

CLYDESDALE HOUSING ASSOCIATION LIMITED

Policy: Management Committee Annual Review

Date: 30 April 2025

Lead Officer: Chief Executive

Review Date: April 2028

Regulatory Standard: Standard 6 - The governing body and senior officers have the skills and knowledge they need to be effective.

Regulatory Guidance: 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.

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.

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 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.

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.

Constitutional Requirements: Rule 37.6 The Committee shall assess annually the skills, knowledge, diversity and objectivity that it needs for its decision making and what is contributed by the Committee Members by way of annual performance reviews. The Committee must be assured that any Committee Member who has continuous service on the Committee of nine years or more and who is seeking re-election is able to demonstrate his/her continued effectiveness as a Committee Member before he/she may stand for re-election.

Rule 59.6.11 Among the responsibilities of the Chairperson are that:- appraisal of the performance of Committee Members is undertaken...in accordance with the agreed policies and procedures of the Association.

Clydesdale Housing Association will provide this policy on request at no cost, in large print, in Braille, in audio or other non-written format, and in a variety of languages.

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Background

1. Clydesdale Housing Association's (CHA) Management Committee consists of up to 15 Members from diverse backgrounds, with varied experience and different expertise levels. Responsible for providing collective leadership in setting and achieving strategic objectives, the Management Committee must also control the activities of CHA and ensure that they remain within the law, its Rules and relevant regulatory requirements.
2. The Management Committee therefore require mechanisms that will enable it to ensure that its members acquire and continue to develop the necessary skills and knowledge that will support individual and collective effectiveness.
3. CHA recognises the value of undertaking an Annual Review Process as an important element of support to the Management Committee. Also promoted by the Regulatory Framework¹, the Annual Review Process is a means of identifying training and development priorities, discussing aspirations and future intentions and reflecting on both individual contributions and the overall effectiveness of the RSL's governance.

Policy Objectives

4. The Management Committee Annual Review Process seeks to:
 - Ensure that all Management Committee Members are treated equally and are supported to be as effective as they possibly can be;
 - Place ownership of the Committee Annual Review Process firmly in the hands of the Management Committee;
 - Ensure that the Annual Review Process is sufficiently resourced to ensure that support and administrative tasks are provided by those with the necessary expertise;
 - Review the collective effectiveness of the Management Committee and identify actions for improvement;
 - Enable constructive discussions relating to the continued effectiveness and conduct of individual Committee Members;
 - Identify Committee Member collective and individual learning and development needs;
 - Recognise the individual contribution of Committee Members;
 - Support CHA's Management Committee and Office Bearer succession planning;
 - Ensure compliance with CHA's Rules and the Regulatory Framework.

Equality and Diversity

5. CHA is committed to ensuring equality of opportunity in the development of its people. A range of initiatives exist to ensure that this is achieved, including: annual diversity and equal opportunities awareness training; an annual comparison of the Management Committee's profile against the wider Clydesdale population; the monitoring of the take up of different development events; offering different learning and development delivery formats to suit individual needs and personal circumstances.

¹ Scottish Housing Regulator (2024) [Regulatory Framework](#)

Process Ownership and Roles

6. The Annual Review Process will be led by the Management Committee itself. Committee will make decisions on the intended outcomes to be derived from the process, the process itself and the roles/responsibilities of those involved.
7. The Management Committee will procure and appoint a consultant with the necessary expertise to support the Annual Review Process. A list of the specific responsibilities of the consultant are provided in Appendix 1;
8. All Management Committee Members are required to participate in the activities outlined in this Policy.
9. The Chair and Vice-Chair/Vice-Chair Mentor will have specific responsibility for sharing the responsibility for leading individual annual review meetings with Management Committee Members.
10. Staff will be involved in the Annual Collective Review Process where the Management Committee has determined this is required.
11. Staff will not be directly involved in the Individual Annual Review Process other than providing any necessary administrative support deemed necessary by the Management Committee.
12. The Chief Executive will be responsible for ensuring progress reporting to the Management Committee on any action points that occur from the Annual Review Process.

