Management Committee Recruitment and Development Policy

Management Committee submission: 26 March 2024

Date Approved: 26 March 2024

Next Review date: March 2025 (then 3
                                                                    yearly thereafter)

CHA Objectives:

- To work in partnership with others, supporting our tenants and other customers, to maximise opportunities for physical and socio-economic regeneration in Clydebank.
- To ensure local decision making and community control, we will encourage our tenants and other customers to influence our policy and participate in decisions, which may affect them.
- To ensure that our resources are adequate to deliver our objectives by investing in our people, demonstrating value for money and through robust procurement practices.
- To promote social inclusion by applying principles of equality and diversity to everything we do.

Regulatory Standards:

- The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.
- The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities.
- The RSL manages its resources to ensure its financial well-being while maintaining rents at a level that tenants can afford to pay.
- The governing body bases its decision on good quality information and advice and identifies and mitigates risks to the organisation's purpose.
- The RSL conducts its affairs with honesty and integrity.
- The governing body and senior officers have the skills and knowledge they need to be effective.

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1.   **Introduction**

1.1   Clydebank Housing Association (CHA) is fully committed to ensuring our Management Committee, the collective group responsible for leading and directing the association, have a diverse and suitable skillset to allow them to fulfil their role obligations. As an organisation which is a Registered Charity, is regulated by Scottish Housing Regulator and an employer of staff there are various legal and regulatory obligations placed upon them which they must ensure they have of appropriate knowledge to make informed decisions which ensures compliance with these requirements and allows for the overall leadership and direction of the association. Committee members should be aware of how their position contributes to the development of the Business Plan and achievement of the association's strategic objectives and should therefore be fully committed to undertake the role of Committee Member.

1.2   One of the key roles of any Management Committee is to continually ensure that it has the right skills and experience to carry out this critical role and as such this Recruitment and Development Policy has been developed in conjunction with both the Management Committee Annual Review process and compliance with the Scottish Housing Regulators Regulatory Framework.

1.3   CHA will support existing members of the Management Committee and, through effective Succession Planning, aim to recruit future Management Committee members with the right experience, knowledge and skills to meet the association's needs.

1.4   This policy sets out a range of methods of increasing and maintaining Management Committee effectiveness, including:
- Appraisal of existing Management Committee members to assess their contribution and identify any further development needs;
- Training and development of existing Management Committee members
- Assessment of additional knowledge, experience and skills required on the Management Committee;
- Succession Planning to ensure that CHA has an effective Management Committee to deliver our plans and achieve our purpose now and in the future;
- Recruitment and selection to secure the right knowledge, experience and skills to meet CHA's ongoing needs; and
- Induction and integration for new Management Committee Members.

2.   Purpose of the Policy

This Management Committee Recruitment and Development Policy sets out CHA's approach to identifying knowledge, skills and experience requirements on the Management Committee through a variety of mechanisms including the Annual Review process, Recruitment and induction of new members, ongoing training requirements which meet legal and regulatory requirements and robust Succession Planning.

This new Management Committee Recruitment and Development Policy (March 2024) should be read in conjunction with the Association's Succession Planning Policy and the Membership Policy and replaces the former separate Policies namely:

- Management Committee Training Policy
- Governing Management Committee Annual Appraisal Policy
- Management Committee Induction Policy
- Recruitment information from Membership Policy

3.   Aims and Objectives

3.1   The principal aim of this Policy is to ensure that CHA is governed by an effective Management Committee, able to achieve our purpose.

3.2   The Policy also aims to articulate CHA's approach to identifying the knowledge, skills and experience gaps on the existing Management Committee, outline the process for Recruitment and induction of new members and ensure we have a robust Succession Planning process which ensures continuity within the Management Committee.

3.3   The objectives of the policy are to ensure that we meet our regulatory and statutory governance obligations as a Registered Social Landlord and registered Charity; put in place systems and processes which ensure that any knowledge, skills and experience gaps are effectively addressed; implement an appropriate induction, training and development programme; and have a system which ensures a robust Succession Planning mechanism to ensure the correct people are appointed to achieve good outcomes for our tenants and other service users.

4. Legal and Regulatory Framework

4.1 The Management Committee is aware that the SHR had been consulting on changes to its Regulatory Framework and Standards and that a new Regulatory Standard and Framework will come into effect from April 2024.

The policy and processes attached take account of the impact of these changes, particularly in relation to revised Regulatory Standards 1 and 6. These are outlined below. It is clear from the nature and extent of the changes that the SHR is increasingly focusing on the competence of Management Committee members.

SHR Regulatory Standard 1

Standard 1
The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.
Guidance
1.1 The governing body sets the RSL's strategic direction. It agrees and oversees the organisation's business plan to achieve its purpose and intended outcomes for its tenants and other service users.
1.2 The RSL's governance policies and arrangements set out the respective roles, responsibilities and accountabilities of governing body members and senior officers, and the governing body exercises overall responsibility and control of the strategic leadership of the RSL.
1.3 The governing body ensures the RSL complies with its constitution and its legal obligations. Its constitution adheres to these Standards and the constitutional requirements set out below.
1.4 All governing body members accept collective responsibility for their decisions.
1.5 All governing body members and senior officers understand their respective roles, and working relationships are constructive, professional and effective.
1.6 Each governing body member always acts in the best interests of the RSL and its tenants and service users, and does not place any personal or other interest ahead of their primary duty to the RSL.
1.7 The RSL maintains its independence by conducting its affairs without control, undue reference to or influence by any other body (unless it is constituted as the subsidiary of another body).

