



Hillhead Housing Association
Management Committee Appraisal
Feedback Report

October 2019

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Executive Summary

The Executive Summary lists recommendations that arise from the Hillhead Housing Association Management Committee Appraisal exercise.

The performance of the Committee appears very good. This was reinforced by the one-to-one conversations with Committee members, during which individual members appeared confident about their role and well informed.

The recommendations below are not presented in any order of priority but as they emerged from the findings. They focus on a small number of areas where there could be steps towards improvement.

One-to-one conversations with Committee members reinforced much of the information the appraisal survey provided and will inform the feedback given to individuals.

Recommendations

1. We **recommend** that the Committee discusses and agrees what more it could do to stay up to date with the profile, needs and priorities of tenants (age, household size etc.).
2. We **recommend** that the Committee discusses and agrees how the priorities, needs and aspirations of tenants and others influence the plans, strategies and decisions of the Association.
3. We **recommend** that the Committee and senior officers discuss and agree a succession planning process for the governing body, including how to further involve tenants.
4. We **recommend** that the Committee discusses undertaking study visits and networking with other Associations' governing body members, as part of their learning and development programme for the coming year.
5. We **recommend** that the Committee and Association agree a plan of training and development, based on discussion with Committee members and taking account of the results of the appraisal exercise.

1. Background

SHARE was invited by Hillhead Housing Association (HA) to carry out an independent appraisal with their Management Committee in 2019. Committee members taking part in the appraisal were Claire Taylor (Chair), Lisa Scott (Vice-Chair), Stuart Niven, Susan Murray, John Jamieson, Walid Hassan, David Wilson, Robert Smith, Gary Jackson, Mary Doherty, Stewart MacDonald.

Online survey questionnaires were distributed in July. Once the surveys were completed, follow-up one-to-one conversations were held with Committee members to allow them to talk about their responses to the survey in more detail and to ensure any additional views were taken into account. This feedback report gives the results of the appraisal process for the Committee collectively. Separate individual learning statements will be passed on to each Committee member.

Hillhead HA is a community-based registered social landlord (RSL) which operates in the Hillhead area of Kirkintilloch. The Association owned 808 properties at the end of March 2019. The most recent new housing development was completed at the Braes O' Yetts. It comprises 30 homes, including two wheelchair adapted flats. The Association is working in partnership with Caledonia Housing Association to provide a comprehensive welfare rights advice service to tenants and other residents in the area.

In terms of the organisation's performance, the Association scored above the Scottish average in most areas, as assessed by tenants, and as set out in the in the Scottish Housing Regulator's (SHR's) published landlord reports for 2018/19. Areas above average included: tenant satisfaction with the overall service provided by the Association; the average time taken to complete both emergency and non-emergency repairs; and success in meeting the Scottish Housing Quality Standard.

1.1 External context

The context within which social landlords operate is currently subject to a number of challenges. In addition to meeting the standards and outcomes of the Scottish Social Housing Charter, there are other on-going pressures. The welfare landscape has changed significantly over the last few years, with uncertainty in relation to the bedroom tax and the concerns associated with the roll-out of Universal Credit. This has made accurate knowledge of the tenant and customer base more important than ever, to allow financial modelling of potential impacts on rental income. The health and social care integration agenda continues to impact on the ways in which health, social care and housing work together.

Difficulty in accessing good quality, affordable housing is a major problem for many Scottish households, with current national house building targets only going some way towards meeting need. Demand for social housing outstrips supply and it is more important than ever that landlords take a fair and transparent approach to the distribution of a scarce public resource. Meanwhile, having an overview of the condition of the housing stock is important for RSLs and their governing bodies, in particular in relation to compliance with measures such as the Energy Efficiency Standard for Social Housing (ESSH) and, most recently, ESSH2.