Collective Review

13. CHA will use the following methods to carry out the annual collective review:
 - Chairperson-led quarterly full Management Committee discussions that will consider the relevant aspects of Regulatory Standard 6;
 - A questionnaire-based assessment (which may form part of the template for individual discussions) that is analysed and reported to the Management Committee, with an opportunity for open discussion;
 - Annual Sub-Committee review and evaluation discussions on Sub-Committee effectiveness.
14. CHA's Management Committee may supplement the above methods with:
 - A specific event or workshop where collective effectiveness is considered/discussed;
 - Constructive feedback from a third party who has observed one or more Committee meetings and/or reviewed governance documentation, e.g., internal auditor or a governance consultant.
15. Staff members will only contribute to the Collective Review Process where the Management Committee has requested this. Otherwise, staff will provide administrative support service the process.
16. An annual report on collective effectiveness will be prepared in consultation with the Chair and Vice-Chair/Vice-Chair Mentor and presented to the Management Committee for consideration.

17. Collective effectiveness improvement areas identified from the Collective Review will be recorded via a Governance Action Plan. Progress against the Governance Action Plan will be reported to the Management Committee by the Chief Executive at least every six months.

Individual Review

18. CHA's Management Committee recognise the value of undertaking an Annual Review Process as an important element to support their work and good governance. Individual Review seeks to reinforce positive roles for participants to aspire to. It also provides an opportunity to highlight best practices and remove obstacles to improved effectiveness. Those involved should not baulk at teasing out and addressing issues that could otherwise cause frustration and potential conflict.

19. Individual Review will include the following stages:

- A group refresher training session on 'preparing for individual review' will be delivered;
- Completion of an individual self-assessment questionnaire that will inform individual review discussions (based on the Committee Member Role Description);
- Completion of a feedback questionnaire on the Chair's effectiveness;
- Led by the Chair and Vice-Chair/Vice-Chair Mentor, confidential individual review meetings will be conducted at least every two years with Committee Members who have over 6-months service (Members with less than six months experience will be excluded from this stage and will instead participate in an Induction Programme followed by a Training Needs Assessment – see CHA's Induction & Offboarding Policy for more detail);
- Prepared in consultation with the Chair and Vice-Chair/Vice-Chair Mentor, the presentation of an annual outcome report on the Review Process to the Management Committee;
- The development and subsequent implementation of a Governance Action Plan that will be subject to, at least, six monthly progress reporting to the Management Committee by the Chief Executive.

Annual Review Refresher Training

20. Approximately one month before scheduled individual review meetings, Committee Members will participate in an annual refresher training session that will promote the benefits of the process and provide advice and support on how to prepare for and get the most out of the appraisal process.

21. As those leading the Individual Review Meetings, the Chair and Vice-Chair/Vice-Chair Mentor will participate in periodic training/refresher training on how to conduct these meetings.

Self-Assessment Questionnaire

22. Individual Management Committee members will be required to complete a self-assessment questionnaire which will be based on the Committee Member Role Description.

23. Self-assessment questionnaire results will be aggregated and presented to Committee in an Annual Review Report that will summarise the effectiveness of the Management Committee in terms of skills, knowledge, diversity and objectivity.

24. Self-assessment questionnaire results will also form the basis for discussions at the individual review meetings.
25. Support and guidance will be made available to Management Committee Members with the self-assessment process where required. This will normally be provided by a consultant appointed to support the Annual Review Process. Alternatively, Committee Members participating in the process for the first time may choose to seek support from their Committee 'buddy'.
26. The self-assessment questionnaire should be completed and returned no later than one week before the scheduled individual review meetings.

Questionnaire on the Chair's Effectiveness

27. Normally contained as an appendix to the Self-Assessment Questionnaire, Committee Members will be required to complete an additional questionnaire on the effectiveness of the Chair.
28. This will be confidential and only collective results will be shared with the Chair. Any comments recorded will be anonymised in the feedback provided to the Chair.
29. The questionnaire on the Chair's effectiveness should also be completed and returned no later than one week before the Chair's individual review meeting.

Individual Review Meetings

30. Individual Management Committee Members with over 6-months service and who have completed an Induction Programme, will participate in Individual Review Meetings at least every two years.
31. Individual Committee Members may require Review Meetings more frequently than every two years, e.g., where specific action/improvement areas have been identified and require more frequent review/evaluation discussions. Where this is the case, they will be advised of this at the Individual Review Meeting and a timescale for a return meeting will be agreed.
32. These meetings will be led by either the Chair or Vice-Chair/Vice-Chair Mentor. The Chair will lead the Vice-Chair/Vice-Chair Mentor's meeting and vice versa.
33. Discussions that take place during these meetings will remain confidential to those participating with the exception of the following:
 - Committee Member interest in a future Office Bearer role;
 - Interest in future sub-committee membership;
 - Availability to perform in a future Buddy role;
 - Intentions to resign from Committee on or before the next Annual general Meeting.
34. Intended outcomes from these meetings are:
 - Recognise the contribution made by each Committee Member and how this is valued;
 - Get to know each Committee Member better;
 - Through constructive discussions:
 - review progress against individual objectives agreed previously;
 - review individual continued effectiveness