SHR Regulatory Standard 6

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

6.4 The RSL encourages as diverse a membership as is compatible with its constitution and actively engages its membership in the process for filling vacancies on the governing body.

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.

6.6 If the governing body decides to pay any of its non-executive members then it has a policy framework to demonstrate clearly how paying its members will enhance decision-making, strengthen accountability and ownership of decisions, improve overall the quality of good governance and financial management and deliver value for money.

6.7 The governing body is satisfied that the senior officer has the necessary skills and knowledge to do their job. The governing body sets the senior officer's objectives, oversees performance, ensures annual performance appraisal, and requires continuous professional development.

4.2   The Scottish Federation of Housing associations (SFHA) Governing Body Succession Planning and Recruitment Guidance states that:

'Succession Planning means looking critically at the current composition of the governing body and planning ahead. Good governance depends on an effective partnership between the governing body and senior staff; the successful delivery of the corporate objectives needs a senior staff team that is equipped with the necessary skills to implement the governing body's plans. This means that succession planning should be a key component of good business planning: ensuring that the organisation understands the range of skills, knowledge and experience required to lead and deliver the achievement of the organisation's objectives. Consequently, succession planning is important, in governance terms, not only for the governing body but also for the senior staff team'.

4.3   As a Registered Charity all Management Committee members are also Charity Trustees and as such must operate in a manner consistent with the charity's purpose; act with care and diligence and manage any conflict of interest between the charity and any person or organisation who appoints trustees. Within the Social Housing Sector although the RSL is a Registered Charity the primary regulator is the Scottish Housing Regulator and compliance with the Regulatory Framework ensures that act in accordance with the requirements under Charity Legislation.

5.   Identification of Skills Gaps

5.1 In order to comply with the Regulatory Standards, the Association will carry out the following on an annual basis: -

- Individual Management Committee Appraisals
- Individual Management Committee member skills assessments
- Management Committee Overall Effectiveness Review
- The continued effectiveness review for longer serving Management Committee members (via annual appraisal and 9-year rule)
- Training needs analysis report and training plan

In addition to the above, a 360° Chairpersons review will be carried out at least every 3 years. We may periodically engage the services of an external agency to assist in this process.

5.2 The individual Management Committee annual appraisals/performance reviews and individual Management Committee member skills assessments will take the form of completion of standard forms **(refer to Appendices)** and a one-to-one meeting with the Chair and/or the Vice Chair (or other office bearer). We may periodically engage the services of an external agency to assist in this process (at least 3-yearly).

5.3 The Management Committee will be provided with an appraisal form and skills assessment form at least two weeks prior to the meeting so that members can give the questions some consideration and be prepared before the meeting.

The Chief Executive will retain all completed forms in individual MC files for audit trail purposes on a confidential basis.

5.4 This will enable the Chairperson/Chief Executive to: -
- Identify any areas that CHA can strengthen when promoting and/or targeting individuals for Management Committee membership in advance of the Annual General Meeting
- Discuss and assess the requirements for individual training plans
- Assist in the development of a Management Committee-wide training and development plan

5.5 The skills assessment process has the following important roles:

- To help identify any areas in performance that could be improved by attracting new Management Committee members with a particular skill set. For example, if a Management Committee considered its performance to be very poor in relation to financial or budgetary matters, it may be appropriate to consider targeted recruitment of someone with financial knowledge/experience

- To assist in succession planning. It is critical that the Association has a clear method of ensuring that Management Committee members who may be interested in being an Officer Bearer or Chairperson has the appropriate support and training to prepare them for these important roles

- To help identify training requirements and therefore feed into the training needs assessment.

5.6 The results of the annual Management Committee and individual Management Committee skills assessment will be evaluated by the Chairperson and the Chief Executive. A draft training and development plan will be presented to the Management Committee thereafter for approval.

5.7 The Association has a long-established practice of assessing the skills, knowledge and experience present within the Management Committee in order to help ensure that: -

- all of the required business key skills and knowledge areas are covered; and that
- Members are able to keep up to date with evolving legal, regulatory and best practice requirements.

5.8 As well as identifying the skills present within the Management Committee, the assessment also highlights any gaps that exist. These gaps can then be prioritised and addressed via a training plan which consists, in the main, of training sessions taking place in the Association's office, led by staff or external trainers. Where a small number of members have a specific need, such as chairing skills or interviewing skills, this may be addressed by attending an external session.

5.9 The skills analysis will highlight areas where training is required. The output from the training needs assessment will be a one-year training plan.

6. Long Serving Management Committee Members

6.1 The Association believes that members attaining nine years' experience as a Management 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.

6.2 However, Regulatory Standard 6.3 requires all Management Committee members wishing to serve beyond nine years to demonstrate their continued effectiveness as well as completing the regular annual appraisal process.

6.3 The Association has prepared a template (**refer to Appendices)** to be used when an individual is considering standing for election after nine years' service. It will be completed by the Management Committee member and the Chair at the appraisal interview.

6.4 The SHR requires Management Committee members serving for more than nine years to be able to show (i) objectivity, (ii) independent challenge and (iii) continued effectiveness. The template appended to the annual appraisal form allows each of these to be demonstrated and responses will be considered by the Chair (or the Vice Chair).

6.5 Members who exceed nine-year Management Committee membership, will be required to complete the template annually to demonstrate their continued effectiveness and to reconfirm this before standing for re-election as part of the AGM processes.

7.   Appraising the Chairperson

7.1   Good practice recommends an approach called "360° appraisal" and this will form the basis of the Chair's ongoing assessment. A 360° appraisal involves the Chair completing a self-assessment in addition to an assessment of the Chair being carried out by the other Management Committee members via individual appraisal and GB annual appraisal. This will be done on at least a 3-yearly basis, and we may engage an external agency to assist in this process.

