

Board Succession Plan

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1. Background

- 1.1. The Rules of Clyde Valley Housing Association allow for a maximum of 15 board members (including co-optees) and the opportunity for observers.
- 1.2. Given the complex and diverse nature of the governance structure and business of the organisation, it is recognised to be prudent to consider how we will maintain a full Board in future should vacancies arise, and also to consider how to fill our current vacancies.
- 1.3. The Association has been fortunate to have very experienced and committed Members as well as very diligent and professional office bearers, who are elected by the Board following the Annual General Meeting each year.
- 1.4. Given the status of the organisation currently within the sector and its strategic plans to consolidate and grow its position therein, it is essential at this time that it has a Chairperson that has the necessary strength and depth of skills and character to lead the organisation and who can be a real Ambassador in their role.
- 1.5. The Association Rules state that *“The Chairperson can be re-elected but must not hold office continuously for more than 5 years”*. This plan therefore outlines how it will prepare for the succession of its Chairperson, and the future development of its Vice Chairperson(s) leading up to the end of respective terms of office.

2. Succession Planning

- 2.1. By succession planning we mean the preparation for the replacement of one postholder by another. Succession planning involves preparing the new postholder before the old one leaves, possibly with training or through work shadowing.
- 2.2. Each individual member is expected to contribute constructively to the work of the governing body, though the role and their often professional/specialist background, which plays an integral role in the governing of the organisation. The role of Chairperson is primarily to act as an Ambassador for the Association and to ensure the maximum benefit and associated contribution is being achieved by the component parts of the governing body, its officers and advisers.
- 2.3. The Chairperson of the Board has particular duties and responsibilities, and should always remember that he/she is acting on behalf of the Governing Body and not in isolation.
- 2.4. The position of Chairperson is referred to in the association’s rules, and the Chairperson must always act in accordance with the rules.
- 2.5. This statement is consistent with the principle set out in the SHR Regulatory Framework and Regulatory Standards.

3. Responsibilities of Chair

- 3.1. The overall responsibilities of the Chairperson are to provide leadership to the governing body, and to ensure the efficient and proper conduct of the governing body’s business, acting on occasions under delegated authority on behalf of the governing body.

- 3.2. The specific responsibilities of the Chairperson are as detailed below. In addition an outline job description and person specification is detailed at Appendix One, and is designed to highlight the nature of the job of Chairperson and the associated skills and attributes that are demanded of the post holder.
- 3.3. The Chairperson will be given detailed training where appropriate to help him/her develop his/her skills in relation to the responsibilities associated with the post. In addition, job shadowing will take place with the outgoing Chair to pass on any experience or skills, as well as to obtain an overview of the post.
- 3.4. In exercising his/her responsibilities, the Chairperson may seek the advice and support of the Vice Chairperson or other office bearers, and may be guided by the advice of the Chief Executive. However, the Chairperson remains solely responsible for the decisions which lie within the responsibilities of the post, and his/her decisions in these matters are final.
- 3.5. The relationship between the Chairperson and Chief Executive, as leaders of the governing body and of the staff group respectively, is vital to the effective governance of the housing association. The relationship must be based on good and regular communication, mutual trust and support and an understanding of the respective roles and responsibilities. As such the Chairperson has fortnightly briefing meetings with the Chief Executive to keep up to date with Association business. It is based on an agenda that is flexible and allows both the Chairperson and the Chief Executive Officer to develop a mutually beneficial dialogue in a spirit of confidence and trust as part of the on-going stewardship role of the two posts.

4. Chairperson Succession Strategy

- 4.1. To allow the Association to plan ahead, not just for its next Chairperson, but also for ongoing future Chairs, it is the Associations strategy that the newly elected Vice Chairperson will embark upon a personal development journey, that culminates with their succession to the Chair at the end of the incumbents period of tenure, whether that period is the maximum 5 years or earlier. This will allow ongoing development of Members, and thus ensuring an ongoing development strategy for experienced and progressed successors in the role of Chairperson.

