



"Offering our community more than a home"

Draft
Governing Board Annual Appraisal Policy

Management Committee submission: 17 December 2019

Last Approved:

Date Approved:

Next Review date: December 2020

CHA Objectives:

- To ensure local decision making and community control, we will encourage our tenants and other customers to influence our policy and participate in decisions, which may affect them.
- To ensure that our resources are adequate to deliver our objectives by investing in our people, demonstrating value for money and through robust procurement practices.
- To promote social inclusion by applying principles of equality and diversity to everything we do.

Regulatory Standards:

- The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.
- 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. And its primary focus is the sustainable achievement of these objectives.
- The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.
- The RSL conducts its affairs with honesty and integrity.
- The governing body and senior officers have the skills and knowledge they need to be effective.

This policy can be made available on request in a variety of different formats, such as on CD, in large print and translated into other languages.

1.0 INTRODUCTION

- 1.1 This Policy outlines the Association's approach to measuring Management Committee performance and continued effectiveness, training needs and arrangements for long-serving Management Committee members.

2.0 REGULATORY & BEST PRACTICE FRAMEWORK

- 2.1 This policy takes account of regulatory and best practice requirements, including Section 6 of the Regulatory Standards of Governance and Financial Management and the Code of Conduct for Governing Body Members.

- 2.2 The following areas are covered:

- Measuring the Management Committee's collective performance
- Measuring individual Management Committee member performance
- Appraising the Chair
- Reporting

This Policy should be read in conjunction with the Association's Success, Training and Membership Policies.

3.0 PERFORMANCE & ASSESSMENT REVIEW

- 3.1 In order to comply with the Regulatory Standards, the Association will carry out the following on an annual basis: -

- Individual Management Committee Appraisals
- Individual Management Committee member skills assessments
- Management Committee overall effectiveness Appraisal
- The continued effectiveness review for longer serving Management Committee members (via annual appraisal)
- 360° Chairpersons review (at least every 2 years)
- Training needs analysis report and training plan

- 3.2 The individual Management Committee annual appraisals/performance reviews and individual Management Committee member skills assessments will take the form of completion of standard forms and a one to one meeting with the Chair and/or the Vice Chair (or other office bearer). We may periodically engage the services of an external agency to assist in this process.

- 3.3 The Management Committee will be provided with an appraisal form and skills assessment form at least two weeks prior to the meeting so that members can give the questions some consideration and be prepared before the meeting.
Skills assessments forms will also be circulated in August each year, at the start of each new Committee session to enable the training calendar to be

formulated and analysis reports produced for Management Committee consideration.

The Chief Executive will retain all completed forms in individual MC files for audit trail purposes on a confidential basis.

3.4 This will enable the Chairperson/Chief Executive to: -

- Identify any areas that CHA can strengthen when promoting and/or targeting individuals for Management Committee membership in advance of the Annual General Meeting, and
- Discuss and assess the requirements for individual training plans; and
- Assist in the development of a Management Committee-wide training and development plan

3.5 The skills assessment process has the following important roles:

- a) To help identify any areas in performance that could be improved by attracting new Management Committee members with a particular skill set. For example, if a Management Committee considered its performance to be very poor in relation to financial or budgetary matters, it may be appropriate to consider targeted recruitment of someone with financial knowledge/experience.
- b) To assist in succession planning. It is critical that the Association has a clear method of ensuring that Management Committee members who may be interested in being an Officer Bearer or Chairperson has the appropriate support and training to prepare them for these important roles.
- c) To help identify training requirements and therefore feed in to the training needs assessment.

3.6 The results of the annual Management Committee and individual Management Committee skills assessment will be evaluated by the Chairperson and the Chief Executive. A draft training and development plan will be presented to the Management Committee thereafter for approval.

4.0 ASSESSING EXISTING SKILLS, IDENTIFYING GAPS & THE TRAINING NEEDS ASSESSMENT

4.1 The Association has a long established practice of assessing the skills, knowledge and experience present within the Management Committee in order to help ensure that: -

- all of the required business key skills and knowledge areas are covered; and that
- Members are able to keep up-to-date with evolving legal, regulatory and best practice requirements.

4.2 As well as identifying the skills present within the Management Committee, the assessment also highlights any gaps that exist. These gaps can then be

prioritised and addressed via a training plan which consists, in the main, of training sessions taking place in the Association's office, led by staff or external trainers. Where a small number of members have a specific need, such as chairing skills or interviewing skills, this may be addressed by attending an external session.