7.2 A simple pro forma will be used to annually appraise the Chair (**refer to Appendices)**.

This pro forma contains a range of key statements with which each Management Committee member agrees or disagrees. Additional comments can be added if required. The forms will be passed to the Vice Chair and Secretary in advance of an annual appraisal meeting with the Chair – the forms can be anonymous or, where the Management Committee member provides their name, this will be treated in complete confidence by the Vice Chair and Secretary. The Vice Chair and Secretary will then assess the forms and provide feedback to the Chair at the annual meeting.

7.3 The appraisal will be carried out by the Vice Chair (or other office bearer) and the output will be an action plan comprising:

- any specific training required and
- Any changes in approach to certain areas that have been highlighted and agreed during the meeting.

7.4 Feedback to the Management Committee as a whole will be limited to the fact that the meeting has taken place, and an action plan has been agreed. The detail of the meeting will remain confidential.

8. Recruitment and Selection

8.1 The Association has a strong track record and reputation in the community with customers and partners and intend to build on this with our clear, ambitious vision and plans for the future. However, none of this can be achieved without the commitment of an experienced voluntary Governing Board of Management to provide leadership and guidance, working with the Senior Management Team to determine the future direction and monitor the performance of the Association.

8.2 It should be noted that in order for anyone to seek to be elected to the Management Committee, they must be a member of the association as outlined in our Membership Policy. While we will undertake regular recruitment exercises seeking to ensure we have the correct skills, knowledge and experience across the collective group of Management Committee members there is the ability for any member to put themselves forward for election at our Annual General Meeting (AGM) without having gone through any specific recruitment process therefore the sections outlined below are based upon the circumstance where we are actively recruiting members and a structured process is available.

8.3 Should membership of the Management Committee at any point dip below 12, then the Association should embark on a recruitment drive via shareholder communication, local press or SFHA news to enlist new members/potential Management Committee members. An assessment of key skill requirements should be carried out and included in the advertisement.

8.4 CHA has extensive opportunities for engaging with many people living in and connected too, our local communities, through our delivery of services, partnership working, community involvement activities and relationships with local community or voluntary groups. We will seek to use these activities and relationships to promote membership where appropriate and as a way of connecting with people who may be harder to reach.

8.5 Management Committee vacancies will be advertised through Association publications and at sign-ups together with any other activities where we may come into direct contact with tenants of the association, through our website and general correspondence.

8.6   Opportunities for vacancies will also be advertised through social media, targeted press and publications depending on the skills required, as well as alerting the appropriate professional bodies to the vacancy. For example, SFHA and GWOSF provide a matching service which may be beneficial to assist in addressing any skills gaps.

8.7   Appointment of Co-options or Casual Vacancies should generally have a strategic purpose. For example, to attract members from an underrepresented group or to compliment or add to the excising skills or experience however it is also recognised that throughout the course of the year there may be appointments made to the Management Committee to supplement existing numbers and the only route to joining at that stage is either Co-option or Casual Vacancy. It should be noted that 2 co-opted places may be taken up each year by serving West Dunbartonshire Council Councillors, to be approved by the Management Committee as part of the annual AGM re-election procedures.

8.8   When undertaking a recruitment exercise the process for engaging with any potential candidates who have expressed an interest in our Management Committee will involve a discussion with the Chief Executive who will outline the role of the Management Committee, provide some contextual information on the association and discuss with the interested individual their specific interest in CHA and their motivations for seeking to join our Management Committee.

8.9   A Management Committee Recruitment Pack is available to those who express an interest in joining the Management Committee and includes:

- The Application Form
- Governing Body Member (GBM) role description
- Time commitment required
- Anticipated Committee meeting cycle
- The Annual Report
- Latest Association Newsletter
- Any other relevant information

8.9   Potential Management Committee members will be asked to provide a summary of their experience to allow the Association to assess their skills, knowledge and suitability. The completed application should be able to demonstrate:

- Their interest in the community and any local connection
- Their skills, knowledge and experience
- A willingness to learn and develop; and
- Commitment to the vision, values and objectives of the Association

8.10 The Management Committee will consider submitted Application Forms together with a short statement provided by the Chief Executive outlining their suitability for the role following on from initial informal discussion. For those applicants who are considered to be able to demonstrate they meet the specific needs of the association at that time they will then be invited to attend the next Management Committee meeting as an observer. If they still want to pursue this role, suitable nominees will then be offered the opportunity to be Co-opted/appointed as a Casual Vacancy initially before seeking to stand to become fully elected members of the Association at the next AGM in line with the Rules of the Association.

9. **Induction Process**

9.1 An induction programme will be provided for all new Management Committee members who will meet with the Chairperson, Vice-Chairperson and Chief Executive during this process. The induction programme commences in advance of the new member's first meeting (when they will be asked to sign the Code of Conduct) and will be completed within the first three months of the individual becoming a member of the Management Committee.

9.2 The Association will provide a structured induction programme that all new committee members will be required to take part in. We will be flexible in how we deliver this programme, to make learning useful and rewarding and to take account of members' personal commitments, needs and preferences.

9.3 In addition to the programme described in this Policy, new committee members will also benefit from scheduled training and other events we provide for the Management Committee as a whole.

9.4 The standard induction programme will be followed by a review meeting. The purpose of having a standard programme is to set a consistent benchmark for all new members, however the programme can also be varied (for example, by adding further information or training on particular subjects to reflect members' individual needs or interests).