5. Nominations

- 5.1. Nominations for the role of Chairperson and Vice Chairperson will commence in the Summer of the last approved term, leading up to the AGM. Members will be asked to consider the role in detail and put forward themselves for nomination, by using the Nomination Form at Appendix Two.
- 5.2. Nominees must have served as full Board Members for a minimum of 2 years, prior to being considered for Chairperson, however, can apply for Vice Chairperson following 1 year as a full Member.

**Board of Management
Chairperson – Role Outline****Main Duties****1. Providing leadership to the governing body**

- Represent the housing association and present constructive views on its behalf.
- Keep the composition, skills and effectiveness of the Governing Body under review, and recommend action to remedy any deficiencies.
- Ensure that the Governing Body receives appropriate professional advice.
- Ensure, in the event of a vacancy, in conjunction with other members of the Governing Body, that the post of Chief Executive is filled in a timely and orderly fashion, in accordance with employment legislation, good practice and the housing association's own recruitment policy.
- Ensure, in conjunction with other members of the Governing Body, that the remuneration of the Chief Executive is considered, and recommendations made to the Governing Body.
- Arrange, with other members of the Governing Body, for the annual appraisal of the Chief Executive, and report results to the Governing Body.
- Provide ongoing support and guidance to the Chief Executive and (where necessary) initiate any disciplinary action.

2. Ensuring the efficient and proper conduct of the governing body's business

- Chair all general meetings of the housing association in accordance with its rules.
- Chair all meetings of the Governing Body, in accordance with its Standing Orders, and ensure the efficient and proper conduct of the Governing Body's business.
- Ensure that the views of all Governing Body members are sought before any important decision is taken at meetings.
- Decide on any points of order arising at any meetings of the Governing Body
- Keep order and make sure that every member has a fair hearing and an opportunity to express their views on the subject under discussion.
- Decide all matters of order, relevancy and at his/her discretion, alter the order of business at any stage of the meeting
- Exercise a second and deciding vote in the event of a tie in the vote of the Governing Body

3. Acting under delegated authority on behalf of the governing body

- Initiate any investigation under the terms of the association's Code of Conduct.
- Ensure that the housing association's business is efficiently and accountably conducted between Governing Body meetings.
- Act as the final authority in relation to appeals and complaints, in accordance with the housing association's policies.
- Sign cheques and documents requiring the Governing Body or the Chairperson's authorisation.
- Take decisions on behalf of the organisation in the event of emergencies that occur outwith the regular Committee cycle, reporting these back to the main Committee for ratification.

**Board of Management
Chairperson – Person Specification**

The following is a list of the key requirements for the role of Chairperson. It should be noted that training, support and development will be provided for the postholder, where required.

- 2 years service as full Board Member.
- Understanding and experience of Association Sub Committees.
- Knowledge of the Housing Sector.
- Excellent verbal and public speaking skills.
- Impartial and diplomatic.
- Patient and tolerant.
- Friendly and approachable.
- Willingness to learn.
- Leadership skills.
- An ability to work effectively as a member of a team.
- Good IT skills.
- Clear understanding of the responsibilities and liabilities of the Board.

**Board of Management
Chairperson/Vice Chairperson – Nomination Form**

This form should be completed if you would like to nominate yourself to stand for election as Chairperson/Vice Chairperson of the CVHA Board of Management, following the next Annual General Meeting. To nominate yourself as Chairperson, you must meet the essential criteria, outlined at Appendix 2 of the CVHA Succession Plan.

1. Nominee Details

Name	
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I would like to nominate myself as:

	Please ✓
Chairperson	
Vice Chairperson	
Proposed Length of Term, if Elected (up to 5 years)	

I, hereby nominate myself for election as Chairperson/Vice Chairperson to Clyde Valley Housing Association’s Board of Management and, if elected, confirm that I will aim to fulfill the role to my best ability and commit to any training and development requirements.

Signed		Date	
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