



Management Committee Recruitment and Development Policy

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Our Vision, Our Values, Our Strategic Objectives

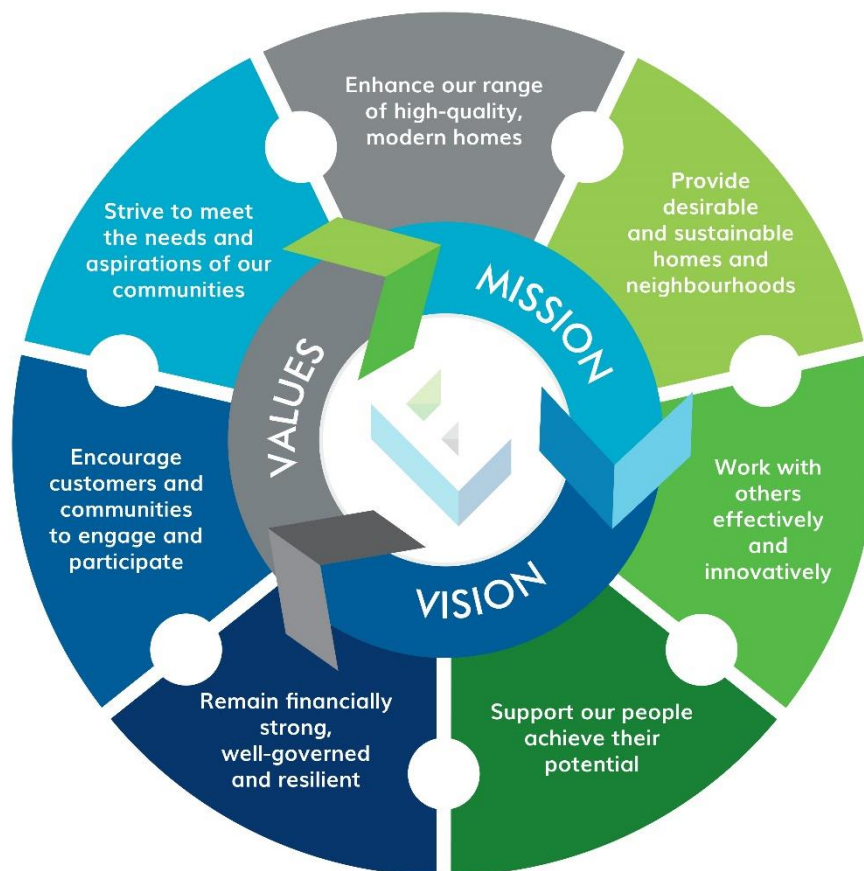
Our Vision

A vibrant neighbourhood where everyone can prosper

Our Values

Caring, Reliable, Fair, Open and Adaptable

Our Strategic Objectives



Equality and Diversity Statement

Elderpark Housing are committed to ensuring people or communities do not face discrimination or social exclusion due to any of the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief; sex or sexual orientation.

This document complies with our Equality and Diversity Policy.

We will regularly review this Policy and consider any equalities implications taking the necessary action to address any inequalities (either directly or indirectly) that result from the implementation of this Policy.

Executive Summary

Policy Author

This Policy has been drafted by the CEO and GCM, supported by an external consultant following the Committee Review process. Responsibility for implementation sits with the Management Committee and CEO who will delegate elements to the GCM. Timely review of the policy is the responsibility sits with the CEO.

Purpose of the Policy

This Management Committee Recruitment and Development Policy sets out Elderpark Housing's approach to identifying knowledge, skills and experience requirements on the Management Committee through a variety of mechanisms including the Annual Review process, Recruitment and induction of new members, ongoing training requirements which meet legal and regulatory requirements and robust Succession Planning.

Aims and Objectives of the Policy

The overall aim of this Management Committee Recruitment and Development Policy is to articulate Elderpark Housing' approach to identifying the knowledge, skills and experience gaps on the existing Management Committee, outline the process for Recruitment and induction of new members and ensure that we have a robust Succession Planning process which ensures continuity within the Management Committee.

The objectives of the policy are to ensure that we comply with the legal and regulatory requirements; put in place systems and processes which ensure that any knowledge, skills and experience gaps are effectively addressed; implement an appropriate induction, training and development programme; and have a system which ensures a robust Succession Planning mechanism.

