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## COMMITTEE MEMBERS TRAINING & APPRAISAL POLICY AND PROCEDURES

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<b>Title:</b>	Committee Members Training Policy and Procedures
<b>Purpose of Procedure:</b>	To assist in the assessment of training needs of committee members in order to aid committee development.
<b>Section:</b>	Committee
<b>Date:</b>	June 2021
<b>Review Date:</b>	June 2024
<b>Regulatory Standards of Governance &amp; Financial Management:</b>	<b>Standard 6</b>  The governing body and senior officers have the skills and knowledge they need to be effective.  <b>6.3</b> 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 non-executive members seeking re-election after nine years continuous service demonstrates continued effectiveness.
<b>Reference:</b>	Regulatory Standard of Governance & Financial Management & Guidance

**BLAIRTUMMOCK HOUSING ASSOCIATION LIMITED**  
**COMMITTEE MEMBERS TRAINING POLICY AND PROCEDURES**

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## 1.0 INTRODUCTION

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Blairtummock Housing Association takes recognition of The Housing Regulator's Regulatory Standard 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 non-executive members seeking re-election after nine years continuous service demonstrates continued effectiveness."

- 1.1 The Association regards its needs and the development needs of Committee members as an implicit component of this policy. All plans for education or training will take account of this relationship.
- 1.2 The aim of this policy is to assess the Association's needs in order to identify relevant requirements for training. From this assessment the training requirements of individual Committee members will be identified.

Acceptable type and levels of training will be designed in order to meet the identified needs. This will assist in the developing of skills, knowledge and expertise of Committee members enabling them to realise personal potential and to contribute more effectively to the current and future needs of the Association.

## **2.0 ANALYSIS OF TRAINING NEEDS**

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### **2.1 Annual Appraisal/Reviews**

The Scottish Housing Regulator published its Regulatory Framework in 2012 which sets the standard for governance and financial management and introduced the requirement for the contribution of all governing body members to be reviewed annually from April 2015.

### **2.2 The purpose of the annual review/appraisal is:**

1. To give Committee Members the opportunity to get some feedback about their performance
2. An opportunity to get to know members better, the annual review will provide an opportunity for the Chair (and others involved to get to know each other better and understand their perspectives)
3. To find out what people think about how meetings work
4. To discuss the relationships between Committee Members and Staff and consider the quality of information presented to Committee
5. Identify potential for change and improvement
6. Finding out what makes a member feel their contribution is worthwhile
7. Identify potential Office Bearers
8. Planning for the future
9. Learn your role

### **2.3 Who should be involved? Committee have to discuss and agree.**

### **2.4 The forms attached at Appendix 1 will be used at the Annual Appraisal/Review, the form attached at Appendix 2 will be used for the Governing Body Review and the form at Appendix 3 would be used for the nine year rule.**

### **3.0 CONFERENCES**

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- 3.1** It is also recognised that Committee members need to keep abreast of current issues and that "networking" with other Associations is a benefit in its own right. To this end a conference budget and plan is also needed.
- 3.2** Committee will consider the Budget and Conference Plan at its round of meetings preceding the next financial year.
- 3.3** The plan will be monitored and evaluated by the Staffing & Administration Sub Committee through the evaluation forms completed by participants. Contents of conferences will be discussed at Management Committee meeting following on from the conference.

## **4.0 INDUCTION**

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- 4.1** The Committee will formulate an induction training programme with new Committee members to familiarise them with the Association, its functions and the role of the Committee (see induction pack).

## **5.0 PERSON SPECIFICATION FOR THE POST OF COMMITTEE MEMBER**

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### **5.1 Essential characteristics: He/she must:**

- Live or work in Association area
- Share the Association aims of improving the quality of life of residents by providing good quality affordable housing and advice, information and resources for community use;
- Be committed to the principles of the Association is equal opportunities policy;
- Have enough time to attend committee meetings (eleven a year), and prepare for them by reading background papers.

### **5.2 Desirable characteristics:**

- Experience of another project or voluntary organisation;
- Experience of fundraising
- Knowledge of the Scottish housing system.

## **6.0 DOING THE JOB - EMPLOYMENT AND MANAGEMENT OF PEOPLE**

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- 6.1** As an employer you are bound by employment legislation, including equal opportunities and health and safety regulations. You are responsible for recruiting and managing staff and ensuring their work is productive.

You must ensure staff and volunteers receive proper induction, support, and training where necessary. Much of the practical work that this involves can be delegated, but you are ultimately responsible for the running of the organisation.



