

Clydebank Housing Association Limited

From: Kimberley Tennant, Chairperson

Date: 23.11.20

To: Management Committee

Ref: KT/SK

Subject: MC Appraisals Summary 2019/20

Firstly, apologies for the delay in completing this report due to difficulties co-ordinating diaries and of course the further complication of Covid-19 which required us to focus on other priorities. Appraisal interviews have been carried out via Zoom and worked well.

Following the appraisal process and feedback from members over the past 2 years, I reviewed the appraisal form as the general consensus was that it was repetitive in places and too lengthy. The revised form, however, continues to refer to all 7 regulatory standards to ensure that members are aware of the requirements. The Management Committee also agreed that the appraisal form should be issued and completed in advance of appraisal interviews to both shorten the process and allow more time for discussion and this appears to have worked well again this year. However, a few members intimated that they preferred a one-to one session for the complete process and this has been facilitated this year and also worked well.

All appraisal forms were completed and returned by members between April and November this year (1 interview outstanding due to potential special leave of absence). Some of the information which I have gleaned from appraisal responses and notes from the interviews is summarised below. Forms were completed to a very high standard and it is evident that we have many knowledgeable and dedicated committee members on board.

Management Committee members understand the requirements of their role, including the purpose of the organisation, the importance of accountability and regulatory compliance. It is clear that the regular annual training programme has been beneficial.

All members feel they benefit from being on the Committee in terms of gaining experience of social housing and challenges associated with it.

Members have indicated that the role has been fulfilling over the year and especially the part they have played in effecting positive change including the organisation dealing effectively with the challenges of Covid-19. Knowledge and experience of local housing situation has been enhanced as well the understanding of the wider housing context.

“Being a committee member gives me the opportunity to influence its operation and to contribute to major decisions that affect the quality of life for tenants and the local community”

“It’s important that tenants are placed at the heart of the Association’s governance and I feel strongly that my participation gives voice to that.”

“I feel that being part of CHA gives me a chance to put something back into the community”

“Keeping rents affordable and building new homes is my motivation for being involved in the Association”

“I want to continue to help provide good affordable housing in Clydebank and a healthy and caring ethos as currently provided by the Association”

“I volunteer via WDC to be involved with the Management Committee – I have had a long term interest in the business of the Association”

Confidence to scrutinise and challenge senior staff has increased and there is active participation from all members. All members agreed that the training schedule is thorough and intense at times but is required to meet our skills and knowledge building required for the role.

Members were reminded that additional reading of information on the Association’s Intranet is crucial in order that any gaps in knowledge can be addressed but not to hesitate to ask the Chairperson.

“To date I have spent a large amount of time training, getting qualifications and extending my knowledge and feel a committee gives me the opportunity to put this all to good use”

All members are satisfied with the standard of reports and that suggestions for improvements are taken on board by staff, the timescale for review before the meeting and that there is sufficient debate and challenge at meetings.

Some specific comments/views made by members are as follows: -

Views on Key Challenges/Risks

- Covid-19 – effects on our tenants and contractors, service delivery, income stream and our business in general
- Ensuring we are meeting Regulatory Standards/requirements
- Welfare Reform including Universal Credit
- Increasing rent arrears and bad debts particularly in light of Covid-19
- Increasing poverty (including fuel poverty) in the area – need to offer support via wider role activities
- Brexit - The effect of Brexit still remains unknown, particularly in the event of a ‘no deal’. There may be a need to revisit the budget priorities. This could affect future funding for housing
- Meeting requirements of EESSH2
- Meeting housing demands in area and increasing homelessness
- Development programme and continuing to secure funding
- Ongoing funding for Centre81

- *Ensuring we are continue to meet our landlord health and safety requirements – identifying, managing, monitoring and reporting*
- *Continuing to comply with GDPR*

All these key challenges are incorporated into our Business Plan and are/will be addressed on an ongoing basis.

General comments

- *I would like to see more digitalisation of processes/functions*
- *Meetings and communications are always very positive and productive and that is evidenced by the success of the Association*
- *Increasing development activity (Queens Quay and Linnvale Church), partnership working with other housing associations,, being involved in the self-assurance process, training opportunities and support, maintaining our good financial position and how well we work as a team were intimated as some of the members' highlights during the year*
- *Would like to see more active participation by committee*
- *To be the biggest provider of affordable housing in Clydebank Housing Association*
- *Earlier time for meetings would be good*
- *Would like to see a more diverse board in terms of ethnicity and younger age group membership –this was picked up during skills needs assessment*
- *I would like to see more development opportunities but know it is dependent on availability of land and partnership approaches*
- *Continue to use Centre81 as a community resource and keep promoting*

Training Identification (over and above individual training schedules)

- *Tenant Participation and wider role*
- *Finance and sources of funding*
- *Office Bearer Training*

Further training requirements have been identified in the annual Committee Knowledge/Skill Needs Assessments and have been incorporated into Committee training plans for 2020/21.

Questions which were posed/information requested

- *No further questions asked*

9-Year Rule

This affected 2 members of the committee, one of which was the former Chairman. John Hillhouse has been a Management Committee member for over 30 years and the Chairperson is satisfied that John remains an effective Management Committee member. This has been demonstrated by his regular attendance at meetings and training sessions and his contributions at both.

Paul Shiach has been a continuous member for over 12 years (also a founder member of the Association in 1984) and the Chairperson is satisfied that Paul remains an effective Management Committee member. This has been

demonstrated by his regular attendance at meetings and training sessions and his contributions at both.

Both are valued members of the Management Committee and to Clydebank Housing Association and can be relied upon to share their skills and knowledge for the benefit of the Committee and the organisation as a whole.

Conclusion

My view after carrying out the annual appraisals this year is that it is it ever more apparent that the Management Committee ensures that tenants' best interests are taken into consideration for all decisions that are made. The Management Committee work exceptionally well as part of a team and will challenge the staff and each other constructively to give the best results each time.

I want to thank everyone for the time and effort put in to both completing the form and attending the interviews.

Proposed Action Plan for 2020/21

- Discuss further support and assistance (particularly for new members)
- Tightening up timescales for appraisal process (Review)
- Meeting time formally to 6.30pm – standing orders change
- Blended approach to meetings (virtual/attendance at office)
- Office bearer training from some members to be arranged
- Management Committee membership – promoting membership through direct targeting of tenants from ethnic minority background/younger tenants.
Improve succession planning situation
- Chairperson to encourage more individual active participation/ask for viewpoints at meetings