



Policy on Management Committee Appraisals and Succession Planning

Date of Review/Approval: January 2020

Date of Next Review: January 2023

1. Policy Purpose

1.1 This Policy describes how Southside Housing Association will:

- Promote membership of the Management Committee and manage turnover in committee membership;
- Review the performance of the Management Committee and committee members' individual contributions;
- Use the review process to make sure committee members receive the support they need to carry out their role.

2. Constitutional and Regulatory Requirements

2.1 The Association's Rules set the following requirements which are reflected in this Policy:

- | |
|---|
| <ul style="list-style-type: none">• Any member of the Association may seek election to the Management Committee;• The Management Committee will assess annually the skills, knowledge, diversity and objectivity that it needs for its decision making and what is contributed by committee members by way of annual performance reviews;• The Management Committee must be satisfied that any committee member seeking re-election after serving for a continuous period of 9 years or more can demonstrate their continued effectiveness as a committee member. |
|---|

2.2 The Policy also takes account of the Scottish Housing Regulator's Standards of Governance and Financial Management, and the Guidance for Charity Trustees published by the Office of the Scottish Charity Regulator.

3. Policy Statement

3.1 The Association will implement this Policy in a way that reflects our ethos of leadership by local people, with high levels of community and tenant involvement in our governance and decision-making. We will therefore:

- Encourage people with an interest in the Association's work and a commitment to our aims and values to put themselves forward for election to the Management Committee;
- Provide support to help all of our committee members in developing their knowledge and experience, including induction training and support for new members;
- Use targeted promotion or recruitment as required, to address any gaps in representation, perspectives or experience on the Management Committee.

3.2 Committee members' self-assessments of their contributions and of their learning and support needs will be at the centre of our approach. We will make individual

reviews with committee members a positive experience that strengthens confidence and capacity.

- 3.3 The Association recognises the importance of the regular refreshing of committee membership. We will balance the need for turnover alongside the need to retain skills, experience and commitment, all of which contribute to successful community-led governance.

4. Review Processes

Overview

- 4.1 The Association's review cycle will take place annually, and will include a report and proposed Committee Development Plan which will be presented to the Management Committee each July, prior to the Annual General Meeting (AGM).

- 4.2 The review cycle will consist of three main stages:

Stage 1

Annual review of the Management Committee's effectiveness and membership

Stage 2

Annual review conversations (appraisals) with each Management Committee member

(Where relevant, this will include discussions required by the "9 year rule": i.e. review of the continued effectiveness of a retiring committee member who has 9 years or more continuous service and who wishes to stand for re-election)

Stage 3

Management Committee consideration of proposed Committee Development Plan

- 4.3 The Association's detailed procedures and templates for conducting reviews may be changed from year to year, in order to:

- Keep the review process fresh and relevant;
- Vary who is involved in conducting annual reviews;
- Look in detail at different aspects of the Committee's role.

- 4.4 In making changes to the procedures used, feedback will be sought from committee members and members of the senior management team.

Stage 1: Annual Management Committee review exercise

- 4.5 The Management Committee will hold an annual discussion about its collective performance and membership profile.

- 4.6 The purpose of the discussion will be to:

- Identify strengths and achievements, in relation to how the Committee as a whole is operating;

- Agree any changes or improvements that are needed;
 - Form a collective picture of the Committee's experience and membership (for example, in relation to gender balance, age, ethnic groups and length of service).
- 4.7 Members of the senior management team will also participate in the review discussion, which may be led by the Chairperson and/or Director or by an external facilitator.
- 4.8 The outcomes from the discussion will form part of the Committee Development Plan.

Stage 2: Annual review conversations with each Management Committee member

- 4.9 Each committee member will take part in an annual review conversation with the Chairperson. Meetings will normally be scheduled for the months of May and/or June.
- 4.10 The Association will ensure the Chairperson is suitably supported in carrying out this role. From year to year, the person supporting the Chairperson may be changed, for example:
- The Vice Chairperson;
 - A member of staff providing administrative and other support or
 - An external consultant.
- 4.11 Committee members will normally be asked to complete a self-assessment form to prepare for their review conversation. The review conversation will address how comfortable committee members are with the more technical aspects of the Association's business, to help identify any learning needs. Just as important, the review conversation will also cover the softer skills that effective committee members consistently show, such as:
- Listening
 - Questioning
 - Openness to learning
 - Teamwork
 - People skills
 - Contributing to decisions
 - Being open-minded and objective.
- 4.12 Review meetings will be informal, to encourage open discussion about the committee member's contribution and learning and development needs. A note will be made of each review meeting, to provide a record of the main points discussed and any follow-up actions.

Chairpersons Review

- 4.13 The Chairperson will be the subject of a separate review (appraisal). The following arrangements will support this action
- Two people will be involved in the Chairperson's review, for example one of the other Office Bearers and an independent facilitator/consultant or scribe.
 - The meeting will include the standard review conversation that applies to all committee members, and a discussion based on the Chairperson's Role Description.
 - In this regard, feedback will be invited from other committee members on how the Chairperson has carried out their role. The Director and senior management team will also be invited to give written feedback, but otherwise they will not be directly involved in conducting the review.