## 7.0 DOING THE JOB WELL - SKILLS AND GOOD PRACTICE

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What knowledge and skills do you need in order to manage and to do it well! Voluntary managers who wish to develop their roles in this way will find that there is training available.

Effective organisations do not just happen by chance. Management covers a whole range of functions which need to connect and support one another whilst adapting to ever changing internal and external influences. Voluntary managers need a repertoire of skills to carry out these functions - and management committees need to have the right mix of skills and experience to do the job well. Specific responsibilities include:

- strategic planning - setting goals and targets
- the appointment of, and contractual relationship with, staff
- ensuring accountability to funders, tenants, and members
- representing the organisation in public

Training can help in developing each of these skills.

### 7.1 Strategy and Planning

It is the responsibility of the management committee to make sure the organisation is clear in its purpose and direction. This vision should be shared by all committee members and easily conveyed to staff, tenants, funders, and all who have contact with the organisation. An effective way of ensuring this message is clear is to put together a mission statement describing the framework of the organisation, the values it upholds and what it aims to achieve.

**Remember your mission statement is inevitably closely tied with your constitution, and should harmonise with it. Mission statements and strategic plans need to be reviewed on a regular basis, perhaps every year in order to keep up to date and in line with the development of the organisation.**

#### Points of Good Practice

- Clearly state the aims, values and objectives of your organisation in a mission statement and strategic plan.
- Try to ensure that your management committee does not get lost in the minutes every day activity.
- Make sure time is set aside to assess where the organisation fits in to the big picture and review its direction and activities.
- Encourage members to keep abreast of relevant reports, publications, legislation and events. Try to maintain a clear overview of the external environment and its effect on the organisation.

## **Managing Staff**

**Voluntary managers should ensure there are policies and practices providing guidance on:**

- Induction
- Staff Development
- Equal Opportunities
- Appraisal
- Grievance and Disciplinary Procedures
- Recruitment and Selection

## **8.0 ACCOUNTABILITY**

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Voluntary managers are accountable to funders, tenants and members. You are accountable to the community who benefit from your activities. In turn you must hold the workers in your organisation accountable for what they do.

### **8.1 Representation**

Voluntary managers have a responsibility to represent their organisation and speak on its behalf. Here again, a clear understanding of the organisation's mission - its values, objectives and goals, should ensure clarity in creating accurate messages to funders, users and the community in general.

### **8.2 In Return**

To do this effectively Voluntary Managers should be given:

- Induction sessions on joining a management committee.
- Clear job descriptions for office bearers and ordinary members of the committee outlining their responsibilities.
- Training and development opportunities for committee members.
- Training for committee members and staff together to ensure clarity of strategy and common purpose - as well as increase support and understanding.

## **9.0 OFFICE BEARERS**

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### **9.1 The Chair**

It is the Chair's responsibility to:

- ensure meeting are run competently,
- ensure discussion and decision-making is democratic,
- safeguard the rules of the organisation,
- speak on behalf of the organisation.

### **9.2 The Vice Chair**

The Vice Chair takes on the responsibility of the Chairperson only in the absence of the Chairperson through illness or holiday leave.

### **9.3 The Secretary**

The Secretary is responsible for the administrative tasks involved in the operation of the organisation including:

- correspondence and records,
- membership lists,
- keeping minutes,
- preparing agendas,
- preparing for the Annual General Meeting.

For incorporate organisations (Companies or IPS'S) the Company Secretary has additional legal duties.

### **9.4 The Treasurer**

The Treasurer has responsibility for:

- the overall safety of the organisation assets,
- ensuring there are systems for recording, monitoring and the correct reporting of all financial transactions.
- ensuring that the charitable purpose of the organisation is reflected in all expenditure.
- providing each committee member with understandable and accurate financial information.

The Treasurer acts as a guide to other committee members in these matters but overall financial responsibility lies with the whole committee. Committee members also have a responsibility to ask for clarification if for any reason they feel unsure or unable to judge whether financial matters are being managed properly.

## 10.0 TRAINING AND DEVELOPMENT PLAN

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### 10.1 Current Post

### 10.2 Skills required (from Job Description and Person Specification):

- 1 .....
- 2 .....
- 3 .....
- 4 .....
- 5 .....

### 10.3 Skills already acquired:

- 1 .....
- 2 .....
- 3 .....
- 4 .....
- 5 .....