9.5   We will designate a lead person to co-ordinate delivery of the induction programme and to act as the new member's "go to" person for any advice or support needed. This may be a member of staff or a management committee member.

9.6   Induction meetings will be conducted by the Chief Executive and the Customer & Corporate Services Manager. The interview will consist of a presentation which will take approximately one and a half hours and will cover the following:

- Our Aim & Objectives & Values
- Background information on CHA
- Committee Structure
- Who's Who?
- The Role of a Committee Member
- Governance (Principles/Policies/Procedures)
- Other Key Policies
- Training & IT induction
- Summary

At the induction meeting, all new members will receive and/or be signposted to the following information **(refer to Appendices)**: -

- iPad and log-in instructions
- Log-in instructions to the Association's Intranet (where all policies, procedures, committee papers, training sessions, meeting schedules, etc. can be accessed)
- A printout of the Induction presentation
- Model Rules (Intranet)
- Our most recent Annual Report (Intranet)
- Information about our staffing and committee structures, including names of current committee members and senior staff names/job titles (Presentation)
- Information about our most recent Business Plan (Presentation and Intranet)
- A listing of Management Committee and sub-committee meeting dates (Intranet)
- A listing of the Association's policies and procedures (Intranet)
- Copies of our Rules and Standing Orders (Intranet)
- The Code of Conduct for Committee Members, including declarations of interests (Intranet)
- The committee members' expenses policy (Intranet)

- The Scottish Social Housing Charter and the Scottish Housing Regulator's Standards and Guidance on Governance and Financial Management (Intranet)
- The EVH "Jargon Journal"
- An opportunity to have a visit around the stock to understand the communities in which the Management Committee will serve

By the end of the Induction session, the new members will have received an overview of the Association, how it is organised and governed, and the personal responsibilities of Committee Members.

The Chief Executive will go over the key documents and the pack will include compliance declarations for signing for the following Governance Policies: -

- Code of Conduct
- Declaration of Interest
- Entitlements, Payment and Benefits
- Charities Statement
- Code of Management Practice for Committee Members
- IT Policy
- iPad receipt

The pack will also contain an equalities questionnaire.

9.7 The Association recognises that everyone is different – some people will feel comfortable in their role more quickly than others, some will prefer face to face methods of learning, while others will get more out of reading or personal study followed by discussion. We will seek to be flexible in responding to what works best for individual members, or for the majority of members.

9.8 If new members wish, they can ask to be paired with an experienced committee member to guide them through the settling-in process. This can be a useful way of discussing agenda items, asking questions or learning about committee procedures.

9.9 New members can also contact the Chairperson, Vice-Chairperson or Chief Executive at any time, if they have any questions or concerns, or if they just want to discuss informally how things are going.

9.10 It is recognised that there will be an ongoing learning process which will be primarily shaped by attendance and participation at Management Committee

meetings. It is not anticipated that any individual will have the level of knowledge and understanding of the association from the outset and as they continue to gain experience as a Committee Member their knowledge, skills and experience will naturally evolve.

9.11 The Chairperson and/or Vice-Chairperson carries out annual one-to-one appraisal meetings with Management Committee members, to discuss members' contributions to our work and to identify future learning or support needs. Depending on the timing of new members joining, we may use the induction processes described as the first annual review and postpone the first formal annual review meeting until the next cycle.

10. Training

10.1 The Annual Committee Review process sets out to identify knowledge, skills and experience gaps for members of the Management Committee, both individually and collectively. Through this process, a Training Needs Analysis will be carried out and a list of training requirements produced for each member. This will be costed and allocated against the Committee Training budget, set each year.

10.2 Both in-house and external courses have a part to play in helping deliver the training strategy. The choice will depend on whether the training is required by all members (in which case, an in-house session may be more effective), or whether it relates to a specific training need highlighted during the annual Training Needs Analysis.

10.3 The Association will develop a full Staff and Management Committee training schedule throughout the year with the Corporate & Customer Services Manager taking the lead role in arranging this. The association promotes partnership working and seeks to achieve value for money in all activities and as such joint training will where possible be facilitated and delivered across the year.

10.4 External Conferences provide excellent learning opportunities as they cover a wide range of topics, and these will be highlighted to the Management Committee on a regular basis with support to express interest in attendance and booking through the Corporate Services team.

10.5   Management Committee members are expected to attend as many relevant training sessions made available to them as possible. It should be noted that no Committee member should be at a financial loss for attending any training or conferences and these expenses are covered by the association. Committee Members will also be reimbursed with any travel costs in line with the Payment of Expenses to Staff, Committee and Volunteers Policy.

10.6   CHA has a positive approach to Further Education, and this includes supporting Management Committee members to undertake a relevant course of study. All relevant courses will be eligible for consideration.

10.7   Any member considering a Further Education course should, in the first instance, raise the matter at the annual Training Needs Assessment interview. This can then be discussed in full, and a decision taken as to whether the course should be incorporated into the member's individual training plan and prioritised along with other training needs.

10.8   Members will be asked to provide an evaluation at the end of each internal or external training session or course. These views will then be taken into account to influence future training provision and will also provide a record of new skills and knowledge gained.

10.9   An "Annual Learner of the Year Award" ceremony will take place at the Association's AGM to recognise both Staff and MC members who have embarked on significant training/learning during the year. In addition, the shareholders will be updated as to the full training calendar embarked upon for the year just past as well as Management Committee attendance and achievements.

