

Committee Performance Review Policy

G.08

Reviewed

20 September 2023

Date next due for review:

September 2026

This policy document can be produced in various formats, for instance, in larger print or audio-format; and it can also be translated into other languages, as appropriate.

Our equality and diversity policy statement describes our key equality commitments that we use to develop all organisational services; this includes employment services and services to tenants and other customers.

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1. INTRODUCTION

- 1.1 This policy document outlines the Association’s approach to assessing Committee performance and continued effectiveness, Committee training needs assessments and arrangements for considering the re-election of long-serving Committee members. It is supported by a suite of templates and pro formas that will help ensure that our approach is clear and consistent.

2. REGULATORY FRAMEWORK and BEST PRACTICE ASSESSMENT

- 2.1 This policy takes account of regulatory and best practice requirements, including:
- SFHA Charitable Model Rules (Scotland) 2020
 - SFHA Code of Conduct for Governing Body Members
 - SHR Regulatory Standards of Governance and Financial Management
 - SFHA Governing Body Member Annual Review Guidance
 - OSCR Guidance for Charity Trustees
 - EVH Guidance - Great Expectations

3. EQUALITY and DIVERSITY STATEMENT and IMPACT ASSESSMENT

- 3.1 The Association is committed to zero tolerance of unfair treatment or discrimination to any person or group of persons, particularly on the basis of any of the protected characteristics¹. This includes ensuring that everyone has equal access to information and services and, to this end, the Association will make available a copy of this document in a range of alternative formats including large print, translated into another language or by data transferred to voice.
- 3.2 In relation to the operation of this policy, we will adapt both the collective and individual assessment processes to help ensure that all members can participate fully. For example, we will make assessment pro formas and training handouts available in any required format and, where appropriate, will provide a sign or language interpreter to assist at training sessions or individual discussions.
- 3.3 We are also aware of the potential for policies to inadvertently discriminate against an individual or group of individuals. To help tackle this and ensure that it does not occur, best practice suggests that organisations carry out Equality Impact Assessments (EqIA) on any policies that may be discriminatory so that this can be addressed. The Equality and Human Rights Commission (EHRC) suggests applying a screening process² to ascertain whether a particular policy requires an EqIA to be carried out. The screening process was applied to this policy and it was decided that an impact assessment is not required. However, we have undertaken the standard Pineview Equality Impact Assessment.

¹ The Equality Act 2010 identifies the “protected characteristics” as age, disability, marriage and civil partnership, race, religion or belief, gender, gender reassignment and sexual orientation.

² Six “yes/no” questions as outlined in chapter 8, section 2.2 of “Meeting the Public Sector Duty in Scotland” (EHRC, April 2011).

4. PERFORMANCE REVIEW

- 4.1 In order to help comply with the Regulatory Standards, the Association will annually carry out a review of its Governing Body performance through the following:
- 1) The Committee collective performance review.
 - 2) The individual Committee member effectiveness review, including the review of the continued effectiveness of longer serving committee members (9 year rule).
 - 3) The Chairpersons review.
 - 4) Training needs analysis (TNA) as part of the annual review, and bi annually undertaken as a DRUMCOG group exercise.
 - 5) Succession planning.
- 4.2 To prevent any potential perception of a conflict of interest in the process, the Association will use the services of an external independent governance specialist reviewer to undertake the annual review work.
- 4.3 The performance review process has the following important roles:
- a) To help identify any areas in performance that could be improved by attracting individuals with a particular skill set. For example, if a 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.
 - b) To assist in succession planning. It is critical that the Association has a clear method of ensuring that 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.
 - c) To help identify training requirements collectively and individually and therefore develop an appropriate training plan for members and also feed in to the training needs assessment which will be undertaken as a DRUMCOG group exercise Bi annually with the other participating RSL's.
- 4.4 Appendix 1 contains a sample survey forms/templates that could be used in the performance review process. These forms may be adapted and updated between policy reviews. Individual reviews will normally be conducted in person or take place remotely (e.g. by video-call) or by telephone.
- 4.5 The results of this annual Committee review will be evaluated by the external independent reviewer, the Committee and the Director with an appropriate follow-up action plan agreed by Committee at the April Committee meeting.

5. ASSESSING EXISTING SKILLS, IDENTIFYING GAPS and THE TRAINING NEEDS ASSESSMENT

- 5.1 The Association has a long established practice of assessing the skills, knowledge and experience present within the Committee group on a collective basis in order to help ensure that (i) all of the key skills and knowledge areas are covered and that (ii) members are able to keep up-to-date with evolving legal, regulatory and best practice requirements.
- 5.2 As well as identifying the skills present within the Committee, the annual review process also highlights any gaps that exist. These gaps can then be prioritised and addressed via either collective or individual training plans.
- 5.3 In addition, a joint training assessment will be done every 2- 3 years with Drumcog (the other Drumchapel-based RSLs) to develop a joint training plan.
- 5.4 The output from the Drumcog training assessment will be a two/three-year training plan.