### 10.4 Training and development needs

Training need 1 (duplicate as necessary)

.....

.....

Appropriate learning style. Please tick one of the following:

- attendance on open courses outside the organisation
- attendance at in-house hours
- self-managed open learning from written material
- coaching by managers
- job shadowing an existing postholder
- other; please specify

Timescale .....

Resource commitment .....

## 11.0 COMMITTEE MEMBER'S TRAINING EVALUATION FORM

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Course:

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Dates:

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I found the course:

Very Good  
Good  
Fair  
Poor

I learned:

A Lot  
Not A Lot  
Nothing

I would recommend someone else to go:

YES/NO

The trainer was:

Very Good  
Good  
Fair  
Poor

The venue was:

Very Good  
Good  
Fair  
Poor

Other comments:

Signed:



**APPENDIX 1**  
**ANNUAL APPRAISAL/REVIEW FORM**





## Blairtummock Housing Association Management Committee Appraisal Survey 2020

### 1. WELCOME TO APPRAISAL SURVEY

Thank you for taking part in this Appraisal Survey.

The survey gives you the opportunity to reflect on your role as a Committee member, including your knowledge and skills. It should take around 25 - 30 minutes to complete.

*To get the best from this exercise, don't just leap into the survey. Take your time, think about the questions and try to be as objective as you can. There's nothing wrong with feeling a bit less confident in some areas of the role.*

You can complete the survey all at once or in stages, coming back to it when you have time. However, once you have completed and submitted the survey you will not be able to change your responses. Please answer all the questions so that we can have a full picture of your knowledge, skills and learning needs.

If you have any problems or questions when completing the survey please get in touch with Olwyn Gaffney (email: [ogaffney@share.org.uk](mailto:ogaffney@share.org.uk) or phone: 0141 370 6877). We can also make a paper version available if you can't complete the survey online. Please contact us asap if you need this.

Please note that your responses to this survey will be kept confidential and you will not be identified in any reporting back, although an anonymised edited version of any comments may be used.

One to one meetings will take place with all Committee members as a follow-up to this survey. This will give you the opportunity to elaborate on your answers.

Please complete the survey by xxxat 6 pm.

THANK YOU



## Blairtummock Housing Association Management Committee Appraisal Survey 2020

### 2. SECTION 1 - ABOUT YOU

\* 1. Please provide your full name (so we know who has completed the survey).

Name

\* 2. How long have you been on the Committee?

- Less than one year
- 1 - 3 years
- 3 - 9 years
- 9 - 15 years
- 15 - 20 years
- 20 - 25 years
- 25 - 30 years
- 30 + years

3. What motivated you to join the Committee?

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

5. How would you describe your overall effectiveness as a Committee member?

6. Are you interested in any particular aspects of the Committee's work?

\* 7. If appropriate training and support were provided, would you be interested in serving as an Office Bearer on the Committee (for example, Chair, Vice-Chair, Treasurer)?

- I'm already, or have been, an Office Bearer on the Committee.
- Yes
- No

If you selected 'Yes' is there a particular role which you would be interested in?

\* 8. Have you any plans to step down from the Committee in the next 1-3 years?

- Yes
- No
- Unsure

If you are planning to step down where are you thinking of leaving?

9. Please list below key roles you have had in the past (both employment and voluntary activities) which you feel assist you in your role as a Committee member.

\* 10. This question gives you the chance to reflect on the knowledge you have, and to consider where you would like to develop further.

Please indicate below the current level of knowledge you feel you bring to the Committee.

	A lot of knowledge	Some knowledge	A little knowledge	No knowledge
Governance and role of a Board/Committee member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Current issues in housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regulatory and legal framework	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tenant participation and involvement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer care and service delivery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accountancy, finance, treasury management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community development/engagement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marketing and media/PR	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Human Resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asset management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health and safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Procurement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial planning (including managing budgets)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housing management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\* 11. This question gives you the chance to reflect on the skills you have, and to consider where you would like to develop further.

Please indicate below the current level of skills you feel you bring to the Committee.

	A lot of skill	Some skill	A little skill	No current skill
Leadership skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Problem-solving abilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Chairing skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicating effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Challenging constructively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding complex issues, including financial information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Taking active part in debate and decision-making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Teamwork	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Given the knowledge and skills you have specified in the last two questions, is there any support/learning you think would benefit you in your role as a Committee member?

\* 13. How do you prefer to learn?

