



Committee performance review policy

Date approved by Management Committee:
Last review:
Next review:

June 2023
October 2019
June 2026

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1. Introduction

1.1 This document outlines the Association's approach to assessing Management Committee performance and continued effectiveness, training needs and arrangements for dealing with long-serving Committee members. It brings together a number of existing practices that we have been following on a less formal basis, setting a formal framework to help ensure that we continue to meet regulatory expectations.

2. Policy aims and objectives

2.1 The Committee review process aims to:

- Set aside time to have a personal conversation with each of our Management Committee members.
- Find out longer term intentions, identify potential office bearers and assist with succession planning.
- Assess how meetings are working.
- Find out how well the Chair is doing.
- Discuss the relationship between staff and Committee members.
- Identify improvements.
- Create tailored training and development plans.

3. Legislative and regulatory Framework

3.1 Annual Committee appraisals have been a regulatory requirement since 2015 and are a crucial element of the support provided to Management Committee members. It is vital for identifying training and development priorities, discussing aspirations and future intentions, and reflecting on both individual contributions and the overall effectiveness of the Management Committee as a whole.

3.2 There is no set format for Committee performance review, therefore this policy takes account of regulatory and best practice requirements¹, including section 6 of the Regulator's Standards of Governance and Financial Management and the Code of Conduct for Governing Body Members to develop Cernach's own approach to appraising the Committee.

¹ *Governing body member annual review guidance (SFHA, February 2021)*

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4. Risk management

- 4.1 All RSLs are required to comply with the SHR's Regulatory Framework and submit an Annual Assurance Statement confirming their assurance and identifying any areas of material non-compliance by October each year, therefore an annual review process is required to demonstrate compliance with these standards.
- 4.2 Failure to have a sound performance review framework in place could (i) compromise good governance as gaps in skills and training needs could be missed and (ii) lead to poor compliance with the SHR's Standards. This policy helps identify issues and lessens the risk of poor governance.

5. Equalities

- 5.1 The Association's Equality and Human Rights policy, which was approved by the Committee in April 2021, outlines our commitment to promote a zero tolerance to unfair treatment or discrimination to any person or group of persons, particularly on the basis of any of the protected characteristics². This includes ensuring that everyone has equal access to information and services, and, to this end, the Association will make available a copy of this document in a range of alternative formats including large print, translated into another language or by data transferred to voice.
- 5.2 In line with section 6 of the Equality and Human Rights Policy, the Association carried out an Equality Impact Assessment on this policy and no remedial action was identified as necessary. It is attached at the end of this policy.

6. Performance review process

- 6.1 In order to help comply with the Regulatory Standards, the Association will carry out an annual performance review with Committee members. This will typically be conducted by the Corporate Services team; however external consultants may be used every three to four years in order to ensure independent assessment.
- 6.2 The process and standard templates are set out below as a guide to the process. It is important to note that changes may occur each year following Committee feedback, resources, and best practice guidance from the sector.

² The Equality Act 2010 identifies the "protected characteristics" as age, disability, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, gender reassignment and sexual orientation.

6.3 Annual performance review schedule

Timeline	Area	Lead
June- July	Appraisal survey issued	Corporate Services Officer
June-July	Individual meetings with Committee members	Corporate Services Officer
August	Presentation of findings	Corporate Services Officer
September	Training plans issued and signed	Committee

- 6.4 Appendix 1 contains details of the survey form to be used in the Management Committee performance review. This will be used as a basis for a follow up conversation between individual Committee members and the Corporate Services Officer. During this 1-2-1 meeting a training plan for the following year will be created and agreed (appendix 2).
- 6.5 After all 1-2-1s are completed, the Corporate Services Officer will present a summary of the findings at a Committee meeting ahead of the AGM.

7. Chair's appraisal

- 7.1 The initial survey (Appendix 1) will contain a section specifically on the performance of the Chair. This feedback will be anonymised and presented to the Chair at their individual meeting.

8. 9-year rule

- 8.1 Regulatory Standard 6.2 requires all Committee members wishing to serve beyond nine years to demonstrate their continued effectiveness. The Regulator requires Committee members serving for more than nine years to be able to show (i) objectivity, (ii) independent challenge and (iii) continued effectiveness.
- 8.2 The Association believes that members attaining nine years' experience as a 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. This will be explored in set interview criteria during individual 1-2-1 meetings (appendix 3).

