



## **Committee performance review policy**

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

June 2026  
June 2029

# Committee performance review policy



## 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.

## 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.
- Assess the collective effectiveness of the Committee
- Identify improvements
- Identify gaps in the collective knowledge and experience of Committee members
- Create tailored training and development plans.

## 3. Legislative and regulatory Framework

- 3.1 The Association will maintain arrangements for an annual review of Management Committee members and the collective effectiveness of the Management Committee. This supports compliance with the Scottish Housing Regulator's Regulatory Framework, including the Standards of Governance and Financial Management, and helps the Association identify training and development priorities, succession planning needs and any actions required to strengthen governance and assurance.
- 3.2 There is no prescribed format for Committee performance review, however this policy reflects the Scottish Housing Regulator's current Regulatory Framework, the requirements of Standard 6 of the Standards of Governance and Financial Management, SFHA guidance on succession planning, current Annual Assurance Statement guidance and the Association's Code of Conduct for Committee Members – as well as the Association's own Rules.

### 4. Risk management

- 4.1 All RSLs are required to comply with the Scottish Housing Regulator's Regulatory Framework and submit an Annual Assurance Statement by 31 October each year. The annual review process set out in this policy forms part of the Association's wider assurance framework by providing evidence on individual contribution, collective effectiveness, training needs, succession planning and continued capacity to govern.
- 4.2 Failure to maintain a sound performance review framework could compromise good governance by allowing gaps in skills, succession planning, oversight or assurance to go unaddressed. This policy helps the Association identify issues early, support members effectively and reduce the risk of non-compliance with regulatory standards and good governance practice.

### 5. Equalities

- 5.1 The Association's Equality and Human Rights policy, which was approved by the Committee in April 2025, 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 characteristics<sup>1</sup>. 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 We are also aware of the potential for policies to inadvertently discriminate against an individual or group of individuals. To help tackle this and ensure that it does not occur, best practice suggests that organisations carry out Equality Impact Assessments to help identify any part of a policy that may be discriminatory so that this can be addressed (please see section 6 of the Equality and Human Rights policy for more information).
- 5.3 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. The full assessment is appended at the end of this policy.

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<sup>1</sup> 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.

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### 6. Performance review process

6.1 To support compliance with the Regulatory Standards, the Association will carry out an annual performance review with Committee members. This will normally be coordinated by the Corporate Services team, although external support may be used periodically to provide additional independence and external challenge.

6.2 The process below is intended as a guide. It may be refined from time to time in response to Committee feedback, available resources, regulatory developments and evolving sector best practice.

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 The Association has moved away from using a standard form each year, and instead will consult with Committee members annually to agree any topics or questions of priority for the Committee. That being said, there are several key themes which will be discussed annually which are:

- Committee and Sub Committee membership intentions
- How I'm performing as a member of the Committee?
- How is my knowledge?
- How is my confidence?
- How well is the Committee led?
- How do I rate the Committee as a whole?
- What could be improved?

6.5 These themes will be used as a basis to hold a follow-up conversation between individual Committee members and the Corporate Services Officer. During this one-to-one meeting, a training and development plan for the following year will be created and agreed.

6.6 After all one-to-one meetings are completed, the Corporate Services Officer will present a summary of the findings to the Committee ahead of the AGM. The summary should cover both individual development themes and any collective

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governance, assurance or succession issues identified through the review process.

### 7. Chair's appraisal

- 7.1 The initial survey 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 Committee members wishing to serve beyond nine years to demonstrate their continued effectiveness, as does the Association's own Rules. The Association must be able to provide assurance to the Management Committee that any member serving for more than nine years continues to contribute effectively and is able to exercise objective judgement, independent challenge and sound governance oversight.
- 8.2 The Association recognises that long-serving members can bring valuable experience, knowledge and continuity. Any decision to support service beyond nine years will, however, be informed by evidence from the annual review process, including consideration of continued effectiveness, independence of thought, contribution to scrutiny and challenge, attendance, learning and development, and ongoing commitment to the role.
- 8.3 The Management Committee will therefore receive confirmation of these requirements prior to any member with service over nine years standing for election at the AGM.

### 9. Training

- 9.1 As well as identifying the skills, experience and development needs present within the Committee, the Association also contributes to wider shared learning with local RSL partners. This supports the collective assessment of training priorities affecting Committee members and helps ensure that members remain equipped to meet governance, regulatory and strategic responsibilities.
- 9.2 Those participating in the shared training arrangement (Drumchapel, Kingsridge Cleddans, Pineview and Cernach, known as DRUMCOG) have developed a collective training plan with a series of guest trainers and topics. While each landlord remains responsible for promoting training and supporting its own governing body members, the programme as a whole is coordinated on a rotational basis.

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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 areas as required or identified. These may arise from 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
- Forum and network attendance
- 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 every 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 2029.

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### Cernach Housing Association Equality Impact Assessment Tool



Name of the <b>policy / proposal</b> to be assessed	Committee Performance Reviews	Is this a <b>new policy / proposal or a revision?</b>	Revision
Person(s) responsible for the assessment	Emma McShane, Head of Corporate Services		
1. Briefly describe the <b>aims, objectives and purpose</b> of the policy / proposal	To set out our approach to annual Committee appraisals.		
2. <b>Who is intended to benefit</b> from the policy / proposal? (e.g. <i>applicants, tenants, staff, contractors</i> )	Committee Members.		
3. What <b>outcomes</b> are <b>wanted</b> from this policy / proposal ? (e.g. <i>the benefits to customers</i> )	All RSLs are required to comply with the Scottish Housing Regulator's Regulatory Framework and governing bodies must submit an Annual Assurance Statement confirming their assurance and identifying any areas of material non-compliance by 31 October each year. The annual review process supports this by helping the Association evidence continued effectiveness, identify training and succession needs and keep members informed about the process in which they are expected to participate.		