	Strongly disagree	Partly disagree	Partly agree	Strongly agree
Presentation by a tutor on a training day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Group discussions and practical exercises	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Study trips to other organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Networking with other Board/Committee members from other Associations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Self-study (for example, internet, reading)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joint sessions with the Association's staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Event (conferences, seminars)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Short training session (e.g. 1.5 hours)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>





## Blairtummock Housing Association Management Committee Appraisal Survey 2020

### 3. SECTION 2 - MORE ON YOUR SKILLS, KNOWLEDGE AND EXPERTISE

The next set of questions cover a number of areas in which Committee members exercise their roles and responsibilities, based on the Scottish Housing Regulator's *Regulatory Standards of Governance and Financial Management*.

Please give your response to each of the statements. There is no right or wrong response, please be as accurate as you can.

The scale is from 1 - 4

- 1 = Strongly disagree
- 2 = Partly disagree
- 3 = Partly agree
- 4 = Strongly agree

\* 14. Leading and directing the Association.

	1. Strongly disagree	2. Partly disagree	3. Partly agree	4. Strongly agree
I understand the responsibilities of the Committee in showing leadership, including setting and overseeing the strategic direction for the Association.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am clear about the distinct roles, responsibilities and accountabilities of the Committee and senior officers in running the Association and making decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand the collective responsibility of the Committee for the decisions it takes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am confident that the Committee challenges and holds senior officers to account for their performance in achieving the objectives of the Association.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As a Committee member, I reach my decisions independently, based on the information and advice available.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am aware of the constitution for the Association and the legal implications.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can clearly explain the vision and values of the Association (for example, when meeting tenants or the wider public).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\* 15. Being open and accountable.

	1. Strongly disagree	2. Partly disagree	3. Partly agree	4. Strongly agree
I recognise that the Committee is accountable to tenants and other stakeholders of the Association.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am happy that the Committee and Association give tenants and other stakeholders appropriate information about services, performance and future plans.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am aware of the requirement of the Association to publish information about its activities and, wherever possible, to agree to requests for information about the work of the Committee and the Association.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am aware of the needs, priorities, views and aspirations of tenants and other stakeholders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am familiar with the diverse profile of our tenants (for example, age, household size).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied that needs, priorities, views and aspirations of tenants and other stakeholders inform the development of strategies, plans and decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am confident that the Association is open and co-operative and engages effectively with its regulators and funders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\* 16. Ensuring the financial well-being of the Association.

	1. Strongly disagree	2. Partly disagree	3. Partly agree	4. Strongly agree
I am aware of the financial and treasury management strategy for the Association and any associated risks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am clear that financial forecasts for the Association are based on appropriate and realistic assumptions and information.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am clear that financial forecasts take account of information on what tenants can afford to pay and feedback from tenants on any rent increases.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am aware of any covenants agreed with lenders and that the Committee is assessing and managing any risks associated with these.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am clear that the Committee ensures that employee salaries, benefits and pensions are at an affordable level, allowing the appropriate quality of staff to be employed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand the responsibility of the Committee in ensuring that the regulatory and financial returns to the Scottish Housing Regulator are accurate and submitted on time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\* 17. Identifying and mitigating risk.

	1. Strongly disagree	2. Partly disagree	3. Partly agree	4. Strongly agree
I am confident that the Committee receives good quality information and advice from staff and, where needed, independent advisers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am confident that the Committee is able to provide evidence to support its decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am confident that the Committee holds the senior officer to account for their performance in achieving the Association's purpose and objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am aware of the Association's strategies for risk management and mitigation, internal control and audit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am aware of the Association's arrangements for internal audit and the Committee's role in the oversight of the internal audit programme.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am confident we are managing succession planning of Committee members appropriately.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am confident that the Committee is being kept informed of the Association's position during the Covid-19 crisis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\* 18. Acting with honesty and integrity.

1. Strongly disagree      2. Partly disagree      3. Partly agree      4. Strongly agree

I am aware of, and comply with, the Association's Code of Conduct for governing body members.





I am aware of the equality and diversity requirements which apply to all areas of the Association's work.





I understand the ethical standards on entitlements, payments and benefits which I am expected to adhere to.





I know how to identify, declare and manage any conflicts of interest which may arise in my role as a Committee member.





I understand how the Committee carries out the management, support, remuneration and appraisal of the Association's senior officer.





I understand the Association's procedure for raising concerns or whistleblowing, if any employee or any Committee member think there has been any wrongdoing.