Legislative and Regulatory Compliance

The Association is regulated by The Scottish Housing Regulator (SHR). Their Regulatory Framework 2019, sets out seven Standards of Governance and Financial Management. Relevant to this Policy are particular elements under these Standards, although given the responsibility of Management Committee members it should be noted all Standards are relevant upon undertaking the role of Committee Member:

Regulatory Standard 6 (RS6) – *'The governing body and senior officers have the skills and knowledge they need to be effective'*.

This is supported by the following Guidance Notes:

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’.*

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’.*

In addition the association is a Registered Charity and regulated by The Office of Scottish Charities (OSCR) and the Financial Conduct Authority (FCA) therefore the Rules of the association must meet OSCR requirements and be approved by the FCA.

Equalities

The association is committed to equal opportunities and will promote membership and recruitment to the Management Committee to all tenants, sharing owners, owner-occupiers and anyone else who is committed to the aims and objectives of the association and therefore the Policy is wholly inclusive to all groups. Co-options and Casual Vacancies may be used to attract member from underrepresented groups.

An Equality Impact Assessment has been carried out for this policy and is attached as **Appendix 1** to ensure the policy is applied fairly and consistently in line with the associations Equality and Diversity Policy.

Privacy

This document fully complies with General Data Protection Regulations (2018) and will be published on our website to ensure transparency of how Elderpark Housing will seek to ensure Equality and Diversity across everything we do. Any information collected as part of the recruitment or induction processes will be handled in line with our Data Protection Policy.

A GDPR Impact Assessment has been carried out for this policy and is attached as **Appendix 2**.

Related Policies

Policy Title	Location
Equality & Diversity Policy	V:\Elderpark Policy Suite\Governance Policies\G13 Equality and Diversity Policy.pdf
Data Protection Policy	V:\Elderpark Policy Suite\Governance Policies\G33 Data Protection Policy.pdf
Code of Conduct Management Committee	V:\Elderpark Policy Suite\Governance Policies\G4 Code of Conduct Management Committee.pdf
Management Committee Expenses Policy	V:\Elderpark Policy Suite\Governance Policies\G19 Management Committee Expenses Policy.pdf
Rules	V:\Elderpark Policy Suite\Governance Policies\Model Rules 2020.pdf

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1. Introduction

- 1.1 Elderpark Housing is fully committed to ensuring our Management Committee, the collective group responsible for leading and directing the association, have a diverse and suitable skillset to allow them to fulfil their role obligations. As an organisation which is a Registered Charity, is regulated by Scottish Housing Regulator and an employer of staff there are various legal and regulatory obligations placed upon them which they must ensure they have of appropriate knowledge to make informed decisions which ensures compliance with these requirements and allows for the overall leadership and direction of the association. Committee members should be aware of how their position contributes to the development of the Business Plan and achievement of the association's strategic objectives and should therefore be fully committed to undertake the role of Committee Member.
- 1.2 One of the key roles of any Management Committee is to continually ensure that it has the right skills and experience to carry out this critical role and as such this Recruitment and Development Policy has been developed in conjunction with both the Management Committee Annual Review process and compliance with the Scottish Housing Regulators Regulatory Framework.

2. Purpose of the Policy

- 2.1 This Management Committee Recruitment and Development Policy sets out Elderpark Housing's approach to identifying knowledge, skills and experience requirements on the Management Committee through a variety of mechanisms including the Annual Review process, Recruitment and induction of new members, ongoing training requirements which meet legal and regulatory requirements and robust Succession Planning.

3. Aims and objectives

- 3.1 The overall

I aim of this Management Committee Recruitment and Development Policy is to articulate Elderpark Housing' approach to identifying the knowledge, skills and experience gaps on the existing Management Committee, outline the process for Recruitment and induction of new members and ensure that we have a robust Succession Planning process which ensures continuity within the Management Committee.

- 3.2 The objectives of the policy are to ensure that we comply with the legal and regulatory requirements; put in place systems and processes which ensure that any knowledge, skills and experience gaps are effectively addressed; implement an appropriate induction, training and development programme; and have a system which ensures a robust Succession Planning mechanism.

