its financial well-being, while maintaining rents at a level that tenants can afford to pay.

STANDARD 4

The Governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.

STANDARD 5

The RSL conducts its affairs with honesty and integrity.

STANDARD 6

The Governing body and senior officers have the skills and Knowledge they need to be effective.

WEST GRANTON HOUSING CO-OPERATIVE LIMITED
26 Granton Mill Crescent Edinburgh EH4 4UT
Tel: 0131 551 5035 Email: mail@westgrantonhc.co.uk

West Granton Housing Co-operative Limited is a fully mutual housing co-operative registered as a social landlord with the Scottish Housing Regulator (HAC 225); and is a registered society under the Co-operative and Community Benefit Societies Act 2014 (2357 RS).



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| Document Name: | Committee of Management Member Succession Policy | Version: | 1.0 |
| Created: | May Murray LLP | Version Date: | May 2023 |
| Owner: | David Mills / WGHC | Review Due: | April 2028 |
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1.0 INTRODUCTION

Under **Standard 6** of the Scottish Housing Regulator Regulatory Standards:

The governing body and senior officers have the skills and knowledge they need to be effective.

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| 6.1 | The RSL has a formal, rigorous and transparent process for the election, appointment and recruitment of governing body members. The RSL formally and actively plans to ensure orderly succession to governing body places to maintain an appropriate and effective composition of governing body members and to ensure sustainability of the governing body. |
| 6.2 | The governing body annually assesses the skills, knowledge, diversity and objectivity it needs to provide capable leadership, control and constructive challenge to achieve the RSL's purpose, deliver good tenant outcomes, and manage its affairs. It assesses the contribution of continuing governing body members, and what gaps there are that need to be filled. |
| 6.3 | The RSL ensures that all governing body members are subject to annual performance reviews to assess their contribution and effectiveness. The governing body takes account of these annual performance reviews and its skills needs in its succession planning and learning and development plans. The governing body ensures that any non-executive member seeking re-election after nine years' continuous service demonstrates continued effectiveness. |
| 6.4 | The RSL encourages as diverse a membership as is compatible with its constitution and actively engages its membership in the process for filling vacancies on the governing body. |
| 6.5 | The RSL ensures all new governing body members receive an effective induction programme to enable them to fully understand and exercise their governance responsibilities. Existing governing body members are given ongoing support and training to gain, or refresh, skills and expertise and sustain their continued effectiveness. |
| 6.6 | If the governing body decides to pay any of its non-executive members then it has a policy framework to demonstrate clearly how paying its members will enhance decision-making, strengthen accountability and ownership of decisions, improve overall the quality of good governance and financial management and deliver value for money. |
| 6.7 | The governing body is satisfied that the senior officer has the necessary skills and knowledge to do his/her job. The governing body sets the senior officer's objectives, oversees performance, ensures annual performance appraisal, and requires continuous professional development. |

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2.0 PURPOSE

West Granton Housing Co-operative Committee members are part of a team that is responsible for the overall strategic direction of the business with ultimate control of corporate governance and financial management. The purpose of this policy is to set out how WGHC Committee of Management will plan and manage turnover amongst members and anticipate and prepare for change. It sets out our approach to ensuring that the Committee of Management retains the required skills, knowledge and experience it has identified to lead the organisation effectively and how we will plan for sustainable good governance of WGHC.

3.0 BACKGROUND

West Granton Housing Co-operative Limited (WGHC) was formed in 1990 by residents of the West Granton area of north Edinburgh to provide new rented housing in an area dominated by low demand council housing. We own 372 properties and two play park areas.

WGHC is a fully mutual co-operative housing co-operative and a Registered Social Landlord (RSL) registered with The Scottish Housing Regulator. The registration number is HAC225.

West Granton Housing Co-operative Committee of Management (the Committee) is the governing body responsible for the leadership, strategic direction, and control of the Co-operative with the aim of achieving good outcomes for its tenants and other service users in accordance with Regulatory Standards and Guidance issued by The Scottish Housing Regulator. The Committee is responsible for ensuring that the Co-operative can demonstrate its compliance with the governance and financial arrangements.

Our tenants are paramount in everything we do, and our corporate objectives are to deliver excellent services to our tenants, providing safe, secure, affordable homes, support the local community and strive for strength and sustainability for the future.

3.1 Policy Aims and Objectives

WGHC aims to achieve the following outcomes from this policy:

- Ensure the smooth transition as Committee Members leave the Committee and ensure that positions are filled and skills/knowledge gaps within Committee are addressed.
- Ensure that there are sufficient, suitably trained Committee members in place for effective governance.
- Ensure that there are suitable trained Committee members available to take on Office bearer positions within the Committee.

