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Policy Name	Committee Performance Reviews
Policy Author	Director
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West Whitlawburn Housing Co-operative will provide this policy on request at no cost, in larger print, in Braille, in audio or other non-written format, and in a variety of languages. Please contact the office.



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A registered society under the Co-operative and Community Benefit Societies Act 2014

1.0 Introduction

This document outlines the Co-operative's approach to measuring Committee performance and continued effectiveness and arrangements for dealing with long-serving Committee members.

2.0 Regulatory and best practice framework

This policy takes account of regulatory and best practice requirements, including section 1.2 and section 6 and of the Regulatory Standards of Governance and Financial Management and the Code of Conduct for Governing Body Members.

In addition to the relevant chapters in the governance handbook, Employers in Voluntary Housing (EVH) have guidance on Committee appraisal, Great Expectations, and this has been used in the development of this policy document.

In particular, Great Expectations identifies three elements of Committee appraisal:

- Measuring the Committee's collective performance
- Individual Committee member performance
- Appraising the Chair This policy takes account of these components.

In addition, account has been taken of SFHA good practice guide on Governing Body Member Annual Review Guidance.

WWHC takes full account of this guidance in carrying out Committee performance reviews and developing the Committee training plan.

3.0 Performance and assessment review

In order to help comply with the Regulatory Standards, the Committee will be subject to external analysis once every three years and an internal review in the intervening years. By conducting two different types of review Committee will benefit from independent advice and a comprehensive assessment. In addition, the Committee can successfully review its own performance and assess individual Committee members' skills.

4.0 External Appraisal

On a three yearly basis, the Committee will seek external support to conduct performance reviews. External support can be provided by any professional organisation who have an excellent reputation and experience within the housing and social care sector. The degree to which external support is

required will be agreed in advance of any review, by the Committee, and is subject to costs and timescales.

The content and structure of the external review can vary however, it is recommended that the external review should include the following:

- A member of the professional organisation attending a Committee meeting to observe and assess overall effectiveness. During this session, the appraisal process will be outlined by the appraiser.
- A 360 degree assessment of the Chair that provides feedback on effectiveness and highlights areas for development.
- Individual assessment of each Committee member that offers an opportunity to reflect on their personal and group development needs.

In addition, a final report that summarises the overall effectiveness of the Committee and feedback for each member of the Committee will be produced by the appraiser. Reports will be used to develop a committee-wide training and development plan and as a benchmark for the internal appraisals carried out in the years thereafter.

5.0 Internal Appraisal

In the intervening years, the Committee will be required to conduct an internal performance review that has been agreed by the management committee and with the support of staff.

All Committee members will be issued with an appraisal form to be completed regardless of time spent on committee. This is because the appraisal process is Committee's main opportunity to assess their skills and any training requirements for the coming year. It also allows all committee members an opportunity to spend time reflecting on their performance with the Chairperson and vice-chair.

The committee are reminded to use their agreed committee and office bearer's role descriptions in responding to their appraisals.

The Chairperson will retain the completed forms for audit trail purposes on a confidential basis.

A one to one interview with the Chairperson and the vice-chairperson will discuss and assess the requirements for individual training plans. This discussion will also reflect on development areas highlighted within the external appraisal and consider whether or not recommendations have been actioned.

The Chairperson and co-operative staff will use the information gathered during the appraisals and the one to one interviews to develop a committee-wide training and development plan as part of the on-going in-house training commitment as set out in the Committee Training Policy.

The Regulator requires Committee members to be able to show (i) objectivity, (ii) independent challenge and (iii) continued effectiveness. The template allows each of these to be demonstrated via a series of questions/pointers – these will be considered by the Chair (or the Vice Chair) and the committee member and an overall view taken of each of the sections.

6.0 Long serving committee members & Nine Years Appraisals

As per rule 33.6

“The Committee shall assess annually the skills, knowledge, diversity and objectivity that it needs for its decision making and what is contributed by the Committee Members by way of annual performance reviews. The Committee must satisfy itself that any Committee Member seeking re-election to the Committee after service as a Committee Member for a continuous period in excess of 9 years can demonstrate his/her continued effectiveness as a Committee Member.”

Regulatory Standard 6.3 requires all Committee members wishing to serve beyond nine years to demonstrate their continued effectiveness. Whilst we are keen to comply with this Standard, we equally endorse the general 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.

The co-operative 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.

The appraisal documents and one to one interviews emphasise gathering evidence on continued effectiveness of all committee members not just long standing committee members. When it comes to re-election of long-serving committee members the Chairperson is able to accurately report to the rest of committee on the long-serving members' continued effectiveness.

	Who reviews/conducts appraisal
Ordinary committee members, treasurer, secretary	Chairperson and Vice chair
Vice chair	Chairperson and Secretary
Chairperson	Vice Chair and Secretary

7.0 Appraising the Chair

Great Expectations recommends an approach called “360° appraisal” and this will form the basis of the Chair’s annual assessment. 360° appraisal involves the Chair completing a self-assessment (similar to the self-assessment process carried out by all Committee members) in addition to an assessment of the Chair being carried out by the other Committee members.

A simple pro forma will be used to appraise the Chair. This pro forma contains a range of key statements with which each committee member agrees or disagrees. Additional comments can be added if required and can be anonymous if the committee agree to it at the beginning of the process. The forms will be passed to the Vice Chair and Secretary in advance of an annual appraisal meeting with the Chair. 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.

The appraisal will be carried out by the Vice Chair and Secretary and 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.

Feedback to the 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.

The annual review meeting with the Chair should take place after the committee reviews and interviews have taken place.

8.0 Equalities

We are committed to ensuring equal opportunities and fair treatment for all people in our work. In implementing this Policy, we will provide a fair and equal service to all people, irrespective of factors such as gender, race, disability, age, sexual orientation, language or social origin, or other personal attributes.

9.0 Review

This policy will be reviewed on a three yearly cycle.