11 Succession Planning (to be read in conjunction with Management Committee Succession Planning Policy)

11.1   Succession planning is essential to ensure that the Management Committee is able to plan for and manage turnover within the Management Committee e.g. through retirals or fixed term appointments. Good succession planning enables CHA to anticipate and prepare for such change and ensure we have the right people with the right skills at the right time to lead and direct the association without interruption. This is critical to the achievement of our business plan, and a key element of our management of risk.

11.2   During the Annual Review process, members should be asked how long they think they intend to remain on the Management Committee and whether they have an interest in having an office bearing role. This will highlight when members intend to stand down, when recruitment of new members may be required, whether current post holders wish to remain in position and when recruitment to these roles may need to be planned.

11.3   It is understood that with the best will in the world this will only be a guide at that particular point in time and due to a variety of unforeseen reasons a Management Committee member may have to unexpectedly stand down. The purpose of the annual review process seeking to understand the Committee Members intentions is to allow for some forward planning to ensure that any recruitment exercises are undertaking at an appropriate time, specific and suitable training is provided for those interested in being office bearers and there is as seamless as possible turnover within the Management Committee.

11.4   The SFHA Succession Plan guidance provides a Succession Plan template and explanatory notes:

Figure 1: SFHA Succession Plan Template and Explanatory Notes

GBM Name	Date First elected / Co-opted / Appointed	Date Last re-elected	Date next due for re-election	Date nine-year rule effective	Intention to seek re-election	Office-bearing interest	End of office-bearing term
Succession Priorities							
Recruitment Priorities							
Timescales							

11.5   The Succession Plan should be an easy-to-read table that details:

- Current Board membership (by name)
- Dates when each Board member was / is: First elected
- Re-elected subsequently (there could be a series of dates)
- Next due to stand down
- Affected by the nine-year rule (or if the RSL operates a maximum tenure, the date when that term ends should be identified)
- Dates when the Chair's and other office bearers' terms of office expire
- Intentions about standing for re-election (i.e. if a Board member intends to stand at the next planned retirement date)
- Intentions / interest in taking on an office bearing role and any specific preferences (e.g. is someone is willing to chair a sub-committee but is not interested in becoming Chair)
- Highlights any 'gaps' or pressure points (e.g. the Chair must stand down in two years' time and there is no interest from current members in taking on the role; or the current vice-chair is happy to take on the role but there is no interest in taking on the vice-chair's responsibilities; or the chair of the Finance, Audit & Risk Sub-committee intends to stand down at the end of their current term and a successor needs to be identified – and potentially trained. This information should form part of the report that is made to the Management Committee/Governing Body at the conclusion of the annual appraisals
- Identifies training / development / support priorities to enable individuals to take on additional roles and links to the training and development plan
- Identifies recruitment priorities

11.6   Succession Planning will be an area which is continually reviewed by the Management Committee and any risks identified both within our Risk Register and overall governance mechanisms.

12.   Management Committee Development Review Cycle

12.1   The timeline will be as set out below:

Details	Responsibility	Date for completion
Review current forms	Chairperson/ Vice Chairperson/CEO/SHARE	August
Circulate Forms/surveys to MC	CEO/SHARE	30 September
Return Date	Chairperson	31 October
Chairperson Review	Chairperson	November
Interviews	Chairperson/Vice Chairperson/or external consultant (EVH/SHARE)	November/December
Chairperson Appraisal/360 review	Vice Chairperson (or other office bearer)	November/December (3- yearly)
Final Appraisal Report	Chairperson/CEO	January
Report on Chairperson Appraisal	Vice Chairperson (or other office bearer)	January
MC overall performance review	MC	February
Circulate Skills Needs Assessment Forms	CEO/Customer & Corporate Services Manager	March
Develop a full Staff and Management Committee training schedule	Customer & Corporate Services Manager	April/May
Management Committee Report on Skills gaps/make-up of MC (equalities assessment) and promo for vacancies in AGM packs	CEO	April/May
Carry out Induction Plans with any new MC after AGM	CEO/Customer & Corporate Services Manager	July/August (and ongoing throughout year for ad-hoc new MC)
Recruitment Drives	CEO/Customer & Corporate Services Manager	As required (ongoing)

13.   **Policy Review**

This policy will be reviewed every three years or earlier should there be any change in legislation, the Association's Rules, or good practice recommendations within the housing sector.

14 **Equality and Human Rights**

We will not discriminate on the grounds of Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex, and Sexual Orientation. An Equality Impact Assessment has been carried out and none of these protected groups will be unduly affected by this Policy. The Policy applies to all.

The Association will provide equality of opportunity and fair treatment for all, ensuring that no individual or group is treated less favourably than anyone else. We work closely with community stakeholders, to provide assurance that we are achieving these aims.

The Association will meet, and where appropriate exceed our obligations under the **Equality Act 2010**, including the general equality duty in the Act, to ensure we do not discriminate against, harass or victimise a person because they have one or more of the nine protected characteristics described in the Act.

An Equality Impact Assessment has been carried out as part of the review of this policy, in order to assess where the aims of this policy may have a positive, negative or neutral impact upon any of the nine Protected Characteristics set out in the Equality Act 2010.

For Office Use Only – Required Actions

Customer Consultation Required/Arranged	No
Intranet Update	Yes
F Drive Update	Yes
Website Update	Yes
Leaflet change required?	No
Newsletter Promotion?	No
Other information updated, e.g. posters, automatic email responses, post cards, answering machine messages, etc.	No
Equality Impact Assessment completed and attached	Yes

Appendix 1 – Training Needs Assessment Form

Clydebank Housing Association Limited
Committee Knowledge/Training Needs Assessment

Please complete the following information and return in the prepaid envelope as soon as possible. The information will be collated and a training plan developed. The training will be facilitated at the office wherever possible especially if there are a few members who have expressed interest in the same training. Thanks!