- where required by Rule 37.6 (the 'nine-year rule') review individual continued effectiveness and prepare a report to the Management Committee for consideration;
- review individual qualities & exhibited behaviours against the Code of Conduct and other relevant governance policies;
- agree individual learning and development needs and any improvement activities against each of the above as necessary, particularly in relation to the Business Plan.

- Enable constructive discussions relating to the continued effectiveness and conduct of individual Committee Members;
- Identify future Office Bearer aspirations and use this to inform the Association's succession planning process;
- Identify interest in future sub-committee or working group membership and incorporate this into future learning and development activity;
- Identify if the Committee Members would be available to perform a future Buddy role for new recruits;
- Clarify intentions in relation to continued membership of the Management Committee and incorporate this into future recruitment plans.

35. Produce Individual Review Records following each meeting and distribute these to each Committee Member. The Individual Review Record will detail:

- A summary of the individual self-assessment questionnaire scores on skills and specialisms;
- A summary of the Management Committee Member's particular interests that could be applied to the benefit of the Association;
- Details of the Committee Member's intentions relating to:
 - A future Office Bearer role
 - Future sub-committee membership;
 - Availability to perform a future Buddy role;
 - Continued membership of the Management Committee;
- Recommendations for realistic future learning and development priorities;
- A summary of the Committee Member's attendance record.

The Chair's Individual Review

36. The Chair's Individual Review will follow the same format as that detailed above. However, given the Chair's particular role in leading the Management Committee, the results of cumulative results of the Questionnaire on the Chair's Effectiveness will also be discussed and any areas for improvement identified.

37. Results from the Questionnaire on the Chair's Effectiveness will be confidential to those participating in the Chair's Individual Review meeting.

38. A summary of the Chairperson's appraisal will be presented by the consultant in the annual appraisal outcome report.

Learning & Development – ongoing review & evaluation

39. Committee Members should review their Individual Review Records on an ongoing basis and update them to record learning and development activities completed.
40. Support with learning and development activities and planning will be available to all Committee members throughout the year from the Vice-Chairperson/Vice-Chair Mentor and CHA staff.

Annual Review Reporting

41. The consultant will present an outcome report in consultation with the Chair and Vice-Chair/Vice Chair Mentor on the Annual Review Process that will:
 - Report on the process and participation levels;
 - Present a collective skills/knowledge profile for the MC – to identify any gaps (for training identification and/or succession planning)
 - Summarise collective training needs for the year ahead;
 - Report on details of individual aspirations/future plans as expressed by Committee Members – to inform future succession planning and recruitment activity.
 - Summarise the outcome of the Chair's appraisal.

Policy Review

42. This policy will be reviewed every 3 years.

Appendix 1: List of Supporting Consultant's Responsibilities

- Develop an Annual Review timetable in consultation with the Management Committee
- Prepare and deliver annual training/refresher training to those leading individual review meetings, i.e., the Chair and Vice-Chair/Vice-Chair Mentor
- Prepare and deliver Annual Review refresher training to Management Committee Members
- Develop a written guide for Committee Members on preparing for annual individual review
- Develop the individual self-assessment questionnaire
- Develop the questionnaire on the Chair's effectiveness
- Distribute questionnaires and liaise with Management Committee Members on their timeous return
- Compile & report to participants on their individual self-assessment results
- Compile & report to the Chair on the Chair effectiveness questionnaire results
- Liaise with participants on individual meeting dates/times
- Liaise with the Corporate Services Officer on:
 - Individual attendance records
 - Room bookings for meetings
 - Timetabling of individual review meetings
- Liaise with Chair and Vice-Chair/Vice-Chair Mentor re Committee Member individual effectiveness profiles
- Prepare suggested discussion points for individual meetings
- Notetaking & post-meeting record distribution to participants
- Develop (in consultation with the Chair and Vice-Chair/Vice-Chair Mentor) and present reports to the Management Committee on the outcomes and recommendations as a result of the Annual Collective Review and the Annual Individual Reviews.