6. LONG SERVING COMMITTEE MEMBERS

- 6.1 The Association's Rules (37.6), alongside the SHR Regulatory Standards of Governance and Financial Management (6.3) requires all Committee members wishing to serve beyond nine years continuously, to demonstrate their continued effectiveness. Whilst we are keen to comply with this Standard, we equally endorse EVH's assertion that "automatically regarding longer serving members as somehow less effective is, at best subjective and insulting, and at worst (given that they may also tend to be older) potentially discriminatory."
- 6.2 The Association believes that members attaining nine years' experience as a 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.
- 6.3 The purpose of the annual reviews is to consider the effectiveness of each individual committee member's contribution to Pineview's governance, as well as the overall effectiveness of Pineview's governance arrangements. As per SFHA's Governing Body Member Annual Review Guidance recommendation, rather than conducting a separate review for those members attaining 9 years continuous service, the assessment will simply form part of their annual review, allowing such members to demonstrate (i) objectivity, (ii) independent challenge and (iii) continued effectiveness.
- 6.4 If a committee member who has gained nine or more years' experience wishes to seek re-election, the Management Committee's approval is required. The Management Committee will take account of the member's annual review, as well as their experience of the member's contribution, their objectivity, effectiveness and challenge over the year, in deciding whether to give approval to stand.

7. APPRAISING THE CHAIR

- 7.1 The Chair receives particular training to help him/her fulfil their role, they receive ongoing feedback from the Director and, importantly, they are subject to a form of peer review when they are elected as Chair.
- 7.2 The Chair's review will consist of:
- the Chair completing a self-assessment (the self-assessment process carried out for all Committee members)
 - A confidential review of the Chair being carried out by the other Committee members through their individual review meetings
 - Analysis of the above by the independent reviewer undertaking the annual review process
- 7.3 The Chair, will receive feedback from the independent reviewer undertaking the annual review process, which will be shared with the Director and summarised in the feedback report presented to the Management Committee. The output will be an action plan comprising (i) any specific training required and (ii) any changes in approach to certain areas that have been highlighted and agreed during the meeting.

8. PERFORMANCE REVIEW TIMETABLE

8.1 The following table outlines the general annual timetable of the review process:

Month	Event /Meeting	Involved	Output
January	Committee Collective Assessment	All committee members and staff who service committee meetings.	Collective assessment completed.
February	Individual committee member meetings with Independent Reviewer. Undertaking individual assessment (including any 9 year assessments), and development needs review, Chair performance assessment.	All committee members, individually, with Independent Reviewer.	Assessment of individuals' contribution and identification of any training needs.
April	Independent reviewer's Report to committee on annual performance review.	All committee members and staff who service committee meetings.	Annual Review Report. Recommendations for improvements. Training priorities. Succession Plan and recruitment priorities. Decision on members affected by nine year rule.
August (post AGM) To Sept CoM	Review of process outcomes with a 6 month update report.	All committee members and staff who service committee meetings.	Suitable and robust policy and process for following year.

9. POLICY REVIEW

9.1 The Policy will be reviewed every 3 years, or sooner if required.

APPENDIX 1

ANNUAL MANAGEMENT COMMITTEE PERFORMANCE REVIEW 2023/24

Leadership and Direction (Standard 1)	The Committee does this...		
	Well most of the time	Well some of the time	Could be better
The Committee provides strategic direction for Pineview: it is actively involved in business planning; monitors the delivery of objectives; formulates policies and ensures these are suited to the Association's purpose			
Why do you say this?			
Committee Business (Standards 1,4,5,6)	Well most of the time	Well some of the time	Could be better
The Committee operates as a team; everyone has the chance to contribute to discussions; different opinions are listened to and respected and we all accept collective responsibility for the decisions we take			
Why do you say this?			
Scrutiny and Challenge (Standards 1,4,5)	Well most of the time	Well some of the time	Could be better
The Committee reviews information critically; asks questions and offers challenge constructively and seeks independent advice when appropriate			
Why do you say this?			

Risk Management (Standards 3,4)	Well most of the time	Well some of the time	Could be better
The Committee is actively involved in assessing and managing the key risks facing Pineview; we ensure that risks are regularly reviewed			
Why do you say this?			
Legal and Regulatory Compliance (Standards 1,2,5,6,7)	Well most of the time	Well some of the time	Could be better
The Committee complies with its own internal governance protocols and leads by example; we keep up to date with change and comply with relevant legislation, our Rules and regulatory requirements; we are mindful of the Code of Conduct, which we actively uphold.			
Why do you say this?			
Ensuring Tenant and Resident Safety (Standard 1, Part 3 of Regulatory Framework)	Well most of the time	Well some of the time	Could be better
The Committee has reviewed our assessment of risks and management of tenant and resident safety; we review information and monitor performance and compliance to gain assurance that Pineview complies with its responsibilities for tenant and resident safety			
Why do you say this?			