Name:	
Designation:	
Length of Service:	
Date Form Completed on:	
CHA Tenant/Other Tenant/Owner/Local Authority	

Preferred Methods of Training/ increasing skills (please tick ✓)			
One to One		Reading	
In-house Discussions		Internal Staff	
In-house External Trainer		External Training	
Committee Member/Buddy		Conferences	
Observing Meetings		Other (please specify)	

Commercial/Business Experience (For new members only)
Employment/previous employment/voluntary work details

Employer	Brief description of role

Formal Qualifications/Other training out with Clydebank H A

Qualification	Further Details

Would you be interested in attending/finding out more about the SQA in Governance?   **YES/NO** (Please circle)

The qualification is for all Committee/Board members but it is recommended that candidates have served on their Committee/Board for at least a year. Not just will you get more on top of governance, but on successful completion of the qualification you will get a Certificate recognised by the Scottish Qualifications Authority.

1

Subject	I would Like Training in	I have previously had training/ have knowledge
Governance		
Scottish Housing Regulator & Regulatory Framework		
Self-assessment against the Regulatory Standards and Assurance Statement		
Model Rules, Standing Orders, Remits, Delegated Authority, Notifiable Events		
Entitlement, Payments and Benefits/Declaration of Interest		
Code of Conduct and Code of Management Practice		
Risk Management		
Housing Management		
Rents, Welfare Reform and legal issues		
Allocations, Sub-letting and lodgers, Voids and Abandonments and legal implications		
Estate Management, Anti-social behaviour and legal issues		
Tenancy Sustainment		
Housing Management Policies		
Maintenance		
Categories of Repair (Routine, Cyclical, Major Repairs) inc. Right to Repair, Compensation for Improvements & Life Cycle Costings		
Energy Efficiency Standard for Social Housing (EESSH)		
Health & Safety Responsibilities inc. employment, asbestos, legionella, gas servicing, etc.		
Procurement of contractors and consultants, Partnering and framework agreements		
Voids inc. lettable standard & Tenancy Agreement rights & responsibilities		
Repairs and Maintenance Policies inc. Social Work Adaptations		
Development, Wider Role, Regeneration		
Wider Role/Regeneration Programmes and funding		
Development process inc. WDC Local Housing Strategy (LHS) & Strategic Housing Investment Plan (SHIP)		
Finance		
Budgets, Rent Setting and Management Accounting		
Business Planning – short, medium, long term projections		
Interpreting Annual Accounts		
Treasury Management – Borrowing & investment of funds		
SHR and other financial reporting requirements		
General		
Information Technology - Internet/CHA Intranet/Email, etc.		
Tenant Participation & consultation including SSHC (ARC)		
Complaints Handling		
Equality and Diversity (Services and Employment)		
Factoring		
Recruitment and Selection & Employment contracts		
Management Committee Appraisals		
Succession/Office Bearer Responsibilities		
Other (Please specify)		

Appendix 2 - Annual 1-2-1 MC Appraisal Forms

Committee Member Appraisal

1-2-1 Conversation

Name of Committee member: _____

Date: _____

Year first elected: _____

Number of Years served: _____

Office Bearer Role (if applicable): _____

How would you describe your overall effectiveness as a CHA Management Committee member? (**Please see attached Governing Body Member role descriptor**)	
Would you be interested, if not already so, in serving as an office bearer in the future? (e.g. Chairman, Vice Chairman, Secretary – **see attached role descriptors**)	
What areas of the Association's business are you particularly interested in and why?	
Will you be seeking re-election at the next AGM/staying with the organisation for the next year?	

Yes		No		I Don't Know/ I am unsure	

If yes, what would be the reason?

All sections should be completed prior to appraisal interview.

Section 1: Background

1. What is your motivation for serving on the Committee?

2. What would you consider your personal strengths (please tick if applicable)?

I enjoy meeting and socialising with new people. I'm comfortable in speaking out	
I like to spend time alone thinking things through and choosing my words carefully	
I pay attention to practical details, focussing on one thing at a time	
I easily grasp the big picture; enjoy exploring new ideas and using my imagination	
I make decisions based on analysing the information, weighing up the pros & cons	
I make decisions based on my values & the impact the decision will have on others	
I like to plan everything in advance and be able to see clearly the way ahead	
I prefer to go with the flow and enjoy exploring new information	

3. For you, what were the highlights of being involved with the Committee/ Association in the last 12 months?

4. What do you think are some of the current and future challenges facing CHA?

Do you think these challenges are being adequately addressed through our Business Planning/Risk processes? **Yes /No /Don't Know (please circle)**

5. Do you feel the composition of our Management Committee is representative of the community in which we serve in terms of equal opportunities, capabilities and skills?

SHR Standard 1

The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.

1. How does our Committee lead the Association and agree its plans for the future?

2. What are the distinct roles and responsibilities of Committee and staff?

SHR Standard 2

The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities.

1. Who is the Committee accountable to (please list as many examples as you can)?

2. What is the procedure if you discovered you had a 'conflict of interest' with the Association and its business operations?

3. What is meant by a 'Notifiable Event' and could you give examples?

```
1.
2.
3.
```

SHR Standard 3

The RSL manages its resources to ensure its financial well-being while maintaining rents at a level that tenants can afford to pay.

1. What is the core business of our Housing Association & what are the associated risks (please include one financial risk)?