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9. Training

- 9.1 As well as identifying the skills present within the Committee, local RSLs (as Drumchapel is a Co-operative) within Drumchapel area also have a collective assessment of training and skills that effect all Committee members.
- 9.2 Those participating (Drumchapel, Kingsridge Cleddans, Pineview and Cernach, known as DRUMCOG) have created a collective training plan running for two years with a series of guest trainers and topics. The training sessions take place at the Association's office and whilst all landlords are responsible for promoting the training, the programme overall is led by each Association on a two-year rotational basis.
- 9.3 The DRUMCOG training plan will be supplemented by:
- External trainers providing one off specific sessions as a result of the training needs identified in the annual performance reviews that do not form part of the DRUMCOG sessions.
 - Sessions delivered by Cernach staff on specific topics or area as they are required or identified. These may be the result of regulatory guidance, best practice learning or committee requests.
 - Bite sized updates before Committee meetings from Cernach Staff
 - One off external training for individual members via EVH, SHARE or SFHA
 - Conference attendance
- 9.4 Cernach takes an open approach to training and encourages Management Committee members to actively engage with training and investing in their own skills. Attending external events plays a key role in the annual training programme.

10. Policy review

- 10.1 This policy will be reviewed in three years, or earlier to take account of legal, regulatory, or best practice requirements. The next review will therefore take place in or before June 2026.

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Appendix 1

Annual performance review

Name..... How long have you been on the Management Committee? Which sub-Committees do you serve on? Date this form was completed

How am I performing as a member of the Governing Body?

	Confidently and Effectively	Quite Good	Not as good as I would like
My attendance at meetings			
My contributions to discussions			
Reading papers before meetings			
Working effectively with colleagues			
Working effectively with staff			
Understanding the big picture			
Applying my knowledge and experience appropriately			
My attendance at training, conferences, or other events			
Being an ambassador for Cernach			
Upholding the Code of Conduct			

How do I rate my knowledge?

	Sound and up to date	Quite Good	Not as good as I would like
Governance			
Strategy			
Performance management			
Business planning			
Risk			
Housing			
Development			
Finance			
Maintenance			
Legal and regulatory issues			
Employment and HR issues			
Equalities			

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Customers' views of Cernach			
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How Confident Am I?

	Very confident	Confident	Unsure
Explaining Cernach's strategy and objectives			
Describing Cernach's culture and values			
Explaining Cernach's main priorities			
Explaining my role as a Committee member			
Asking questions of staff			
Explaining Cernach's activities to customers			

How well is the Governing Body led? (omit for Chair)

	Agree strongly	Agree	Not sure	Disagree
The chair encourages everyone to contribute their views				
Meetings are chaired well				
We always get through the agenda with enough time for discussion				
We are kept informed of important events between meetings				
We work well as a team				
The chair is approachable				

How do I rate myself as Chair?

	Very good	Good	Not as good as I would like
I encourage members to contribute their views			
I keep the Governing Body's skills under review			
I have a clear view of Cernach's future that is shared by the Governing Body			
I work well with the Director and senior staff			
I keep members informed between meetings			
I am approachable			
I keep my knowledge up to date			
I attend conferences and training			
I try to bring out the best in Governing Body members			
I drive performance review and improvement			

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How do I rate Committee as a whole?

	Agree most of the time	Agree some of the time	Rarely agree	Disagree
Committee members are well prepared when they attend meetings				
The Committee provides the overall direction and had a clear idea of what the Association is going to do				
We know the risks which face the Association and have process in place to manage these				
Committee makes decisions effectively				
We ask the right questions and monitor performance well				
The Committee is open and accountable to all customers and others about its work and the governance of the Association				
The Committee complies with its own internal governance protocols, relevant legislation, and regulatory requirements.				
We are clear about the roles of Committee members and staff				
We have an effective relationship with staff				
The Committee holds senior officers to account				
We operate well as a team, and we share responsibility				

What could be improved?

What could Cernach do over the coming year to support you in your role?.....

.....

What could the Governing Body do better?

.....

.....

