



INTRODUCTION

Management Board's should have an appropriate balance of skills and experience to enable them to fulfil their role whilst ensuring that appropriate governance processes have an ongoing continuously effective governing level in place. This includes providing for the successful succession of the Board. Succession planning is an ongoing process of identifying, assessing and developing people to ensure the continuity of the Board.

Succession planning for the Board includes succession and renewal for the Board and the Board's leadership positions (i.e. Chair). Our Objectives of Board succession and renewal are:

- New Board members can effectively succeed the Board's departing members and can contribute to governing the organisation as quickly as possible
- Collectively the members of the Board have the knowledge and skills necessary to perform the governance role effectively
- Effectively prepare Board members for leadership positions on the Board
- Increasing the diversity of the board creating a more inclusive organisation

At Dovecotes we recognise that our Chair, Secretary and Treasurer are critical roles within our organisation. The roles of board / committee members are made clear before members are elected or others co-opted. This policy sets out our strategy to ensure effective succession into business-critical roles.

PROCESS

The board should consider the implications of succession planning, and the experience, perspectives and personal qualities sought in future committee members. For the purpose of reflecting the community for which it serves the board will need to consider candidates from underrepresented groups and actively seek their engagement.

The committee should have an appropriate balance of skills and knowledge in its members to fulfil the needs of the organisation. Subcommittees can be actively used to effectively manage streams of the business.

Each year, prior to the first board meeting post AGM each board / committee member will be required to complete a skills questionnaire. This questionnaire will be used to produce a training plan for all board / committee members. Additionally, a governance health check will also be completed to better determine what is working efficiently and effectively.

The skills questionnaire and governance health check will be reviewed by the Chair with the support of the Chief Officer and a training plan implemented to develop committee members. Good financial management is crucial to this process providing the necessary budget to fund committee members to attend training and conferences.

PLANNING TABLE

The table is used to have replacements identified (and in the process of being prepared) for all key positions within the organisation, not just the role of the Chair.

CRITICAL POSITION 1	READY NOW	1-2 YEARS	> 2YEARS
CHAIR PERSON	1.	1.	1.
	2.	2.	2.
SECRETARY	1.	1.	1.
	2.	2.	2.
TREASURER	1.	1.	1.
	2.	2.	2.

INCREASING MEMBERSHIP

Increasing the diversity of the management board is key objective to successful long-term succession planning. The committee will actively pursue the engagement of underrepresented groups by promoting membership through newsletters, community events, the website and other social media, membership drives and marketing events.

Opportunities for increasing membership include:

- Active campaigning to increase membership numbers and keep current members informed
- Target interest groups
- Publicise the successes of the board and the organisation
- Reach into the community by reminding members and stakeholders in the community, schools, religious and cultural centres, service providers based on the estate or area, commercial enterprises, shops and businesses in the area where members are involved.
- Keeping people informed, newsletters, website, and social media.
- Current board members attending others meeting to spread the word of successes of the organisation and encourage involvement
- Use schools' curriculums to promote active citizenship and to attend board meetings or placements.
- Promote youth or cultural activities to reach out to the next generation of potential board members.
- Examine the barriers that stop people / members / shareholders being more involved – meeting times, venues, accessibility, boring meetings and lengthy agendas, poor communication or lack of encouragement for everyone attending meetings to actively participate, conference calls and new ways of making collective decisions

BALANCE AND DIVERSITY

Dovecotes Tenant Management Organisation is committed to ensuring equality of opportunity and access to become a member of the Management Board. The Organisation will ensure that every employee and individual Board Member is skilled in recognising and putting into operation the ethos of equality of treatment and opportunity.

Individuals can wear a number of hats. Roles and responsibilities as a director and when decisions are to be taken, it is important that people are aware of their role. The roles of company directors should be clear before members are elected or others co-opted

The management committee will consider;

- Where will tomorrow's directors come from?
- What sort of people might be willing to govern the organisation?
- How should they be encouraged to be involved? What governance codes, legal and other requirements are likely to apply?
- Will future boards of directors operate as they do today?

PLANNING AND REMAINING RELEVANT

The management committee shall consider what the implications are for board succession planning, and the experience, perspectives and personal qualities sought in future directors and those to be prepared for future boardroom roles.

When creating a plan the board will consider how family and other relationships and long service can all impair independence and may be a barrier to change or progress for the board and or prospective candidates for election to the board.

PREPARING FOR SUCCESSION

A progressive refreshing of the board while keeping continuity is always an issue but recognising that change ultimately happens, using succession planning and, encouraging a potential new candidates is vital.

The management committee will aim to strike the right balance between responsible risk taking and a conservative approach, seeing the big picture while also being accountable and being willing to probe in more detail when directors have financial or service provision or performance or other concerns

The committee will use co-optee positions to recruit new directors with qualities and profiles that suggest they could restore or bring more balance to the deliberations and decisions of a board. Openness to new ideas and a diversity of thought and perspectives can be conducive to creativity and innovation.

Succession issues can arise from situations ranging from a health problem or unexpected retirements / resignation from the board. The TMO through their annual skills assessment of individual directors will also consider contributions or skills and attendance to reveal the need for a changed composition and new members.

Some people may change their desire to be on the board. Others might infringe a code of conduct or, regulation or law, or do something else that is wrong, unacceptable, or harmful to a company's reputation. The committee will investigate each incident and apply the policies of the TMO relating to a members conduct.

Policy Implemented	Policy Review Date	Officer Responsible
28/08/2019	November 2022	CO/Board
November 2022	November 2024	

REFERENCE

THIS POLICY IS IN LINE WITH AND REFERENCES 'Source Developing Directors: a Handbook for Building an Effective Boardroom Prof Colin Coulson-Thomas, author Winning Companies; Winning People and Developing Directors. Ian Powell experience in developing community skills, engagement and active citizenship.