Core Business

Key Risks

2. Please detail some of the financial and treasury management *controls* in place in our Association?

3. How can you be satisfied that the financial/statutory information provided to the Committee for approval is accurate?

4. How does the Management Committee ensure its rents remain affordable?

SHR Standard 4

The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.

1. Are you satisfied that the Committee receives reports of a high quality from staff/independent advisers (i.e. sufficient and relevant information) to which to base our decisions, and you have adequate time and opportunity to ask questions?

Yes		No		I Don't Know/ I am unsure	

Please provide more detail below

2. As a Management Committee Member, do you fully understand and accept that all members have a collective responsibility for decisions made regardless of individual viewpoints.

Yes		No		I Don't Know/ I am unsure	

3. The Committee is able to challenge and debate Management's proposals, plans and assumptions without feeling intimidated?

Yes		No		I Don't Know/ I am unsure	

Please provide more detail below

3. How does the Management Committee hold Senior Staff accountable for achieving the Association's purpose and objectives agreed at Business Planning Sessions?

4. Do you think Committee Members and Office Bearers have a good working relationship with each other and with Senior Staff? What is the reason for your answer?

6. Do you think we have robust internal audit processes in place?

Yes		No		I Don't Know/ I am unsure	

Please give a reason for your answer below

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[                                                              ]
[                                                              ]
[                                                              ]
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SHR Standard 5

The RSL conducts its affairs with honesty and integrity.

1. The Association has values (Professional, Accountable, Responsive and Informative and Respectful) and a Code of Conduct in place, why should Committee Members be exemplary ambassadors for the Association?

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[                                                              ]
[                                                              ]
[                                                              ]
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2. How do we regularly consider our effectiveness as a governing body?

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[                                                              ]
[                                                              ]
[                                                              ]
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3. In what ways do you think the organisation ensures that it eliminates discrimination and ensures access and opportunity for all in the delivery of its services?

