



Board Appraisal and Board Member Reviews

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1. Policy Purpose

- 1.1 ng homes is a registered social landlord and a Scottish charity. We are a major provider of housing and other services serving the people of North Glasgow, responsible for substantial amounts of public and private funding.
- 1.2 The aims of this Policy are to help ensure that:
- ng homes' Board is made up of people with the motivation and skills needed to achieve our organisational purpose;
 - ng homes meets the regulatory requirements set by the Scottish Housing Regulator, with regard to Board appraisal and Board Member reviews.
- 1.3 The Policy sets out our methods for:
- Reviewing the collective skills of the Board and how it is performing its governance role;
 - Reviewing the contribution individual members make to the Board;
 - Identifying support and development needs, for the Board as a whole and for individual Board members;
 - Ensuring that all of our Board Members, including long-serving members, continue to be effective in their role.

2. Policy Principles

- 2.1 Consistent with our organisational purpose and values, ng homes places a high value on the leadership provided by local residents with in-depth knowledge of the communities we serve and a direct stake in our communities.
- 2.2 Our approach to Board recruitment and development is based on:
- Harnessing the wealth of skills and experience that exist in North Glasgow's communities
 - Continually developing the skills, knowledge and capacity of all of our Board members, so that the Board can fulfil its overall responsibilities for the leadership and control of ng homes

- Undertaking targeted recruitment, as required, to support membership diversity, address any gaps in skills and experience, or to bring new perspectives to the Board. Where appropriate, this may involve skills-based recruitment of new Community or Independent Board members.
- 2.3 Our approach to review and appraisal will respect the substantial voluntary commitment that Board members invest in ng homes. Board members’ own assessments of their personal contributions and learning and support needs will be at the heart of our approach, alongside the needs of the business.
- 2.4 ng homes’ approach will reflect our values of promoting equality of opportunity and respecting diversity. We shall ensure that our approach to Board appraisal is non-discriminatory and that we provide Board members with a range of options for learning and development that take account of their individual needs and circumstances.

3. The Policy Framework in Summary

- 3.1 Our appraisal and review framework approach seeks to address the following questions:
- To what extent does the Board comprise people with appropriate skills and experience?
 - How well does the Board perform its key governance roles?
 - How well do Board members work together as a team, and with ng homes’ senior management?
 - How are all of our Board members doing, in contributing to the work of the Board and the achievement of our organisational objectives?
 - What kind of learning and support needs exist for the Board as a whole and for individual members, and how should we meet these?
 - Do we have assurance about the continued independence, objectivity and effectiveness of long-standing Board members?
- 3.2 The main processes that support our approach are:
- Regular audits of the Board’s collective skills and experience
 - An annual Board Review exercise involving the Board and senior management team

- Annual review meetings (appraisals) between the Chair (supported by an experienced independent external consultant) and individual Board members, to discuss each member's contribution, achievements, future objectives and development needs
- A tailored review process for the ng homes Chair
- Induction training for new Board members
- Production of an Individual Learning Statement incorporating a development plan for each Board member
- Production of an annual Board Development/Training Plan, for the Board as a whole.

4. Processes

Board Skills Audit

- 4.1 We will reflect on the Board's overall base of skills and experience, as part of the annual review of the Board's effectiveness.
- 4.2 We will also collect information about existing Board members' skills and experience as part of the annual review meetings held with each member.
- 4.3 The results from both exercises will be used to identify any significant gaps in the Board's current skills base and the Board will discuss how these should be addressed (for example, in promoting Board membership to particular groups, targeted recruitment exercises or through the Board Development/Training Plan).

Annual Board collective review exercise, involving the Board and senior management

- 4.4 The Board will carry out a focused review, conducted annually. This may be carried out as a stand-alone exercise or alongside the annual review process for individual Board members if this makes logistical sense.
- 4.5 The collective review process will take the form of a formal discussion between the Board and senior management. The collective review process will seek to:
 - a) Identify the Board's collective strengths and achievements;
 - b) Form an honest picture of things that are not working so well, and how these could be addressed;

- c) Review the quality of communication and joint working between the Board and the senior management team;
- d) Identify priority actions for improvement and how these will be taken forward, for example as part of the Board Training Plan or through the recruitment of new Board members.

Board Member Annual Performance Reviews

- 4.6 Each Board member will receive an annual performance review in compliance with the SHR Regulatory Framework, Standard 6 *"The governing body have the skills and knowledge they have to be effective."* In particular, Guidance 6.3 which states *"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."*
- 4.7 This policy provides flexibility in the approach to the Board member's annual performance review. This allows the Board to take cognisance of circumstances for example, value for money, time constraints and/or the availability of members or the nature of previous reviews, whereby a lighter-touch review may be deemed appropriate following a more comprehensive review process in previous years.
- 4.8 In compliance with the SHR requirements, as a minimum each Board member will be asked to complete a self-assessment survey/questionnaire developed together with an independent external consultant/facilitator. The self-assessment form will encourage Board members to reflect on how they are contributing to the work of the Board, their achievements, their future objectives, and their learning and development needs. Following completion of the survey/questionnaire, Board Member Individual Learning Statements (ILS) will be produced. The survey responses would feed into an overall report and through the identification of training needs this would inform the development of the Board's Learning and Development Plan for the year ahead.
- 4.9 Depending on circumstances, e.g. additional support being required, Board members may be asked to take part in an annual performance review meeting with the ng homes Chair, with an external facilitator providing support for the meetings and follow-up actions.