Working with Senior Staff (Standards 1,5,6)	Well most of the time	Well some of the time	Could be better
There is a constructive relationship between the Committee and senior staff; the Committee scrutinises performance and effectively holds senior officers to account. There are effective arrangements in place to support the Director and appraise her performance.			
Why do you say this?			
Financial Viability (Standards 3, 4)	Well most of the time	Well some of the time	Could be better
The Committee protects the Association's assets, has a good understanding of Pineview's finances and rent affordability for tenants and oversees budgetary and financial decisions effectively. Employee salaries and benefits are set appropriately to attract and retain competent staff.			
Why do you say this?			
Skills, Knowledge and Experience (Standards 5,6)	Well most of the time	Well some of the time	Could be better
We regularly review the skills, knowledge and experience that the committee needs; we identify priorities for recruitment and take action to ensure that the committee has access to relevant experience to deliver responsible governance. We keep our knowledge up to date through training and networking and we recognise the need to maintain an effective succession plan.			
Why do you say this?			

Openness and Accountability (Standard 2)	Well most of the time	Well some of the time	Could be better
The committee ensures that Pineview is open and accountable to all tenants and others about its work and the governance of the Association.			
Why do you say this?			
Tenant Engagement (Standards 1, 2)	Well most of the time	Well some of the time	Could be better
The Committee encourages appropriate involvement of tenants in the planning and decision-making process; we take account of their views when making decisions; we are actively promoting engagement with our tenants to ensure we are well-informed about what matters to them.			
Why do you say this?			
Gaining Assurance (Part 3 of Regulatory Framework)	Well most of the time	Well some of the time	Could be better
The Committee actively examines and monitors performance and compliance throughout the year. Reporting processes are effective in providing the committee with the necessary assurance that Pineview is meeting its legal and regulatory responsibilities and its own standards and targets.			
Why do you say this?			

Planning for and Adapting to Change	Well	OK	Could be better
The Committee is actively involved in developing and overseeing Pineview's strategy to respond to the challenges and uncertainties of the current economic and operating environments.			
Why do you say this?			

APPENDIX 2

Committee Member Annual Review 2023/24

Name	
Date first elected / co-opted	
Office-bearing role(s)	
Date due for re-election	
Date of Review Meeting	

Your Contribution

Looking back over your contribution to Pineview's governance, what are you especially pleased about from the last year? Do you think your skills and knowledge are being used effectively for Pineview's benefit? Has this changed over the last year? Do you feel that you are able to contribute to and participate in Pineview's governance effectively? Why do you say this?

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Pineview's Support to the Committee

Do you think the committee has been dealing with the right things over the last year? Do you feel that the committee has been kept up to date with what's happening? How confident are you that the committee has access to enough information, particularly about service delivery, the impact of the current economic situation, tenant safety and regulatory compliance?

Are you confident that reporting is effective, taking account of the virtual / hybrid format of meetings? How do reports and other information enable you to make well-informed decisions?

Are you confident / comfortable working with Decision Time?

How would you describe the relationship between the committee and the senior staff?

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Pineview and its Governance

2023 has been a challenging year for everyone: looking back, what would you highlight as successes in terms of (a) performance and service delivery; (b) Pineview's governance? Why do you say this?

Are there areas where expectations haven't been met and/ or a different approach should (or could) have been adopted? Why do you say this?

What do you think are the key lessons going forward? Where should the Management Committee's focus and attention be in the coming year?

Scrutiny and Challenge

Do you think the committee is effective in scrutinising and challenging information? Does the committee keep track of issues and is challenge constructive?

Are you confident in asking questions at meetings? Do you think that there is a good level of discussion at meetings?

How well do you think that the virtual / hybrid governance model works?

Do the current reporting formats and the committee's scrutiny and challenge combine to give you assurance? What are your main sources of assurance? Are there any suggestions you would make for change?

Training Priorities

What training have you attended this year and did you find it to be useful? Why do you say this?
How do you prefer to learn?

What should be the priorities for the coming year?

For Yourself

For the whole committee

Meeting Objectives

What do you enjoy about your role with Pineview? How has your role changed since you joined the committee? Are the responsibilities manageable and is there anything Pineview can do to support you? Do you find your role more enjoyable now than when you started?
Why do you say this?

Looking Ahead

What are your own priorities as a committee member for the coming year? Is there anything that you would like to do differently?

Succession Planning

Do you intend to stand for re-election when the time comes?	
Are you interested in taking on additional responsibilities?	
If 'yes', what would they be, why would you be suitable and what support can Pineview offer you?	
What should the priorities be for recruiting additional committee members? Would you be willing to support a new committee member as a mentor / buddy?	

The Role of the Chair

How well do you think the Chair exercises his responsibilities? Is there anything that you would like him to prioritise or do differently over the coming year?

Anything Else?

Is there anything else you'd like to mention or discuss at the meeting?

Signed
Date