4. Legal and Regulatory Framework

- 4.1 The Association is regulated by The Scottish Housing Regulator (SHR). Their Regulatory Framework 2019, sets out seven Standards of Governance and Financial Management. Relevant to this Policy are particular elements under these Standards:

Regulatory Standard 6 (RS6) – *‘The governing body and senior officers have the skills and knowledge they need to be effective’.*

This is supported by the following Guidance Notes:

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’.*

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’.*

- 4.2 The Scottish Federation of Housing associations (SFHA) Governing Body Succession Planning and Recruitment Guidance states that:

‘Succession Planning means looking critically at the current composition of the governing body and planning ahead. Good governance depends on an effective partnership between the governing body and senior staff; the successful delivery of the corporate objectives needs a senior staff team that is equipped with the necessary skills to implement the governing body’s plans. This means that succession planning should be a key component of good business planning: ensuring that the organisation understands the range of skills, knowledge and experience required to lead and deliver the achievement of the organisation’s objectives. Consequently, succession planning is important, in governance terms, not only for the governing body but also for the senior staff team’.

4.3 As a Registered Charity all Management Committee members are also Charity Trustees and as such must operate in a manner consistent with the charity's purpose; act with care and diligence and manage any conflict of interest between the charity and any person or organisation who appoints trustees. Within the Social Housing Sector although the RSL is a Registered Charity the primary regulator is the Scottish Housing Regulator and compliance with the Regulatory Framework ensures that act in accordance with the requirements under Charity Legislation.

5. Identification of Skills Gaps

5.1 The Annual Committee of Management Reviews should include a skills audit which will highlight the skills, knowledge, experience and diversity of current members. This will highlight where there are any gaps at present and can be used in conjunction with members plans to stand down to plan which skills and experience will need to recruited and when. The Committee of Management should also consider the 'fit' between the current member profiles and what is required to deliver the corporate plan. Questions which should be considered include:

- What skills, knowledge and experience do the Management Committee need to support the delivery of the agreed objectives?
- If new initiatives are to be undertaken, does the Management Committee need to recruit specific skills and/or do current members need to undertake some additional training?
- If the focus of the organisation is likely to change e.g. a less (or more) active development role, does the current Management Committee have an appropriate range of skills, knowledge and experience to oversee both the change and the future focus?
- Do the values of the committee member meet that of the organisation's aims and objectives?

5.2 The Annual Committee of Management Reviews should also be complemented throughout the year with supplementary training requirements which ensure they have a robust knowledge of the legal and regulatory duties of the role. In addition there may be particular new topics / initiatives or projects which may occur during the year which will necessitate additional training and development needs, for example, an organisation who has not previously embarked on a development programme the consideration of whether to build new homes may create a learning requirement. This could also occur when new legislation or guidance is produced throughout the particular year which may change the requirements or delivery of the associations functions.

5.3 Once the gaps have been identified the Committee of Management this should then form a number of activities including the commencement of any recruitment programme, the development of a training and development plan at a Management

Committee level and any individual training and succession planning activities outlined.

- 5.4 The following sections of the policy will outline the approach used in the recruitment of Committee Members, the induction process, ongoing training and development mechanisms and the succession planning principles to be used.

6. Recruitment and Selection

- 6.1 It should be noted that in order for anyone to seek to be elected to the Management Committee they must be a member of the association. While we will undertake recruitment exercises seeking to ensure we have the correct skills, knowledge and experience across the collective group of Management Committee members there is the ability for any member to put themselves forward for election at our Annual General Meeting (AGM) without having gone through any specific recruitment process therefore the sections outlined below are based upon the circumstance where we are actively recruiting members and a structured process is available.
- 6.2 Elderpark Housing has extensive opportunities for engaging with many people living in and, connected too, our local communities, through our service relationships, community involvement activities and relationships with local community or voluntary groups. We will seek to use these activities and relationships to promote membership where appropriate and as a way of connecting with people who may be harder to reach.
- 6.3 Tenant vacancies will be advertised through Association newsletters and at sign-up together with any other activities where we may come into direct contact with tenants of the association, through our website and general correspondence.
- 6.4 Opportunities for Co-options or Casual Vacancies will be advertised through social media, targeted press and publications depending on the skills required, as well as alerting the appropriate professional bodies to the vacancy. For example, SFHA and GWOSF provide a matching service which may be beneficial to assist in addressing any skills gaps.
- 6.5 Appointment of Co-options or Casual Vacancies should generally have a strategic purpose. For example, to attract members from an underrepresented group or to compliment or add to the existing skills or experience however it is also recognised that throughout the course of the year there may be appointments made to the Management Committee to supplement existing numbers and the only route to joining at that stage is either Co-option or Casual Vacancy.
- 6.6 When undertaking a recruitment exercise the process for engaging with any potential candidates who have expressed an interest in our Management Committee will involve a discussion with the Chief Executive who will outline the role of the Management Committee, provide some contextual information on the association and discuss with the interested individual their specific interest in Elderpark Housing and their motivations for seeking to join our Management Committee.

