

Board Member Appraisal, Training and Development Policy

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Scottish Social Housing Charter Relevant Standards and Outcomes

STANDARD	OUTCOME
N/A	

Scottish Housing Regulator – Relevant Standards of Governance and Financial Management and Guidance

STANDARD	GUIDANCE
<p>5 The RSL conducts its affairs with honesty and integrity.</p>	<p>5.2 The RSL upholds and promotes the standards of behaviour and conduct it expects of governing body members and staff through an appropriate code of conduct. It manages governing body members' performance, ensures compliance and has a robust system to deal with any breach of the code.</p>
<p>6 The governing body and senior officers have the skills and knowledge they need to be effective.</p>	<p>6.1 The RSL has a formal, rigorous and transparent process for the election, appointment and recruitment of governing body members. The RSL formally and actively plans to ensure orderly succession to governing body places to maintain an appropriate and effective composition of governing body members and to ensure sustainability of the governing body.</p> <p>6.2 The governing body annually assesses the skills, knowledge, diversity and objectivity it needs to provide capable leadership, control and constructive challenge to achieve the RSL's purpose, deliver good tenant outcomes, and manage its affairs. It assesses the contribution of continuing governing body members, and what gaps there are that need to be filled.</p> <p>6.3 The RSL ensures that all governing body members are subject to annual performance reviews to assess their contribution and effectiveness. The governing body takes account of these annual</p>

	<p>performance reviews and its skills needs in its succession planning and learning and development plans. The governing body ensures that any non-executive member seeking re-election after nine years' continuous service demonstrates continued effectiveness.</p> <p>6.5 The RSL ensures all new governing body members receive an effective induction programme to enable them to fully understand and exercise their governance responsibilities. Existing governing body members are given ongoing support and training to gain, or refresh, skills and expertise and sustain their continued effectiveness.</p>
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BOARD MEMBER APPRAISAL, TRAINING AND DEVELOPMENT POLICY

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APPENDIX 1 – APPRAISAL DOCUMENTATION**ERROR! BOOKMARK NOT DEFINED.**

BOARD MEMBER APPRAISAL, TRAINING AND DEVELOPMENT POLICY

1. INTRODUCTION

- 1.1 The Association recognises the importance of ensuring that Board Members are supported in their role by the provision of appropriate training and advice.
- 1.2 The Job Description for Board Members includes a commitment to regular training and the Board Member's Guide confirms that induction training will be provided to all new Board Members and that all Board Members are expected to participate in training to keep their knowledge up to date. This is also a requirement of the Scottish Housing Regulator's Regulatory Framework.

2. TRAINING REQUIREMENTS

- 2.1 For new Board Members, the Association has developed an Induction Pack which will cover the essential information required by Members prior to attending their first Board meeting. This pack will include information on the following:-

- Use of IT
- LSHA Activities – Leaflet and Milestones
- The Board Member's Guide
- Business Plan
- The Regulatory Framework
 - Scottish Housing Regulator
 - OSCR
 - Financial Conduct Authority
- Regulatory Requirements
 - Scottish Social Housing Charter
 - Scottish Housing Quality Standard
- Governance
 - Rules
 - Standing Orders
 - Codes of Conduct
 - Declarations of Interest Policy
 - Notifiable Events Policy
 - Probity & Transparency Policy
 - Complaints Policy
 - Whistleblowing Policy
 - Risk Management Policy
 - Treasury Management Policy
- Information Notes
 - Meeting Programme

- Staff Structure
- Expenses Claims

- 2.2 The Association has a comprehensive Board appraisal system in place. Appraisals are carried out annually and their purpose is to strengthen the Board by identifying training and development needs which are then collated into the annual Training Plan. **Appendix 1** comprises the appraisal documentation to be used annually.
- 2.3 Appraisals can be carried out in-house or commissioned from external governance consultants.
- 2.4 Where an experienced Governing Board Member (GBM) is nearing their 9th anniversary of service to the Association, an additional question will be added to the Collective Board Appraisal seeking confirmation of the Board's willingness to support the GBM's re-election at the AGM, in line with the guidance below.
- 2.5 During the course of the year, ad hoc training requirements may be identified either for individuals or for the Board as a whole. These requirements can be added into the Training Plan at any time, as agreed by the Board.

3. FORM OF TRAINING

- 3.1 The form of training provided can be:-
- Briefings provided by staff
 - In-house training from an external source
 - Attendance at conferences and events
 - Reading publications and journals
 - On-line research
 - Site and scheme visits
 - Shadowing service teams or staff

4. TRAINING BUDGET

- 4.1 The Association's Financial Plan includes the budget for both Board and staff member training and this will be revised on an annual basis to ensure that it can meet our training requirements.

5. GENERAL DATA PROTECTION REGULATIONS

- 5.1 The Association will treat your personal data in line with our obligations under the current data protection regulations and our own policies and procedures.

- 5.2 Information regarding how your data will be used and the basis for processing your data is provided in the Association's Privacy Policy.

6. REVIEW

- 6.1 This document will be reviewed by the Board or Sub-Committee set up for that purpose in accordance with the requirements of the Association's Register of Policies and Procedures.
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ANNUAL BOARD APPRAISAL REVIEW

INTRODUCTION

Lochalsh & Skye Housing Association undertakes a comprehensive Board appraisal process. The appraisals process is not only good practice, but helps the Association meet the expectations of the SHFA's standards of governance and regulation.

The appraisal is intended to ensure all Board Members have the skills and experience to carry out their role effectively and to identify any training and development needs which are then added to the training plan.

Responses to Part 1 of the appraisal is identifiable, as each member must fill in their name on the form. Parts 2 and 3 will remain anonymous.