1.2 Regulatory Standards of Governance and Financial Management

All RSLs are required to comply with the SHR's Regulatory Standards of Governance and Financial Management. In August 2017, the SHR carried out a thematic inquiry into the extent to which RSLs were self-assessing against the Regulatory Standards. It observed that many landlords had policies and practices, which would help them meet the Standards, and found a number of examples of good practice. However, few RSLs were assessing themselves against the Standards on a comprehensive and regular basis. The SHR has now set out seven principles for self-assessment against Regulatory Standards¹.

Towards the end of 2018, the SHR reported on the key lessons it has identified from the use of statutory intervention in respect of 11 RSLs since 2014. Weak governance and a failure of leadership were highlighted, along with 10 common characteristics (outlined below).

Common characteristics of RSLs where the SHR has used statutory intervention powers²

Governing body members did not know what they did not know – they were not provided with, did not ask for, or failed to understand the information needed to carry out their role.

The governing body did not seek or receive appropriate assurance and did not effectively challenge senior officers.

A poor understanding of conflicts of interest and how to manage them.

Little encouragement or value placed on feedback from customers or staff.

A disregard of whistleblowing.

No internal audit function or poorly directed internal audit activity.

Governing body members in post for more than nine years and the RSL had not assessed their continuing effectiveness.

The senior officer had been in post for a long time.

A lack of transparency, including in its relationship with its lenders.

An inadequate system of internal control or senior management had over-ridden the system of internal control.

Following a period of review and consultation, the SHR has published its new Regulatory Framework and associated statutory guidance, which came into operation on 1 April 2019³. This includes the requirement for all landlords to produce an Annual Assurance Statement to give governing bodies, tenants and other service users the confidence that the organisation is well-run. The Statements will help landlords show they are meeting the standards and outcomes in the Scottish Social Housing Charter and, for RSLs, the Standards of Governance and Financial Management. An SHR Engagement Plan will make it clearer to

¹ <http://bit.ly/2COH1k3>

² <https://bit.ly/2LtCY1J>

³ <https://bit.ly/2NDuo1x>

tenants and others what the SHR's regulatory view of each landlord is. The revised Standards also require RSLs to have an internal audit function in place, and put more emphasis on induction and ongoing support for Board/Committee members.

Good governance is more important than ever before. We hope this feedback report on the appraisal process will assist the Committee members of Hillhead HA in their future work as a governing body.

2. Committee appraisal – SHARE’s approach

This section of the report sets out how the appraisal survey and one-to-one meetings were approached.

The Committee appraisal process included:

- Drafting the appraisal survey
- Briefing the Committee on the process (along with observation of a Committee meeting)
- Issuing the survey
- Undertaking one-to-one conversations with Committee members
- Analysing the findings from the survey and one-to-one meetings
- Reporting back to the Committee through a written report and individual learning statements.

2.1 Survey

In May 2019, a link to the online survey was sent out by email to Committee members. A PDF version of the survey was also made available for those who preferred that method.

There were three main sections in the survey:

- Self-reflection on Committee involvement
- Self-assessment of skills, knowledge and specialisms
- Feedback on Chair’s performance.

There were also a small number of questions at the end of the survey asking for any comments on the survey and its content.

2.2 One-to-one meetings

The information from the completed appraisal surveys was used to conduct a one-to-one conversation with each Committee member. The purpose of these meetings was to allow members to expand on areas covered by the survey which they might have felt needed more discussion, and to give the opportunity to look at other areas relating to their involvement with the Committee.

The notes from the one-to-one meetings have been used to inform the individual learning statements for each Committee member. They have also been used as additional background information for this report, which gives collective feedback for the entire Management Committee.

Throughout the report, anonymised quotes are used to illustrate responses to various questions.