- 6.7 A Committee of Management Recruitment Pack is available to those who express an interest in joining the Management Committee and includes:
- The Application Form
 - Governing Body Member (GBM) role description
 - Time commitment required
 - Anticipated Committee meeting cycle
 - The Annual Report
 - Summary Business Plan
 - Link to the Association's website
 - Any other relevant information
- 6.5 Potential Management Committee members will be asked to provide a summary of their key skills, in the form of a supporting statement, demonstrating expertise and suitability for the role based on the GBM role description. This will allow the Association to assess their skills, knowledge and experience. The supporting statement for applicants should be able to demonstrate:
- Their interest in the community and any local connection
 - Their skills, knowledge and experience
 - A willingness to learn and develop; and
 - Commitment to the vision, values and objectives of the Association
- 6.6 A Recruitment Panel, comprising Office Bearers and the Chief Executive will consider submitted Application Forms together with a short statement provided by the Chief Executive outlining their suitability for the role following on from initial informal discussion. For those applicants who are considered to be able to demonstrate they meet the specific needs of the association at that time they will then be invited to the discussion with the Recruitment Panel to discuss their suitability and general fit with the organisation. Those which the panel feel are most suited to the role will be invited to attend a Committee meeting as an observer. If they still want to pursue this role suitable nominees will then be offered the opportunity to be Co-opted initially before seeking to become members of the association and formally stand for election at the next AGM in line with the Rules of the Association.

7. Induction

- 7.1 Elderpark Housing is fully committed to ensuring members of the Management Committee are equipped with the appropriate knowledge and skills to allow them to fulfil their role and, as such will offer all new members access to a robust induction programme, tailored to individual needs together with an initial training programme.
- 7.2 The induction will consist of standard suite of documents and training opportunities, while recognising that each individual's knowledge and skills will provide a unique set of requirements and the association will ensure the induction meets the needs of every member on an individual basis. The minimum induction offer will include:
- Presentation from CEO and Senior Management Team
 - One to one sessions with Directors to understand area of operation
 - One to one session with GCM on Assurance processes / requirements
 - Access to the Resources Library containing all relevant policies and guidance materials
 - Bespoke training programme tailored to individual needs.
 - An introductory session to our on-line Decision Time tool
 - An opportunity to have a visit around the stock to understand the communities in which the Management Committee will serve.
- 7.3 This will be further developed in conjunction with the Annual Review process which will take place after the Annual General Meeting (AGM), normally no later than November. This will ensure specific skills and knowledge gaps are captured and included within the future training programme for the forthcoming year.
- 7.4 It is recognised that there will be an ongoing learning process which will be primarily shaped by attendance and participation at Management Committee meetings. It is not anticipated that any individual will have the level of knowledge and understanding of the association from the outset and as they continue to gain experience as a Committee Member their knowledge, skills and experience will naturally evolve.

8. Training

- 8.1 The Annual Committee Review process sets out to identify knowledge, skills and experience gaps for members of the Management Committee, both individually and collectively. Through this process each member will be provided with an Individual Learning and Development Plan (LDP) and there will also be a Collective Training Plan (CTP) based on the needs of the Management Committee as a whole.
- 8.2 Each member will be issued with their LDP and will have the opportunity to attend various courses relevant to their requirements. Training offered from member bodies will regularly be highlighted from the Corporate Services team and support provided to register for sessions which might meet their needs. There will be an

element of responsibility on each Management Committee member to take ownership of their learning needs.