I am aware of the Association's severance policy, how it may be applied and that it ensures any payments made represent value for money.

\* 19. Having the knowledge to be effective.

1. Strongly disagree

2. Partly disagree

3. Partly agree

4. Strongly agree

The induction process when I joined the Committee was effective and helped me during my first year in the role.

I am fully aware of the challenges and opportunities currently facing the Association.

I understand my role in ensuring the delivery of the Scottish Social Housing Charter outcomes.

I am up to date with current housing policy and practice and aware of the implications for the Association.

I ensure I keep up to date, for example through attending conferences and training, reading relevant materials.

\* 20. Having the skills to be effective.

	1. Strongly disagree	2. Partly disagree	3. Partly agree	4. Strongly agree
I am happy about the on-going support and training I receive as a Committee member.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think that the Committee is effective with a good spread of skills and experience across members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In meetings I am able to constructively challenge assumptions, views or ideas and bring clarity and insight into our discussions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know how to access support if I identify gaps in my skills or knowledge.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I contribute to discussions about decisions made at Committee meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\* 21. Managing organisational change, acquisitions or disposals.

	1. Strongly disagree	2. Partly disagree	3. Partly agree	4. Strongly agree
I am confident that decisions taken about disposals, acquisitions and investments fit with the Association's objectives and business plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am happy that the Committee is able to discuss and scrutinise proposals for any changes to the organisation and that the Committee can ensure these benefit current and future tenants.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am happy that the Committee is able to ensure that any changes to the organisation maintain financial viability, are effective and deliver good outcomes for tenants.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>





## Blairtummock Housing Association Management Committee Appraisal Survey 2020

### 4. SECTION 4 - FINAL COMMENTS

Thank you for completing this Appraisal Survey. Please give us your feedback on the survey by answering the questions below.

22. Were there any questions you expected to be asked that we omitted?

- Yes  
 No

If 'Yes' please give details below:

23. Where there any questions you thought were irrelevant and that we should have omitted?

- Yes  
 No

If you chose 'Yes' please give details below:

24. Do you have any specific knowledge, skills, learning or development needs not covered in this survey?

- Yes  
 No

If 'Yes' please give details below:

25. Did you find completing this survey a useful exercise?

- Yes  
 No

If 'no', please tell us what would have made the survey more useful.

26. Please use the box below for any final comments.

## APPENDIX 2 - EXAMPLE OF TEMPLATE FOR GOVERNING BODY REVIEW

This is intended to guide the Committee in beginning to evaluate its performance annually. The evaluation should be carried out in advance of the AGM (maybe around May/June) so that Committee can identify any gaps in skills or knowledge that could be filled by seeking new members at the AGM. It would be adapted to form the basis of 1:1 discussions for a RSL that is starting to implement a formal evaluation system.

We have a clear idea of where the Association is going and how it will get there
We know what risks face the Association and we've agreed how they will be managed
We understand the finances of the organisation
Our specialist knowledge is: strong / reasonable / not as good as it could be
There are particular gaps in: housing management / maintenance / development / legislation / finance / community development / equalities
Our business knowledge is: strong / reasonable / not as good as it could be
There are particular gaps in: strategic or business planning / employment / risk assessment / health and safety / performance monitoring / financial planning / compliance
We apply our knowledge: effectively / reasonably / not as well as we could
When we attend committee meetings we are: well prepared / reasonably prepared / not prepared
We are clear about what the Committee is expected to do and what the role of Staff is
We strike the right balance between the big picture and the local situation
We act as leaders
We ask the right questions and monitor performance well
We plan ahead
We have an effective relationship with staff
We have an effective Chair
We share responsibility

### **APPENDIX 3 - 9 YEAR RULE SUGGESTED ADDITIONAL DISCUSSION POINTS**

*How do you think your role as a governing body member (GBM) has changed during your time with the RSL?*

*Do you find being a GBM more or less rewarding/interesting now than 3 years ago? Why?*

*What do you expect to contribute over the coming 3 years?*

*What do you think the RSL's priorities over the next 3 years will be? How will you contribute individually to achieving them?*

*Is there anything you would do differently as a Committee Member over the next 3 years? Why?*

*How would you describe your contribution to the RSL?*

*How do you make sure that you can rely on the information that you're given as a GBM?*

*How do you keep up to date with things?*

*Do you feel that other members of the governing body value your experience? How is this demonstrated?*