



Belmont House, 57 Belmont Road, Cambuslang, G72 8PG
www.wwhc.org.uk E: enquiries@wwhc.org.uk T: 0141 641 8628

Policy Name	Committee Performance Reviews
Policy Author	Director
Approved by Sub Committee	N/A
Approved by Management Committee	Oct 2025
Latest date of Next Review	Oct 2028

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.



Registered with The Scottish Housing Regulator No. 203
Registered Charity No. SCO38737 VAT Registration No. 180223636
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 above, Employers in Voluntary Housing (EVH) and Scottish Federation of Housing Association (SFHA) publish guidance on the committee annual review process. Both documents have been cited in the creation of this policy and subsequent appendices. 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

To 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.
- An 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 (Appendix 1) 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 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.

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 can 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 (Appendix 2). 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 Chairperson will also complete a short self-assessment form which will be considered by the Vice Chairperson and Secretary (Appendix 3).

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 every three years, or sooner if required according to changes to legislation or regulatory requirements.

Appendix 1 – Annual Review Form

West Whitlawburn Housing Co-operative Management Committee Appraisal - Annual Review

Name	
How long have you been on the Management Committee?	
Office Bearer Role (if any)	
Sub-committee Membership (if any)	

Topic: Your Individual Contribution and Knowledge

1. Referring to the role description, do you understand your role within the Management Committee?

Yes

No

2. What are the strengths that you bring to the Committee?

3. Respond to the following statements:

	Strongly Agree	Agree	Disagree	I'd like to be better at this
I attend meetings and submit my apologies in advance of the meeting, when required				
I contribute to discussions at meetings				
I prepare for meetings before hand and take the time to read and digest the papers				
I ask questions when I am unsure or need clarification				
I have a good working relationship with other Committee Members				
I have a good working relationship with WWHC staff				

I understand that Committee share collective responsibility for all decisions made				
I listen to others				
I can challenge other opinions constructively and appropriately				
I can challenge senior staff				
I contribute new ideas to discussions				
I am a positive ambassador for the Management Committee and WWHC				

4. How do I rate my knowledge?

	Excellent Understanding	Good Understanding	I'd like to be better at this
Governance			
Business Planning			
Risk Management			
Finance			
Asset Management			
Regulatory Framework			
Scottish Social Housing Charter			
Employment and HR issues (including Health and Safety)			
Equalities, diversity and inclusion			
IT, security and cyber			
Repairs, Maintenance and Compliance			

5. I can...

	Agree	Disagree	I'd like to be better at this
Explain WWHC's Vision and Mission			
Identify WWHC's values			
Identify WWHC's strategic objectives			
Identify WWHC's principles			

Explain my role as a Committee Member			
---------------------------------------	--	--	--

Topic: The Overall Effectiveness of the Management Committee

6. In your opinion, what have been the successes of the Management Committee over the past year?

7. Does the Management Committee focus on what's important, whilst considering future of WWHC and the bigger-picture?

Yes

No

8. Do you feel assured that WWHC meets legal and regulatory requirements?

Yes

No

9. Overall, the Committee...

	Agree	Disagree	Some improvements are required
Has a clear idea of where WWHC is going and how it will get there			
Have enough time to get through the agenda with time for discussion			
Ask questions and monitor WWHC's performance well			
Work well as a team			
Have good working relationships with WWHC staff			
Are notified of external events, conferences and training			
Consider risks before making decisions			
Receive sufficient information from senior			

staff and reports to base our decisions on			
Share responsibility for all decisions made			

Topic: Succession Planning

10. Do you feel that the Management Committee work to ensure the right appointments are filled?

Yes

No

11. Do you aspire to take up an Office Bearing position?

Yes

No

If so, what role do you aspire to take on? _____

12. Do you think that there are any skills gaps faced by the Committee?

Yes

No

If so, what skills/qualities are missing?

13. What has given you the most satisfaction about being on the Management Committee?

Topic: Training

14. What are the training priorities for the Management Committee overall for the coming year?

Topic		Topic	
Business Planning		Regulatory Standards	
Code of Conduct, Declarations of Interest, Whistleblowing		Risk Management	
Equalities		Scottish Social Housing Charter	
Finance		Social media	
HR/Staffing Matters		WWHC Rules	
Health & Safety		Policy Spotlight, please specify below:	
IT			

Other, please specify:			

15. What are your preferred methods of training?

Method	Tick
In-person	
Online	
E-learning	
Delivered by WWHC staff	
Delivered by external bodies (EVH, Share, SFHA etc.)	
Other, please specify:	

Other Feedback

Please use the space below to provide any other feedback/observations:

Committee Member Signed:

Date:

Chairperson:

Date:

Vice Chairperson:

Date:

Appendix 2 – Appraising the Chairperson Pro-forma

CONFIDENTIAL

This section of the form must be completed and returned to the staff member responsible for implementing the appraisals. All feedback will be considered by the Vice Chairperson and Secretary and anonymised for the purposes of the Chairperson's assessment.

Topic: Chairpersons Review 360° Assessment

16. In general, I believe that the Chairperson...

	Rating	
		
Prepares well for meetings		
Stays informed about sector issues and updates		
Represents WWHC positively		
Is always willing to learn and develop		
Listens to other Committee members		
Chairs meetings appropriately		
Does not allow individuals to dominate meetings		
Can challenge other opinions constructively and appropriately		
Contributes new ideas to discussions		
Is open minded and makes decisions after considering all information and opinions		
Communicates well with others		
Is enthusiastic about WWHC		
Is committed to WWHC		
Perseveres to get things done		
Shares responsibility for decisions made		
Works well with other Committee members and senior staff		
Leads the Management Committee effectively		

17. In your opinion, what are the current Chairpersons main skills and strengths?

Skills	Strengths
--------	-----------

--	--

18. Do you think that there are areas of development for the Chairperson?
If yes, please note this below:

--

Appendix 3 – Chairpersons Self-Assessment

Topic: Chairpersons Self-Assessment

As the Chairperson, I feel...

	Very Good	Good	I'd like to be better at this
I encourage members to contribute their views			
I lead and manage Committee meetings effectively			
I keep the Management Committee's skills under review			
I try to bring out the best in Committee Members			
I attend conferences and training			
I am approachable			
I have a clear understanding of WWHC's purpose and future goals			
I work well with the Director and senior staff			