- 4.10 If annual performance review meetings are taking place, each Board member will complete the self-assessment survey/questionnaire in preparation for their meeting with the Chair. As detailed in 4.6 above, the self-assessment form will encourage Board members to reflect on how they are contributing to the work of the Board, their achievements, their future objectives, and their learning and development needs. The discussion will refer to the Board member role description and the member's completed self-assessment form may be used as a prompt for discussion during the review meetings.
- 4.11 Meetings will be conducted in a structured but informal way, to promote an open discussion about areas where the Board member is confident about their skills and knowledge, areas for development, and how learning and development needs can best be met.
- 4.12 The facilitator will produce a note of each review meeting and items for the individual development plan, for agreement with the Board member and the Chair.
- 4.13 Each Board member's completed questionnaire, the notes of the review meeting and their Individual Learning Statement incorporating their development plan will be treated as confidential. They will only be available to the Board Member, the Chair, the external facilitator and any ng homes staff members who need access to them for the purposes of providing training and support or advising the Board on succession planning and recruitment.

Chair's appraisal

- 4.14 The Chair's appraisal meeting will be conducted by an external facilitator. Like other Board members, the Chair will complete their own self-assessment survey/questionnaire to help identify their overall training and development needs.
- 4.15 An additional form may be completed by key colleagues (e.g. other office bearers or Board members and the CEO), to provide feedback on how the Chair is doing in carrying out the role.
- 4.16 The review discussion will refer to the role description for the Chair's position. As with other parts of the overall framework, the meeting will combine offering feedback and assisting with developing the Chair's Individual Learning Statement incorporating a development plan.

Arrangements for long-serving Board members

- 4.17 The Scottish Housing Regulator requires that RSL board members seeking re-election after nine years' continuous service must be able to demonstrate their continued effectiveness
- 4.18 We address this as part of the annual review meetings with individual board members who have completed more than nine years' service and who wish to seek re-election. In such cases, review meetings include a supplementary set of questions and discussion points, designed to elicit information about the member's independence, objectivity and effectiveness. The supplementary questions will be used as and when longer-serving Board members reach the end of their term of office (i.e. every three years, rather than annually).
- 4.19 Our approach to assessing the contribution of longer-serving Board members will be balanced. It will be based on seeking reasonable assurance that the Board member continues to be committed and effective in their role, rather than on any assumption that long service by itself diminishes objectivity or effectiveness.

5. Outputs

Individual Learning Statement incorporating a Development Plan for each Board member

- 5.1 This will set out each Board member's individual learning and development needs, arising from the annual performance review process.
- 5.2 The learning and support needs identified from the review process can be addressed on an individual basis for the Board member concerned, or through collective activities for the Board as a whole as identified in the Board Development/Training Plan.
- 5.3 ng homes will be flexible in providing tailored support for individual Board members where this is feasible and appropriate. We may also need to take account of other factors, in addition to individual members' wishes. For example, we will need to take account of financial and other resources and fit with ng homes' objectives, in responding to learning needs identified by individual Board members.

Annual Board Training Plan

- 5.4 This will cover the Board's collective development needs. The contents of the Board Training Plan will be informed by the Board's collective review discussion; any general themes arising from individual Board member review meetings; and by other relevant information (e.g. business plan priorities, external risks or issues affecting ng homes' business; regulatory requirements or feedback). However, it should be noted that depending on circumstances, Board learning and development may have to be reviewed and re-prioritised and therefore could be subject to change during the year.
- 5.5 The annual Board Development/Training plan will be agreed and formally approved by the Board each year.

6. Other Related Policies

- Code of Conduct for Board Members
- Induction Policy for New Committee Members
- Data Protection
- Equality and Diversity
- Acceptable Use
- Openness, Accountability and Confidentiality
- Anti-Fraud
- Bribery
- Whistleblowing
- Payments & Benefits
- Declaration of Interest
- Rules 2021

7. Links to the SHR Regulatory Framework

- 7.1 This Policy links to the Regulatory Standards of Governance and Financial Management for RSLs at Standard 6 in particular Guidance 6.1, 6.2, 6.3 and 6.4

8. UK General Data Protection Regulation 2021

- 7.1 The organisation will treat your personal data in line with our obligations under the UK General Data Protection Regulation 2021 (UK GDPR) and the Association's Data Protection Policy. Information regarding how your data will be used and the basis for processing your data is provided in our Employee Fair Processing Notice.

9. Equality Impact Assessment

- 9.1 This Policy is equally applicable to all and has no impact on protected characteristic groups as specified within the Equality Act 2010.

10. Policy Review

- 10.1 This Policy will be reviewed every two years or earlier in line with regulatory or legislative guidance/changes or good practice guidelines.