Reviews for committee members with 9 or more years' continuous service

- 4.14 The Association values the commitment and contribution of voluntary committee members and does not assume that length of service by itself reduces effectiveness. We will seek reasonable assurance during annual review meetings that committee members affected by the "9 year rule" and who wish to seek re-election continue to be committed and effective in their role.
- 4.15 The assessment will be conducted when longer-serving committee members reach the end of their term of office, rather than annually.
- 4.16 The Management Committee as a whole is responsible for deciding whether a committee member affected by the 9-year rule may stand again for election. The Office Bearers may make a recommendation on such cases, which the Committee may accept or reject in reaching its decision. The Committee shall also have regard to the criteria discussed with the member at their annual review meeting. These include:

Continued objectivity

- Placing facts ahead of personal feelings or opinions, when contributing to committee decisions
- Ensuring that relationships with other committee members and senior staff continue to be respectful and do not become overly casual

Independent challenge

- Offering constructive challenge to information set out in reports or in discussions involving senior staff and other committee members, while respecting the views and feelings of others
- Acceptance of collective responsibility for the Committee's decisions

Continued impact

- Continued willingness to learn and keep up to date with changes affecting the Association
- Commitment and impact as a committee member remains strong (preparation for meetings, attendance, contributions at meetings, working as part of a team)

- Adherence to the Association's Code of Conduct for committee members

4.17 The committee member who is the subject of the decision should withdraw from the meeting during the Management Committee's discussion, but may ask to address the meeting either before or after the Committee reaches its decision.

Stage 3: Committee Development Plan

4.18 The Association will produce an annual **committee development plan** covering the Management Committee as a whole. The contents of the plan will include:

- Information about the current profile of the Management Committee;
- Action points from the Management Committee's annual review discussion;
- An overview of the issues raised during committee members' review meetings, and any action points for improving the way committee business is done;
- Training and development needs identified during annual review conversations;
- Members' intentions about remaining as a committee member and seeking an office-bearer position in future;
- Any succession planning or recruitment/promotion issues identified, and proposed action points.

4.19 The training and development proposals in the Development Plan will take account of broader factors, as required. For example, the priorities set in the Association's business plan; changes in our operating environment; and external risks affecting the Association.

Committee Development Plan

4.20 The Development Plan will report on the training needs identified for the Management Committee as a whole and for individual members (with the latter reported on anonymously). The Association will make resources available to meet committee members' learning and development needs, including provision for committee training in the annual budget.

An outcome of the Committee Development Plan will be an annual training plan for Committee Members that will identify individual and collective training throughout the year. This will be progressed by the Senior Management Team (SMT).

5. Management Committee Renewal and Succession Planning

5.1 The Association's Rules state the formal arrangements for renewal of committee membership. One-third of committee members must stand down each year, and retiring members are eligible to seek re-election alongside other members seeking to join the Committee for the first time.

- 5.2 Refreshing committee membership is valuable because it can bring different experience or new perspectives to the Committee's work. At the same time, the Association benefits greatly from the contributions of experienced members and has no wish to lose people based purely on their length of service.
- 5.3 Accordingly, the Association will aim to achieve a balance between experienced and newer committee members. We will meet regulatory requirements by reviewing the continued effectiveness of longer-standing members but we will not set an absolute limit on the length of service permitted.
- 5.4 The Association has a democratic constitution, meaning that the Management Committee does not control who can stand and be elected to the Management Committee. Accordingly, the Association's approach to committee renewal and succession planning will involve:
- Reflecting on the committee's membership profile as part of the annual review of the committee's performance;
 - Discussing future intentions with existing committee members as part of their annual review conversation with the Chairperson;
 - Deciding whether committee members with 9-plus years service should be eligible to stand for re-election, based on the test of continued effectiveness;
 - Encouraging local people with an interest in our work to consider standing for election to the committee (for example, people involved in the Association's two Neighbourhood Committees, and other Southside customers);
 - Encouraging people with particular knowledge or experience that would benefit the Association to consider standing for election.
 - Considering the use of co-options (to sub-committees rather than the full Management Committee) as a way of broadening the overall range of experience and skills available, particularly in relation to specialist or technical areas.
- 5.6 In reviewing the approach to succession planning as part of its consideration of risk management, the Management Committee in July 2019 approved a set of principles to inform succession planning and recruitment to the Management Committee, these are appended as Appendix 1 to this policy
- 5.5 The Association is committed to examining its policies and practices to ascertain whether they have the potential to affect people differently. As part of the annual review of the membership and performance of the Associations' Management Committee, the Association will meet the requirements of the public sector equality duty. The duty requires all Scottish public authorities to have due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations. It covers people in respect of all aspects of equality (age, disability, sex, race, religion or belief, sexual orientation, gender reassignment and pregnancy and maternity). It helps to ensure the needs of people are taken into account during the development and implementation of a new policy or service or when a change is made to a current policy or service.

6. Policy Review

- 6.1 The Management Committee shall review this Policy in three years' time, or earlier if required.

Succession Planning Principles for SHA*

- i. The Association will use Succession Planning as a part of its Annual Risk Management Review process. It will set time aside annually to discuss and consider the risks associated with succession and this will be scheduled into the annual Committee timetable.
- ii. Business planning will consider the skills, knowledge and experiences that the Governing Body need to support the delivery of agreed objectives.
- iii. The annual Committee Appraisal process (both individual and external) will be the cornerstone of succession planning and will inform the annual review of the risk.
- iv. The annual Committee appraisal process will be the key method for evaluating individual Committee members in terms of :
 - effectiveness
 - development requirements
 - long term commitment
- v. The annual Committee appraisal process will produce a collective training plan for Committee.
- vi. The annual Committee appraisal process should explore the willingness, aptitude and development needs to consider the Office Bearers roles.
- vii. In addition to planning for potential vacancies, the Association will have a formal, rigorous and transparent process for the election, appointment and recruitment of members of the Governing Body. Appointment and recruitment of new members will be addressed against the Association's agreed priorities.
- viii. Opportunities to join the Governing Body will be promoted via quarterly newsletters, our website, Facebook and other social media, advertising and our partnerships with local community groups.
- ix. Specific specialist skills gaps may be addressed through targeted recruitment e.g. finance, commercial, risk management skills.

** Including the SFARS Board of Directors*