3.2 Benefits of Succession Planning

Planning for the future is critical to ensure that there are sufficient trained committee members for effective governance and that successors to office bearer roles are ready at the time needed to effectively lead WGHC and to meet future challenges. It is important to have a clear plan to ensure that WGHC can continue to run smoothly and without interruption when Committee members and office bearers indicate their intention to leave or leave unexpectedly. Planning for the future will ensure that the performance of the Committee of Management remains effective.

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3.3 Our Approach to Committee Succession Planning

Our approach to Committee succession planning is designed to ensure that WGHC can attract and retain voluntary Committee Members with the skills and knowledge needed to make sure that our Committee of Management can function effectively.

Learning and development of current Committee members is pivotal to ensure that the Committee can meet current and future business needs and all Committee members will be provided with ongoing personal development opportunities.

Each year we carry out a review of the effectiveness of our existing governance arrangements. The review is carried out in the context of our Business Plan priorities agreed at our Annual Strategy Away Day. This review includes Annual Review meetings with all Committee members to discuss how individual members can support WGHC to deliver its business plan objectives. The review is also an assessment of the overall effectiveness of the full Committee of Management.

Following the Annual Reviews of Committee members, a report will be presented to Committee outlining the training and development needs of current members, details about intended retirements in the short to medium term and information about the potential aspirations of current members to take on office-bearing roles in future. The report will highlight any succession planning or recruitment issues identified, training required, and proposed action points. The details will be set out in the format of a Succession Plan (Appendix 1) for the Committee to consider. The Committee of Management will use the information in the report to establish an effective plan for transition of the Chair and officer bearer roles.

4.0 THE CHAIR AND OFFICE BEARER ROLES

4.1 The Chair Role

The Chair's key responsibilities are:

- To lead the Governing Body constructively, provide direction and manage meetings effectively.
- To develop and maintain a constructive and positive working relationship with the Chair and CEO and senior staff.
- To uphold West Granton Housing Co-Operative's Code of Conduct and promote good governance.
- To ensure that West Granton Housing Co-Operative's business is conducted effectively between meetings and that emergency decisions are taken appropriately when required.

The Chair will be elected by the Governing Body each year at the first Governing Body meeting following the AGM. Whilst the Chair of West Granton Housing Co-Operative can be re-elected, in accordance with Rule 56.11 of West Granton Housing Co-Operative's Rules, they cannot serve a continuous term of more than five years. There is no expectation that the Chair must serve the full five-year maximum term.

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4.2 The Vice Chair Role

The role of the Vice Chair and/or 2nd Vice Chair is to deputise, support and (where required) stand in for the Chair of West Granton Housing Co-Operative. However, the Vice Chair does not automatically take the position of Chair when the Chair is not present at a Committee Meeting. In these circumstances Committee Members present will elect a Chairperson (Rule 56.8).

The position of Vice Chair and/or 2nd Vice Chair will be elected by the Governing Body, every year at the first meeting following the AGM. There is no stated period of office for the Vice Chair roles within the Rules. The role of Vice Chair is an important role in its own right and is not an automatic steppingstone to becoming the Chair. However, when the Chair stands down, the Vice Chair and/or 2nd Vice Chair in post will be asked if they wish to stand for election to become Chair.

4.3 Applications for Chair and Vice Chair Roles

In all cases, potential candidates for the Chair and Vice Chair roles will be required to set out clearly how they fit the profile as set out in the relevant role descriptions, and how they will contribute to delivering on the specific business plan priorities/'wish list' that emerge from the Committee Annual Reviews.

Candidates must also demonstrate their commitment to:

- the amount of time involved in carrying out the role.
- ongoing learning and development by attending training events and Strategy/Planning days.

Nominations/applications for these office bearing roles will be sought out well in advance of any decision to give the full Committee of Management sufficient time to consider the applications for these roles and have an effective plan for the immediate future. This should take place well before the AGM each year.

In the event of an unexpected vacancy to the Chair or Vice Chair positions arising during the year, potential candidates will be required to complete an application to ensure that there is a clear and transparent process in place for the appointment to these roles. The Committee of Management will also require sufficient time to consider any applications before taking a final decision on the successful candidate.

4.4 Other related policies

- Committee Member Annual Review Policy
- Committee of Management Recruitment Policy
- Committee Member Induction Policy

4.5 Equalities

WGHC will have regard to its responsibilities under the Equalities Act 2010 and its Equality & Diversity Policy when carrying out this policy.

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APPENDIX 1

Succession Plan Template

| Committee Member Name | Current status Committee Member Chair Vice Chair 2nd Vice Chair | Date First elected Co-opted Appointed | Date Last re-elected | Date next due for re-election | Date nine-year rule effective | Intention to seek re-election | Office-bearing interest? Specify role interested in | If OB interest specify timescale | End of office-bearing term if appropriate |
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| Succession Priorities | |
| Recruitment Priorities | |
| Timescales | |

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