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[                                                              ]
[                                                              ]
[                                                              ]
```

4. Are you aware of the Association's Whistleblowing Policy and procedures?

Yes		No		I Don't Know/ I am unsure	

SHR Standard 6

The governing body and senior officers have the skills and knowledge they need to be effective.

1. What is the importance of an effective induction process for new committee members?

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[                                                              ]
[                                                              ]
[                                                              ]
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2. Why is it important to annually assess Members skills, knowledge and diversity and have a training plan in place?

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3. Why is it important to have a clear Committee succession plan in place?

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4. Why is it important to regularly appraise the Chief Executive?

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SHR Standard 7 (New Standard which will be explained at training session)

The RSL ensures that any organisational changes or disposals it makes safeguard the interests of, and benefit, current and future tenants.

1. What is the importance of fully scrutinising proposals for organisational change (e.g. transfer of engagements, stock disposals, mergers, etc) before reaching a final decision?

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FINAL QUESTION

If there was one thing you could change at Clydebank HA what would it be?

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Are there any questions that you think we should have asked you that we haven't?

Any other comments you would like to make?

1. As you look back over the past 9 years how has *your role* as a Committee Member changed?

2. Should you be re-elected to serve for another 3 years what do you personally hope to achieve as a Committee Member?

3. Over the next 3 years how will you keep up to date with the changes that affect the work of the Housing Association?

4. What will you do to ensure the information you are given through reports is accurate?

5. What is your vision for the Housing Association?

**THANK YOU FOR COMPLETING – PLEASE NOW RETURN TO THE CHAIRPERSON/
CHIEF EXECUTIVE**

Appendix 3 – Appraisal of Chairperson

Management Committee Survey – Effectiveness of Chairperson (to be sent out with annual Appraisal Forms)

Confidential Return to Vice Chairperson/Secretary

1. What is your view on the Chairperson's ability to carry out the role?

2. Do you feel that the Chairperson is a good ambassador for CHA who positively promotes the aims and objectives of the organisation?

3. Do you feel the Chairperson is sufficiently active in the role of Chairperson? If not, what could be improved?

4. In your view, how effective is the Chairperson at controlling meetings?

5. Do you feel that the Chairperson receives the respect and full support of the Management Committee members and senior staff?

6. How effective is the Chairperson at ensuring the Association complies with the Regulatory Standards of Governance and Financial Management and other legislative requirements?

7. Please give your views on the overall effectiveness as the Chairperson.

PLEASE PROVIDE AS MUCH INFORMATION AS POSSIBLE AND THANK YOU FOR COMPLETING AND RETURNING

Appendix 4 - Management Committee Effectiveness Review

To comply with the Scottish Housing Regulator Regulatory Standards of Governance and Financial Management Standard 6, in addition to the individual appraisal system, the MC is required to discuss its performance as a Committee. It's important that there is full discussion on each question and our minute taker will record responses at the meeting. The record of responses will be provided as evidence if required and form part of our self-assessment processes.

There is no need to complete this form in advance of the meeting but it may be good to note down

any comments you wish to make in advance.

As a MC, do we have a clear idea of where the Association is going and how it will get there?   Comments:
As a MC, do we know what risks face the association and we've agreed how they will be managed?   Comments:

Do we understand the finances of the organisation? Comments:
Is our specialist knowledge: strong/ reasonable/ not as good as it could be? Comments:
Are there particular gaps in knowledge and skills on our Board: (e.g. housing management, maintenance, development, legislation, finance, development, equalities) Comments:
Is our business knowledge: strong/ reasonable/ not as good as it could be? Comments:
Are there particular gaps in knowledge and skills on our Board in relation to strategic or business planning, employment, risk assessment, health and safety, performance monitoring, financial planning, compliance? Comments:

As a MC, do we apply our knowledge: effectively/ reasonably/ not as well as we could? Comments:
When we attend committee meetings, do we all participate/contribute to discussions and are we: well prepared/ reasonably prepared/ not prepared? Comments:
Are we clear about what the committee is expected to do and what the role of staff is? Comments:
As a MC, do we strike the right balance between the big picture and the local situation? Comments:
As a MC, do we act as leaders? Comments:
Do we ask the right questions and monitor performance well? Comments:
Do we plan ahead? Comments:

Do we have an effective relationship with staff? Comments:
Do we have effective Office Bearers? Comments:
Do we share responsibility as a MC? Comments:
Any other general comments:

Date discussed: Management Committee meeting date _____

Appendix 5 – Induction Checklist

Clydebank Housing Association Limited Induction Checklist

Management Committee Member   _____

Date of Induction Interview   _____

Information to New MC member	Copy to MC Member
Presentation	
Current Management Committee Training Plan	
Code of Conduct Policy	
Code of Management Practice	
Declaration of Interest Policy	
IT Policy	
Entitlement, Payments and Benefits Policy	
Procurement	
Others (Detail below):	
Health and Safety responsibilities	
Data Protection (Intranet)	

Information to be completed and returned by new MC member	Copy to MC Member
Training Evaluation (induction)	
MC Training Needs Assessment	
Code of Conduct Declaration	
Code of Management Practice Declaration	
iPad Terms and Conditions and bank details	
Declaration of Interest form	
Equal Opportunities Questionnaire	
Charities Statement/Declaration	
IT Policy Declaration	
Entitlements, Payments and Benefits Declaration	
Brief Bio – why wishes to be on MC for business plan	
Mentoring Partner?	

Appendix 6 – Management Committee Induction Feedback Questionnaire

Management Committee Induction Feedback Questionnaire
(Issued 6-months after joining)

Name: -

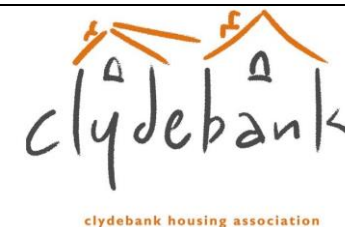Date of Joining Management Committee: -

Date formal Induction completed: -

Date of Feedback: -

1) Did you find the initial Induction meeting informative?

2) Was there too much/too little information? Please give details.

3) Was the support provided during your induction period sufficient to allow you to contribute effectively to the work of the organisation?

4) What could we do better?

5) What further support do you feel you need?

Thanks for completing – please return to the Chief Executive/Chairperson

Clydebank Housing Association
Equality Impact Assessment Tool

The Equality Impact Assessment process aims to prevent discrimination against people who are categorised as being disadvantaged or vulnerable within society (as listed in point 4).

Name of the **policy / proposal** to be assessed	Management Committee Recruitment & Development Policy	Is this a **new policy / proposal or a revision**?	NEW
Person(s) responsible for the assessment	Lynette Lees, Chief Executive Officer		

1. Briefly describe the **aims, objectives and purpose** of the policy / proposal	The aims and objectives of this policy are to set out CHA's approach to identifying the knowledge, diversity, skills, experience and objectivity required of the Management Committee now and in the future to include the annual review process, recruitment and induction of new members, the ongoing training requirements in line with legal and regulatory requirements and details of the robust succession plan.
2. Who is intended to benefit from the policy / proposal? *(e.g. applicants, tenants, staff, contractors)*	As the Management Committee are responsible for leading, directing and monitoring the standards for service delivery and performance, applicants, tenants, staff and contractors are affected by the decisions made by the Management Committee. All will indirectly benefit from this policy as it ensures our Management Committee have the skills and experience needed to carry out this very important role now and in the future.
3. What **outcomes** are **wanted** from this policy / proposal ? *(e.g. the benefits to customers)*	CHA are required to comply with legal and regulatory requirements in terms of ensuring our Management Committee have the skills and experience needed to fulfil the role and where gaps exist that we have a plan in place to ensure we can address this. We also need to ensure the sustainability of our Committee. There will be a benefit to our tenants and staff members in having a robust policy as it ensures we have the correct mix of skills, diversity and knowledge on the Committee which safeguards the organisation. It will also ensure our Management Committee have the confidence to participate in decision making which affects people.

4. Which **protected characteristics** could be **affected** by the proposal? (*tick all that apply*)								
✔ Minority Ethnic	✔ Gender	✔ Disability	✔ Sexual Orientation	✔ Age	✔ Religion	✔ Transgender /Transsexual	✔ Marriage /Civil Partnership	✔ Pregnancy /Maternity

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.

6. Have those affected by the policy / decision been involved?
The Management Committee will be presented with this policy for input and feedback before the final draft is approved.

	Positive impact(s)	Negative impact(s)
7. Describe the **likely positive or negative impact(s)** the policy / proposal could have on the groups identified in part 4		
8. What **actions** are **required** to address the impacts arising from this assessment? *(This might include; collecting additional data, putting monitoring in place, specific actions to mitigate negative impacts).*	No specific actions at this time. Diversity and Inclusion is at the heart of this policy and we strive to ensure that our policy supports us to attract and retain Management Committee Members who represent the diversity within our customer and staff groups. We will comply with our Equality and Diversity Policy and ensure our recruitment and induction practices are accessible to all regardless of protected characteristics.	

Lynette Lees.

Signed: _____ (Job title): _____Chief Executive Officer

Date the Equality Impact Assessment was completed:_____22.03.2024_____

Please save the completed document at the following location and attach to the Policy: -
F:Policies&Procedures/Equal Opportunities/Policies/Impact Assessments