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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, no adverse impacts arising directly from this policy were identified. However, the Association should continue to apply the policy in a way that supports accessible participation, reasonable adjustments where required and equal access to information, training and review arrangements for all Committee members.

	Positive impact(s)	Negative impact(s)
<p>6. Describe the <b>likely positive or negative impact(s)</b> the policy / proposal could have on the groups identified in part 4</p>		
<p>7. What <b>actions</b> are <b>required</b> 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: E McShane

Job title: Head of Corporate Services

Date the Equality Impact Assessment was completed: 08/06/2026

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### Table of proposed amendments

Section	Proposed Amendments	Comment
<b>Committee performance review policy</b>		
If required, does the revised policy take account of residents' views? (yes/no/not req'd)	Not req'd	If required, has an equality impact assessment been carried out? (yes/no/not req'd) Yes
<b>NB. This table summarises the key amendments made to the policy.</b>		
Section	Proposed Amendments	Comment
Section 2.1	Expanded the aims to include assessing the collective effectiveness of the Committee and identifying gaps in collective knowledge and experience.	Listed aims now broadened to strengthen the policy's focus on collective capability and governance assurance.
Section 3.1	Reframed to focus on maintaining arrangements for annual review of individual members and collective Committee effectiveness, linked to governance assurance, succession planning and development needs.	To align the policy more clearly with the current Scottish Housing Regulator framework and modern assurance language.
Section 3.2	Updated to refer expressly to the current Regulatory Framework, Standard 6, Annual Assurance Statement guidance and the Association's Code of Conduct for Committee Members, and further updated to add express reference to SFHA guidance on succession planning and the Association's own Rules.	To strengthen the regulatory basis of the policy, reflect current terminology and guidance, and strengthen the succession-planning and rules context.
Section 4.1	Updated to specify submission by 31 October each year and explain that the annual review process forms part of the Association's wider assurance framework.	To align with current SHR assurance expectations and strengthen the link to evidence-based assurance.
Section 4.2	Expanded to refer to governance, succession planning, oversight or assurance risks as well as skills gaps.	To provide a broader governance and assurance framing.
Section 5.1	Updated the equalities wording to the newer 2025 version of the statement.	To clarify the Association's equality commitments.

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Section 6.1	Updated to say the process will normally be coordinated by the Corporate Services team, with external support used periodically to provide additional independence and challenge.	To modernise the wording and avoid over-prescribing the cycle for external involvement.
Section 6.2	Updated to say the process and templates are intended as a guide and may be refined over time in response to Committee feedback, resources, regulatory developments and sector best practice.	To future-proof the policy and better reflect an evolving review approach.
Section 6.4	Replaced appendix-based references with a guidance-based approach setting out the key annual discussion themes to be covered with Committee members.	To move away from fixed forms and towards a more flexible, discussion-led annual review process.
Sections 6.5 / 6.6	Updated to use “one-to-one meetings” and to confirm that summary reporting should cover both individual development themes and collective governance, assurance and succession issues.	To improve formality, clarity and governance focus.
Appendices 1–3	Removed the appendices in full and replaced them operationally with the annual guidance topics in Section 6.4 and the updated discussion-led review approach.	To simplify the policy document and avoid embedding detailed working forms within the policy itself.
Section 7.1	Updated to refer to the initial survey more generally, without reliance on a specific appendix.	To remain consistent with the removal of the appendices.
Section 8.1	Strengthened the wording on the over-nine-year rule to refer to objective judgement, independent challenge and sound governance oversight, and expanded it further to add that the Association’s own Rules also require this and that assurance must be provided to the Management Committee.	To align more clearly with current Standard 6.2 expectations, strengthen the internal governance basis and clarify the assurance route for decisions on extended service.
Section 8.2	Updated to say any decision to support service beyond nine years will be informed by evidence from the annual review process, including effectiveness, independence of thought, scrutiny, attendance, learning and commitment.	To replace appendix-based assessment language with a more robust evidence-based approach.
Section 8.3	Added a new provision confirming that the Management Committee will receive confirmation of the over-nine-year	To formalise the timing of assurance and support transparent decision-making ahead of AGM elections.

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	requirements before any affected member stands for election at the AGM.	
Section 9.1	Rewritten to refer clearly to wider shared learning with local RSL partners and collective assessment of training priorities affecting Committee members.	To improve clarity, grammar and governance relevance.
Section 9.2	Refreshed to explain that DRUMCOG partners have developed a collective training plan, while each landlord remains responsible for supporting its own governing body members and the programme is coordinated on a rotational basis.	To improve readability, accountability and flexibility.
Section 9.3 bullet points	Updated the internal training bullet points to refer more clearly to regulatory guidance, best practice learning, Committee requests and bite-sized updates before meetings, and expanded the list to add forum and network attendance as a further development route.	To better reflect how training needs arise in practice, improve drafting consistency and recognise a wider range of useful learning and sector engagement opportunities.