



Succession Planning Policy

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Next Review: Oct 2027

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1. Introduction

- 1.1 Our Management Committee has the important responsibility of leading and directing Rosehill Housing Association: determining our business strategy, supporting and overseeing the achievement of our objectives, ensuring our compliance with legal and regulatory requirements, and maintaining our financial viability. As a registered social landlord and a charity, it is vital that we have people with the right skills and experience to carry out this role. Our Management Committee is made up of volunteers and employs an experienced staff team to deliver services to our tenants and factored owners and to achieve Rosehill's priorities and objectives.
- 1.2 The responsibilities of the Management Committee are critical and we need to ensure that, collectively, we have the range of skills that we need. We will achieve this by:
- Identifying the range and mix of skills and experience necessary for our Management Committee to operate effectively in a Committee 'profile' which is agreed as part of our business plan and reviewed annually;
 - Annually assessing the skills and experience which Committee members currently hold and match these against the profile (skills audit);
 - Identifying gaps between the skills and experience required and those currently held;
 - Taking steps to fill those gaps by:
 - Delivering annual structured training and development programmes for the Management Committee as a whole and/or for individual committee members;
 - Recruiting additional members in an open and transparent basis (through election at the AGM and by co-option during the year);
 - Ensuring a process of succession planning is in place to support the transition of members taking on new roles as well as leaving the Management Committee, to maintain and develop members' skills and experience;
 - Providing support, development and training for all Committee Members through implementing an annual plan.
- 1.3 This Policy sets out the steps we will take to achieve these objectives. It takes account of the requirements of the Regulatory Standards of

Governance and Financial Management¹. Rosehill's Training and Development Policy explains how we support experienced Committee members and our Induction Policy describes how we support new members to settle into their role.

2. Succession Planning

2.1. In addition to demonstrating and being assured of our regulatory compliance, we undertake succession planning to ensure that:

- Membership of the Management Committee reflects the Committee 'profile' by combining the range of skills, knowledge, experiences and interests that we have identified we need;
- Committee members who wish to do so can develop their knowledge and skills to enable them to take on additional responsibilities, such as becoming an office bearer;
- The Management Committee anticipates and plans for changes in its membership so that its composition continues to meet our governance needs.

2.2. Succession planning is informed by and dependent on our Committee support, development and review activities. These include our annual Management Committee reviews, which are undertaken in January each year. The format of our annual reviews includes an opportunity to review the development priorities of individual Committee members, their potential interest in taking on additional responsibilities and their longer-term intentions as a member of Rosehill's Management Committee.

2.3 A key outcome of the Management Committee member annual reviews is the Succession Plan, which is presented to the Committee as part of the Annual Committee Review Report. The Management Committee Succession Plan supports the Committee's annual learning and development plan and informs our recruitment planning. The Management Committee highlights the identified recruitment priorities in the information sent to Rosehill's members to invite nominations to the Committee, in advance of the AGM.

3. Office Bearer Succession Planning

3.1. Rosehill's Management Committee appoints a Chair and Vice-Chair annually, at the first meeting following the AGM: the maximum term of

¹ Regulatory Standard 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"

office for the Chair is five years². The Management Committee has approved role descriptions for Management Committee members and for both the Chair and Vice-chair. The Management Committee wants to ensure that there is an orderly succession to the office bearing roles and that those Committee members who want to gain experience as an office bearer have the opportunity to do so.

- 3.2 The Management Committee recognises that the role of Chair can be demanding and so does not expect or require that the Chair will complete a five-year term. Rather (and whilst recognising that the Chair is subject to annual election / re-election after each AGM), the Management Committee has agreed that the expectation is that the Chair will serve between three and five years: the annual Management Committee review provides an opportunity to confirm the Chair's intentions and plan effectively for future succession to the role. This principle is intended to support strong governance and effective succession planning, by offering flexibility to potential candidates who may be more willing to undertake the role for a shorter term, whilst also offering an element of contingency in the event that there is not a ready successor at the end of the initial three-year term.
- 3.3 The position of vice-chair is intended to both support the Chair and provide an opportunity for Committee members to develop experience: the Management Committee does not assume or expect that the vice-chair will seek election as Chair, although they may choose to do so. To enable Committee members to gain experience and to mitigate the risk of both the Chair and vice-chair positions becoming vacant at the same time, the Management Committee has agreed that the vice-chair will not normally serve for more than two years consecutively. This principle is intended to support strong governance and effective succession planning by offering the opportunity to gain experience as an office bearer to a greater number of Committee members.
- 3.4 Rosehill's Management Committee does not expect or require that each / every Committee member should be willing to undertake an office bearing role: individual intentions and aspirations form an element of the annual Committee member reviews.
- 3.5 The Succession Plan will be updated following the annual committee member reviews and will be considered at the April meeting of the Management Committee. As part of this consideration, the Management Committee will agree any actions that are required to ensure an effective transition between office bearers at the next AGM.