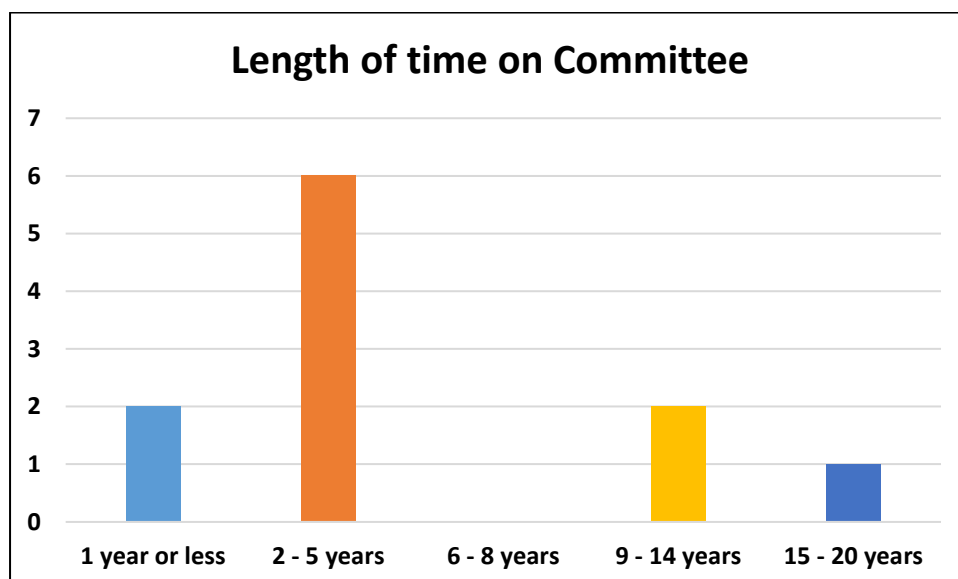
3. Self-reflection on Committee involvement

3.1 Length of time on Committee

The first question asked members how long they had served on the Committee. As can be seen from the figures below, and the accompanying chart, most of the Committee members (8 out of 11 members, or 73%) have been involved for five years or less.

In respect of the nine years set out in the SHR guidance, three Committee members are currently above that. This was taken into account in the one-to-one discussions.

1 year or less	2
2-5 years	6
9 - 14 years	2
15 - 20 years	1



3.2 Motivation, contribution and personal benefit

Self-reflection is critical to understanding our effectiveness, in whatever we do. In relation to Committee responsibilities, there are two questions which members should periodically ask themselves:

- Why am I on the Committee?
- What difference do I make?

The next set of questions in the survey was structured to give members the opportunity to reflect on why they had joined the Committee, the skills they brought and knowledge they have.

3.2.1 Motivation

Members were asked what motivated them to join the Committee. A selection of responses is given below. The comments below show that Committee members are aware of the

impact of good housing on the quality of tenants lives. The comments also highlight the desire members have to give something back to the community, through their involvement.

I am appointed by the Council but put myself forward because I support the ethos of the Association.

On East Dunbartonshire Council housing sub-committee.

I live local and wished to become involved to volunteer and to gain better understanding of the day to day working of a housing association.

Wanted to do something new and helpful that was a new challenge in life.

I wanted to know how a housing association works.

More community involvement.

Nearest locally based RSL to where I live. Wanted to give something back.

I know how important good housing is to everyone's wellbeing and I wanted my children and everyone else to grow up in a cared for environment.

I wanted to further develop my skills and experience pertaining to housing.

Originally nominated by East Dunbartonshire Council. Now an ordinary Committee member.

When asked about the highlights of being involved over the last 12 months, Committee members expressed pride in the completion of the latest new social housing development. Other comments focussed on the internal working of the Association, including a recent staffing review.

First new houses built and opened in a whole new development. The value of development to the community - was really proud.

Being part of decisions and interview and procurement panels.

The knowledge I have gained.

How the Association dealt with organisational review.

Successful partnership with Barratt Homes and the handover of 22 houses for rent and 8 shared equity.

Employing new staff (3) who are very motivated and have fitted into the workforce well, whilst bringing in new skills.

New housing developments and Association's wider role help for tenants.