- 8.3 The CTP will be used to develop a full training schedule throughout the year with the GCM taking the lead role in arranging this. The association promotes partnership working and seeks to achieve value for money in all activities and as such joint training will where possible be facilitated by SHARE through the Govan, Elderspark and Linthouse (GEL) partnership. These sessions will be delivered across the year in-line with outcomes from the CTP.
- 8.4 This will be further supported by other sessions identified through the Training Tracker which will account for sessions required and not picked up in the above on normally a bi-annual basis, including but not limited to: Health and Safety, GDPR / FOI and Equalities.
- 8.5 Conferences provide excellent learning opportunities as they cover a wide range of topics and this will also be highlighted to the Management Committee on a regular basis with support to express interest in attendance and booking through the Corporate Services team.
- 8.6 Management Committee members are expected to attend as many relevant training sessions made available to them as possible. It should be noted that no Committee member should be at a financial loss for attending any training or conferences and these expenses are covered by the association. Committee Members will also be reimbursed with any travel costs in line with the Committee Expenses Policy.

9. Succession Planning

- 9.1 During the Annual Review process, members should be asked how long they think they intend to remain on the Management Committee and whether they have an interest in having an office bearing role. This will highlight when members intend to stand down, when recruitment of new members may be required, whether current post holders wish to remain in position and when recruitment to these roles may need to be planned.
- 9.2 It is understood that with the best will in the world this will only be a guide at that particular point in time and due to a variety of unforeseen reasons a Management Committee member may have to unexpectedly stand down. The purpose of the annual review process seeking to understand the Committee Members intentions is to allow for some forward planning to ensure that any recruitment exercises are undertaken at an appropriate time, specific and suitable training is provided for those interested in being office bearers and there is as seamless as possible turnover within the Management Committee.
- 9.3 The SFHA Succession Plan guidance provides a Succession Plan template and explanatory notes:

Figure 1: SFHA Succession Plan Template and Explanatory Notes

GBM Name	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	End of office-bearing term
Succession Priorities							
Recruitment Priorities							
Timescales							

9.4 The Succession Plan should be an easy to read table that details:

- Current Board membership (by name)
- Dates when each Board member was / is:
- First elected
- Re-elected subsequently (there could be a series of dates)
- Next due to stand down
- Affected by the nine-year rule (or if the RSL operates a maximum tenure, the date when that term ends should be identified)
- Dates when the Chair’s and other office bearers terms of office expire
- Intentions about standing for re-election (i.e. if a Board member intends to stand at the next planned retirement date)
- Intentions / interest in taking on an office bearing role and any specific preferences (e.g. is someone is willing to chair a sub-committee but is not interested in becoming Chair)
- Highlights any ‘gaps’ or pressure points (e.g. the Chair must stand down in two years’ time and there is no interest from current members in taking on the role; or the current vice-chair is happy to take on the role but there is no interest in taking on the vice-chair’s responsibilities; or the chair of the finance or audit sub-committee intends to stand down at the end of their current term and a successor needs to be identified – and potentially trained. This information should form part of the report that is made to the governing body at the conclusion of the annual appraisals.
- Identifies training / development / support priorities to enable individuals to take on additional roles and links to the training and development plan
- Identifies recruitment priorities

9.5 Succession Planning will be an area which is continually reviewed by the Management Committee and any risks identified both within our Risk Register and overall governance mechanisms.