- 4.3 The skills analysis will highlight areas where training is required. The output from the training needs assessment will be a one-year training plan.

5.0 LONG-SERVING MANAGEMENT COMMITTEE MEMBERS

- 5.1 The Association believes that members attaining nine years' experience as a Management Committee member will have amassed a huge amount of skills, experience and knowledge, not only in terms of functional/technical subjects but also in relation to being able to contribute in an increasingly effective manner.
- 5.2 However, Regulatory Standard 6.2 requires all Management Committee members wishing to serve beyond nine years to demonstrate their continued effectiveness as well as completing the regular annual appraisal process.
- 5.3 The Association has prepared a template to be used when an individual is considering standing for election after nine years' service. It will be completed by the Management Committee member and the Chair at the appraisal interview.
- 5.4 The SHR requires Management Committee members serving for more than nine years to be able to show (i) objectivity, (ii) independent challenge and (iii) continued effectiveness. The template appended to the annual appraisal form allows each of these to be demonstrated and responses will be considered by the Chair (or the Vice Chair).
- 5.5 Members who exceed nine-year Management Committee membership, will be required to complete the template annually to demonstrate their continued effectiveness.

6.0 APPRAISING THE CHAIR

- 6.1 EVH's *Great Expectations* document recommends an approach called "360° appraisal" and this will form the basis of the Chair's annual assessment. 360° appraisal involves the Chair completing a self-assessment in addition to an assessment of the Chair being carried out by the other Management Committee members via individual appraisal and GB annual appraisal.
- 6.2 A simple pro forma will be used to appraise the Chair. This pro forma contains a range of key statements with which each Management Committee member agrees or disagrees. Additional comments can be added if required. The forms will be passed to the Vice Chair and Secretary in advance of an annual appraisal meeting with the Chair – the forms can be anonymous or, where the

Management Committee member provides their name, this will be treated in complete confidence by the Vice Chair and Secretary. The Vice Chair and Secretary will then assess the forms and provide feedback to the Chair at the annual meeting.

6.3 The appraisal will be carried out by the Vice Chair (or other office bearer) and the output will be an action plan comprising:

- any specific training required and
- Any changes in approach to certain areas that have been highlighted and agreed during the meeting.

6.4 Feedback to the Management Committee as a whole will be limited to the fact that the meeting has taken place and an action plan has been agreed. The detail of the meeting will remain confidential.

6.4 The annual review meeting with the Chair should take place in May/June after the Management Committee review in April/May.

7.0 APPRAISALS/SKILLS ASSESSMENT REVIEW TIMETABLE

7.1 The following table outlines the annual timetable of meetings:

Details	Responsibility	Date for completion
Review current forms	Chairperson/ Vice Chairperson/CEO	February
Circulate Forms to MC	CEO	01 March
Return Date	Chairperson	21 March
Chairperson Review	Chairperson	29 March
Interviews	Chairperson/Vice Chairperson/or external consultant (EVH/SHARE)	To be scheduled in April
Final Appraisal Report	Chairperson/CEO	MC meeting May
Chairperson Appraisal/360 review	Vice Chairperson (or other office bearer)	May
MC overall performance review	MC	May
Report on Chairperson Appraisal	Vice Chairperson (or other office bearer)	June
Circulate Skills Needs Assessment Forms	Chief Executive	July/August
Management Committee Report on Skills gaps/make-up of MC (equalities assessment)	Chief Executive	August/September

8.0 WHAT TO DO IF YOU WISH TO COMPLAIN ABOUT OUR APPROACH TO MANAGEMENT COMMITTEE SKILLS ASSESSMENT & NINE YEARS APPRAISALS

8.1 If tenants and/or residents wish to complain about our approach to our annual appraisal, skills assessment and 9-year appraisal processes, they should refer to the Association's Complaints Policy.

9.0 EQUAL OPPORTUNITIES

9.1 The Association is committed to ensuring equal opportunities and fair treatment for all people in its work.

9.2 In implementing this policy, our commitment to equal opportunities and fairness will apply irrespective of factors such as age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, or other personal attributes.

For Office Use Only – Actions required/completed

Customer Consultation Required/Arranged	No
Intranet Update	Yes
F Drive Update	Yes
Website Update	Yes
Leaflet change required?	No
Newsletter Promotion?	No
Other information updated, e.g. posters, automatic email responses, post cards, answering machine messages, etc.	No
Equality Impact Assessment completed	Yes