² RHA Rule 58.11

4. Management Committee Member Succession

- 4.1 Rosehill's Rules provide that the Management Committee will have a minimum of seven and a maximum of twelve (12) members. Maintaining the Committee's membership at this level is intended to ensure that there is access to a sufficient range of knowledge and experience.
- 4.2 The Management Committee profile is reviewed annually, informed by the annual reviews, and the succession plan identifies any priorities for training and recruitment, either as a result of 'gaps' or because of anticipated changes in the Committee's composition.
- 4.3 All Committee members are expected to keep their knowledge up to date³ and are also encouraged to develop their knowledge to support their role in overseeing the delivery of Rosehill's objectives. The annual Committee training and development plan sets out the priorities identified during the annual reviews and includes organisational and individual priorities. The delivery of the plan is monitored throughout the year by the Management Committee. Learning and development is, therefore, an important element of the Committee's succession planning, as it supports existing members to grow their knowledge and develop their experience to reflect Rosehill's business and governance priorities.

5. Recruiting Additional Committee Members

- 5.1 The Management Committee also recognises the importance of ensuring that its membership combines experience and knowledge of Rosehill with a range of perspectives and new outlooks. Recruitment will be informed by knowledge of planned / anticipated changes in the Committee's membership, as indicated in the Succession Plan, and the priorities identified and approved as a result of the annual reviews and review of the Committee profile. Additional Committee members will be recruited to join the Management Committee in accordance with these priorities primarily by elections at the AGM. Nominations will be invited from shareholding members, in accordance with the Rules, and information will be included in the relevant documentation about the agreed / identified priorities. Nominees will be invited to describe how their election would support Rosehill's governance as part of the nomination.
- 5.2 In addition to elected members, the Management Committee may co-opt people who have relevant experience, knowledge and / or skills and who support Rosehill's work. Co-opted members cannot make up more than one third of the committee and do not have to be Rosehill members (although they can be). Co-options will be considered by the

³ SRH Regulatory Standard 6.5 "Existing governing body members are given ongoing support and training to gain, or refresh, skills and expertise and sustain their continued effectiveness"

Management Committee following the AGM, in order to address any gaps between the Committee's membership and the agreed profile. Co-options may be progressed either by making direct contact with individuals who are known to Rosehill as having relevant experience, or by advertising. Co-options will continue until the next AGM. A co-opted committee member may seek election to the Management Committee, provided they have been admitted to membership of Rosehill, in accordance with the terms of the Membership Policy. Although co-opted members must stand down at the AGM, the Management Committee may agree to co-opt a person again in the following year. Co-options will not usually be renewed more than twice (i.e. a co-optee will not normally continue for more than three years).

5.3 Co-optees do not need to be a member of Rosehill but may apply for membership in accordance with our membership policy. A co-opted member who becomes a shareholding member will be eligible to seek election to the Management Committee and will also be eligible to fill any casual vacancy that arises during the period of their co-option, with the approval of the Management Committee.

5.4 Filling a casual vacancy – if a vacancy arises because an elected member leaves the Management Committee between AGMs, the Committee will seek to fill the vacancy by recruiting a shareholding member with experience that is consistent with the priorities identified by the review of the Committee profile and/or to address any gaps created by the vacancy.

6. Data Protection

6.1 On the 25th May 2018 the legislation governing data protection changed with the introduction of the GDPR. Following the UK's exit from the EU, and the end of the transition period which followed, the GDPR formed part of the retained EU law and became the UK GDPR which together with the Data Protection Act 2018 constitute the UK's data protection legislation.

7. Equalities and Human Rights

7.1 Rosehill's Equality and Human Rights policy (January 2024) outlines our commitment to zero tolerance of unfair treatment or discrimination towards any individuals or group of individuals, particularly those belonging to a protected characteristics (as defined by the Equality Act (2010)). This includes ensuring everyone has equal access to information and services, by making copies of all policies available in a variety range of alternative formats (i.e. large print, translated, etc.) in response to reasonable requests.

- 7.2 Rosehill is aware of the potential for policies to inadvertently discriminate against individuals or group of individuals. To help address this we carry out Equality Impact Assessments (EIA) to help identify any part of a policy that may be discriminatory so this can be addressed (please see Section 9 of our Equality and Human Rights policy for more information).
- 7.3 As this policy applies equally to all groups, Rosehill (with committee approval) made the decision not to carry-out an Equality Impact Assessment on this policy.

8. Risk Management

- 8.1 In all key areas of our business, we need to consider any risks which may arise. To this end we have in place a robust Risk Management Policy and from this flows our Risk Register. We have identified our strategic risks which are regularly monitored by our Management Team, Audit & Risk Sub-Committee and the Management Committee.
- 8.2 To ensure we continue to manage the associated risks with recruitment, retention and succession planning for the Management Committee, we will periodically review this policy to ensure compliance with all legislative and regulatory requirements.

9. Monitoring and Review

- 9.1 This policy was adopted by the Management Committee at its meeting on 30 October 2024. The Committee Profile and Succession Plan will be reviewed annually and this policy will be reviewed not later than October 2027.