10 Policy Review

10.1 This Policy will be reviewed every 5 years, or earlier if relevant guidance and / or Regulatory Standards change.

Appendix 1 - Equality Impact Assessment

Name of Policy to be assessed	Committee Recruitment Induction and Succession Planning	New policy or revision of existing?	Revision
Person(s) responsible for assessment		Vicky Ross, HR & Corporate Services Officer	
1. Briefly describe the aims, objectives and purpose of the policy.	The aims and objectives of this policy are to set out Elderpark Housing's approach to identifying the knowledge, diversity, skills, experience and objectivity required of the Management Committee now and in the future to include the annual review process, recruitment and induction of new members, the ongoing training requirements in line with legal and regulatory requirements and details of the robust succession plan.		
2. Who is intended to benefit from the policy? (e.g applicants, tenants, staff, contractors)	As the Management Committee are responsible for leading, directing and monitoring the standards for service delivery and performance, applicants, tenants, staff and contractors are affected by the decisions made by the Management Committee. All will indirectly benefit from this policy as it ensures our Management Committee have the skills and experience needed to carry out this very important role now and in the future.		
3. What outcomes are wanted from this policy? (e.g the measurable changes or benefits to members/ tenants / staff)	We want to ensure that we comply with legal and regulatory requirements in terms of ensuring our Management Committee have the skills and experience needed to fulfil the role and where gaps exist that we have a plan in place to ensure we can address this. We also need to ensure the sustainability of our Committee. There will be a benefit to our tenants and staff members in having a robust policy as it ensures we have the correct mix of skills, diversity and knowledge on the Committee which safeguards the organisation. It will also ensure our Management Committee have the confidence to participate in decision making which affects people.		
4. Which groups could be affected by the policy? (note all that apply)			
Age	✓	Disability	✓
Gender reassignment	✓	Marriage and Civil Partnership	✓
Pregnancy and Maternity	✓	Race	✓
Religion or Belief	✓	Sex	✓
Sexual Orientation	✓		
5. If the policy is not relevant to any of the equality groups listed above, state why and end the process here.			
6. Have those affected by the policy / decision been involved?			
The Management Committee will be presented with this policy for input and feedback before the final draft is approved.			

7. Describe the likely positive or negative impact(s) that the policy could have on the groups identified above.	Positive Impact(s)	Negative Impact(s)
8. What actions are required to address the impacts arising from this assessment? (This might include: additional data, putting monitoring in place, making adjustments, taking specific action to mitigate any potentially negative impacts)	No specific actions at this time. Diversity and Inclusion is at the heart of this policy and we strive to ensure that our policy supports us to attract and retain Management Committee Members who represent the diversity within our customer and staff groups. We will comply with our Equality and Diversity Policy and ensure our recruitment and induction practices are accessible to all regardless of protected characteristics.	
Signed:	<i>Vicky Ross</i>	
Dated:	21.06.23	

Appendix 2 - GDPR Impact Assessment

Name of Policy to be assessed	Committee Recruitment Induction and Succession Planning	New policy or revision of existing?	Revision
Person(s) responsible for assessment		Vicky Ross, HR & Corporate Services Officer	
Briefly describe the aims, objectives and purpose of the policy.	The aims and objectives of this policy are to set out Elderpark Housing's approach to identifying the knowledge, skills and experience requirements of the Management Committee now and in the future to include the annual review process, recruitment and induction of new members, the ongoing training requirements in line with legal and regulatory requirements and details of the robust succession plan.		
Which type of data will be used by implementation of this policy? (e.g. personal, sensitive or special category)	In the implementation of this policy we may use personal, sensitive and special category data as required. All personal information included in application processes are subject to restricted access and will only be used by those with authority to do so including the Corporate Services Administration Team, the Governance and Compliance Manager and the Chief Executive.		
What outcomes are wanted from this policy? (e.g. necessary to meet legal obligations)	We need to ensure we comply with regulatory guidance on having ' <i>a rigorous and transparent process in place for the election, appointment and recruitment of governing body members</i> '. It also ensures we comply with other regulatory requirements in terms of ensuring our Management Committee are annually assessed and have the necessary skills, knowledge, diversity and objectivity needed to deliver good tenant outcomes.		
Which groups could be affected by the policy? (note all that apply)			
Tenants	✓	Committee	✓
Employees	✓	Contractors	✓
If the policy is not relevant to any of the data groups listed above, state why and end the process here.			
Have those affected by the policy / decision been involved?			
This policy has been developed in line with the regulatory requirements. It will be presented to the current Management Committee who can share their views on this policy before a final version is agreed.			
Describe the likely positive or negative impact(s) that the policy could have on the groups identified above.	Positive Impact(s)		Negative Impact(s)
What actions are required to address the impacts arising from this assessment? (This might include: additional data, putting monitoring in place, making adjustments, taking specific action to mitigate any potentially negative impacts)	No actions noted at this time. We will ensure that any negative actions arising from the implementation of this policy are identified and amended where necessary.		
Signed:	Vicky Ross		
Dated:	21.06.23		