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Appendix 2

Reflections from survey

Individual survey's will be analysed and areas where there is less positive responses will be reflected on

How are you developing your areas of strength?

Are you using your areas of strength to contribute to the Committee? If not, how could you do more?

How will you develop or compensate for the areas where you could improve?

Training plan (year)

(areas for training will be agreed at the meeting)

Area	Training	Date	Drumcog or course?

Committee signature:

Date:

Cernach signature:

Date:



Appendix 3

Long-serving review questions

The questions/pointers below should be used to steer the discussion at the meeting between a long-serving Committee member wishing to stand again for election and the Corporate Services Officer. The questions should be used as prompts used to feed into an overall assessment in each of the three areas (objectivity, independent challenge, and continued effectiveness) rather than answered individually.

NAME	
Number of years' service	

Discussion Prompts	Overall Assessment/Evidence Of Compliance
<p>Objectivity:</p> <ul style="list-style-type: none"> ▪ What measures do you have in mind to avoid long-standing relationships clouding your judgement (e.g. ensuring that relationships with Committee colleagues and the Director remain business like rather than overly casual)? ▪ How do you avoid bringing your personal feelings into play when taking decisions that affect the organisation more widely? 	
<p>Training and development needs for objectivity</p>	

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Discussion Prompts	Overall Assessment/Evidence Of Compliance
<p>Independent challenge:</p> <ul style="list-style-type: none"> ▪ What measures do you have in mind to ensure you hold senior officers to account? ▪ Our tenants' and other stakeholders' own expectations have changed over time since you joined us – how do you keep yourself up to date with all this? ▪ Do you think you still make the same level of contribution to discussions as in your early days? ▪ Do you remain confident in constructively challenging views you do not agree with? ▪ Have you any awareness of the process and the outcomes in terms of the appraisal of our principal officer? 	
<p>Training and development needs for independent challenge</p>	

Discussion Prompts	Overall Assessment/Evidence Of Compliance
<p>Continued effectiveness:</p> <ul style="list-style-type: none"> ▪ Can you think of recent areas where you were able to motivate others positively? ▪ What are the three biggest challenges you think we are facing in the years ahead, and what outcomes would you like to see for each of these? ▪ Do you still look for ways to improve your own effectiveness as a Committee member? ▪ 	
<p>Training and development needs for continued effectiveness</p>	

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Training Plan (year)

Area	Training	Date	Drumcog or course?

Committee signature:

Date:

Cernach signature:

Date:

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Cernach Housing Association Equality Impact Assessment Tool



Name of the policy / proposal to be assessed	Committee Performance Reviews	Is this a new policy / proposal or a revision?	Revision
Person(s) responsible for the assessment	Lindsay Crawford, Corporate Services Officer		
1. Briefly describe the aims, objectives and purpose of the policy / proposal	To set out our approach to annual Committee appraisals.		
2. Who is intended to benefit from the policy / proposal? <i>(e.g. applicants, tenants, staff, contractors)</i>	Committee Members.		
3. What outcomes are wanted from this policy / proposal ? <i>(e.g. the benefits to customers)</i>	All RSLs are required to comply with the SHR's Regulatory Framework and governing bodies must submit an Annual Assurance Statement confirming their assurance and identifying any areas of material non-compliance by October each year, therefore an annual review process is required to demonstrate compliance with these standards. It is also vital Committee members understand the process they are expected to participate in annually.		

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4. Which **protected characteristics** could be **affected** by the proposal? (*tick all that apply*)

- Age
 Disability
 Marriage & Civil Partnership
 Pregnancy/Maternity
 Race
 Religion or Belief
 Gender
 Gender Reassignment
 Sexual Orientation

5. If the policy / proposal is not relevant to any of the **protected characteristics** listed in part 4, state why and end the process here.

After consideration, there is no known elements of this policy which could impact any protected characteristics.

	Positive impact(s)	Negative impact(s)
<p>6. Describe the likely positive or negative impact(s) the policy / proposal could have on the groups identified in part 4</p>		
<p>7. What actions are required to address the impacts arising from this assessment? (<i>This might include; collecting additional data, putting monitoring in place, specific actions to mitigate negative impacts</i>).</p>		

Signed: 

Job title: Corporate Service Officer

Date the Equality Impact Assessment was completed: 2/06/23