APPROACH AND OUTPUT

1. Each member of the Board will undergo an individual annual appraisal review meeting with the Chairperson. This will take the format of an individual assessment and a personal face to face, virtual or telephone interview on a date and time to be agreed by the Chairperson. The individual assessment is reviewed during the telephone or personal interview and must be returned to the Chairperson on the date agreed during the review meeting. The Vice-Chairperson will undertake the Chairperson's appraisal supported by the Corporate Services Manager.
2. There is also an appraisal of the Chairperson by the Board. This appraisal of the Chairperson is anonymous and intended to give the Chairperson overall feedback from the Board.
3. The results of the appraisals will be collated and three reports produced. Firstly – a feedback report to the Board, secondly – a report on training to be added to the Training Plan and thirdly - a report to the Chairperson on their assessment.

Method

- An Individual Assessment is completed by each Board Member to assess the respondent's opinion of their own skills and qualities. This is conducted by the Chairperson.
- A Collective Assessment is completed by each Board Member to assess the respondent's opinion of the Board as a whole.
- A Chairperson Review is completed by each Board Member to assess the respondent's opinion of the performance of the Chairperson.

Please note – the Chairperson completes an Individual Assessment in same format as all others and this is conducted by Vice Chairperson.

Please note: All information is confidential and stored confidentially.

INDIVIDUAL ASSESSMENT

FOR ALL BOARD MEMBERS TO COMPLETE

Board Member Name:	
How long have you been on the Board?	
Which committees do you serve on?	
Do you have any aspirations or interest in becoming an office-bearer?	
Do you have any plans to leave the Board within the next year?	

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 contribution to discussions			
Reading papers before meetings			
Working effectively with my colleagues			
Working effectively with staff			
Understanding the Association			
Applying my knowledge and experience appropriately			
My attendance at training, conferences or other events			
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			

	Sound and up to date	Quite Good	Not as good as I would like
Risk			
Housing			
Development			
Finance			
Asset Management			
Regulatory issues			
Employment and HR issues			
Equalities			
Customer views of LSHA			

How confident am I?

	Very confident	Confident	Unsure
Explaining LSHA's strategy and objectives			
Describing LSHA's culture and values			
Explaining LSHA's main priorities			
Explaining my role as a Board Member			
Asking questions of staff			

What could be improved?

What could LSHA do over the coming year to better support you in your role?

What could the Governing Body do better?

Any other comments?

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COLLECTIVE ASSESSMENT

FOR ALL BOARD MEMBERS TO COMPLETE - ANY FEEDBACK WILL BE PRESENTED ANONYMOUSLY

Our Board gives clear and decisive leadership to the Association

	Strongly agree	Agree	Not sure	Disagree
The Board takes the lead in developing the business plan.				
We regularly review the range of skills, knowledge and experience that the Board needs to lead LSHA effectively and take account of these reviews in our learning and development and recruitment planning.				
The Board receives clear performance monitoring reports that are easy to understand.				
The Board has a good understanding of LSHA's finances and rent affordability for tenants; we oversee budget and financial planning / management effectively.				
Board members maintain their knowledge effectively and take part in learning and development activities to support them in their role.				
The Board monitors performance and compliance to gain assurance that LSHA is complying with its responsibilities for tenant and resident safety.				
The Board is aware of the key risks confronting LSHA and the measures in place to manage them; the Board keeps these under review.				
When decisions are required, we jointly ask questions and all decisions are made collectively.				
It is clear who we are accountable to.				

The Board receives high quality reports and enough information on which to base our decisions.

	Strongly agree	Agree	Not sure	Disagree
Written reports are good; they provide sufficient detail and all options are covered.				
We have enough time to consider reports, major proposals and decisions.				
We have access to external and/or specialist advice when appropriate and/or required.				
Reporting processes are effective in providing the Board with the necessary assurance that LSHA is meeting its legal, regulatory and constitutional responsibilities and its own standards and targets.				

The Board hold senior staff accountable for their performance in achieving the Association's purpose and objectives.

	Strongly agree	Agree	Not sure	Disagree
The Board effectively monitors the work of the staff.				
If there is a problem in achieving an objective, we would get a detailed report from staff informing us of this.				
If we were not happy about performance, we would raise any concerns.				
If targets are not reached, we do ask questions.				
The minutes of meetings provide a comprehensive and detailed record of all meetings.				
A high level of trust exists between the Board and senior staff.				
We have effective arrangements in place to appraise the CEO's performance and to support them in their role.				

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REVIEW OF THE EFFECTIVENESS OF THE CHAIRPERSON

**TO BE COMPLETED BY BOARD MEMBERS EXCLUDING THE CHAIRPERSON -
RESULTS WILL BE PRESENTED ANONYMOUSLY**

These questions are designed to constructively assess the skills and qualities of the Chairperson.

Assessing the skills and qualities of the Chairperson in leading the Board

	Strongly agree	Agree	Not sure	Disagree
I have a good understanding of the role of the Chairperson				
The Chairperson is well prepared for our meetings and meetings are well run				
The Chairperson ensures that we stick to our meeting Agenda				
Everyone is encouraged to contribute their views				
The Chairperson is skilled at managing different points of view				
The Chairperson can be firm in their opinion and likes to dominate outcomes				
The Chairperson helps us work together effectively				
The Chairperson demonstrates good listening skills				
All members of the Board support the Chairperson				
The Chairperson is effective in delegating responsibility amongst Board Members				
The Chairperson has an effective and positive working relationship with senior staff				
The Chairperson mentors and encourages others				
We are kept informed of important events between meetings				
We are encouraged to attend training and conferences				
Is there anything you'd like the Chair to consider doing differently?				