Taking part in the review of HHA's operating model and staffing structure to ensure that we have the right focus and resources going forwards.

I have been impressed by the passion of the members of the Committee and their commitment to the tenants.

3.2.2 Effectiveness

Members were asked how effective they thought they were as individuals on the Management Committee. The responses to this question show that Committee members appear willing and able to speak up at meetings and to challenge where necessary. Some Committee members are newer and still finding their feet, making it harder for them to be self-reflective about their effectiveness at this point in time.

Like to challenge if appropriate.

Still getting my feet under the table.

I hope I am effective as a Committee member.

I am enthusiastic, read as much as I can to increase my knowledge go to as much training as is appropriate. Love being part of a team, who make important decisions in order to provide a better service for tenants.

I have only recently joined the Committee and attended two meetings.

Never attend a meeting without asking questions, have a financial background.

I have a good understanding of RSLs and the role of a Committee member. I contribute and challenge where appropriate.

I recognise that I must put the organisation first. I try to make positive contributions and share relevant information as well as being consistent in my role of governance of the organisation.

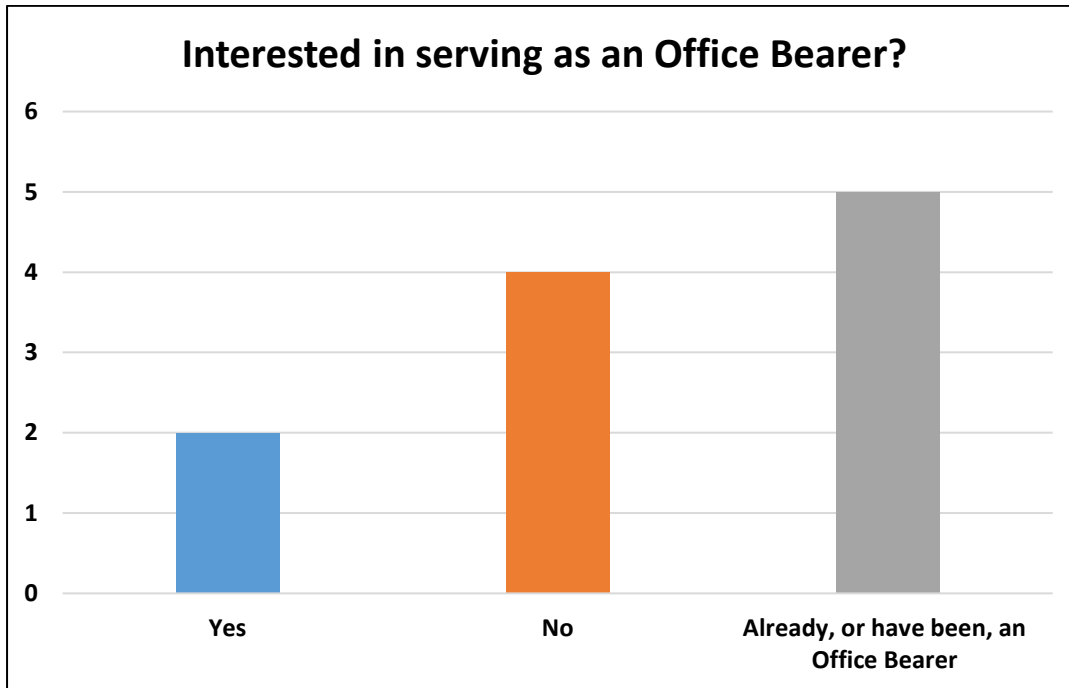
3.2.3 Areas of interest

Committee members were asked to indicate any aspects of the Association’s work that they were especially interested in. As can be seen from the table below, there are a wide range of areas covered with finance, wide role activities, tenant participation and community involvement all included.

Area of interest	Number of Committee members
Finance	3
All aspects	2
Wider role	2
Tenant participation	2
Community involvement	2
Risk	1
Business planning	1
Maintenance	1
Housing management	1
Development	1

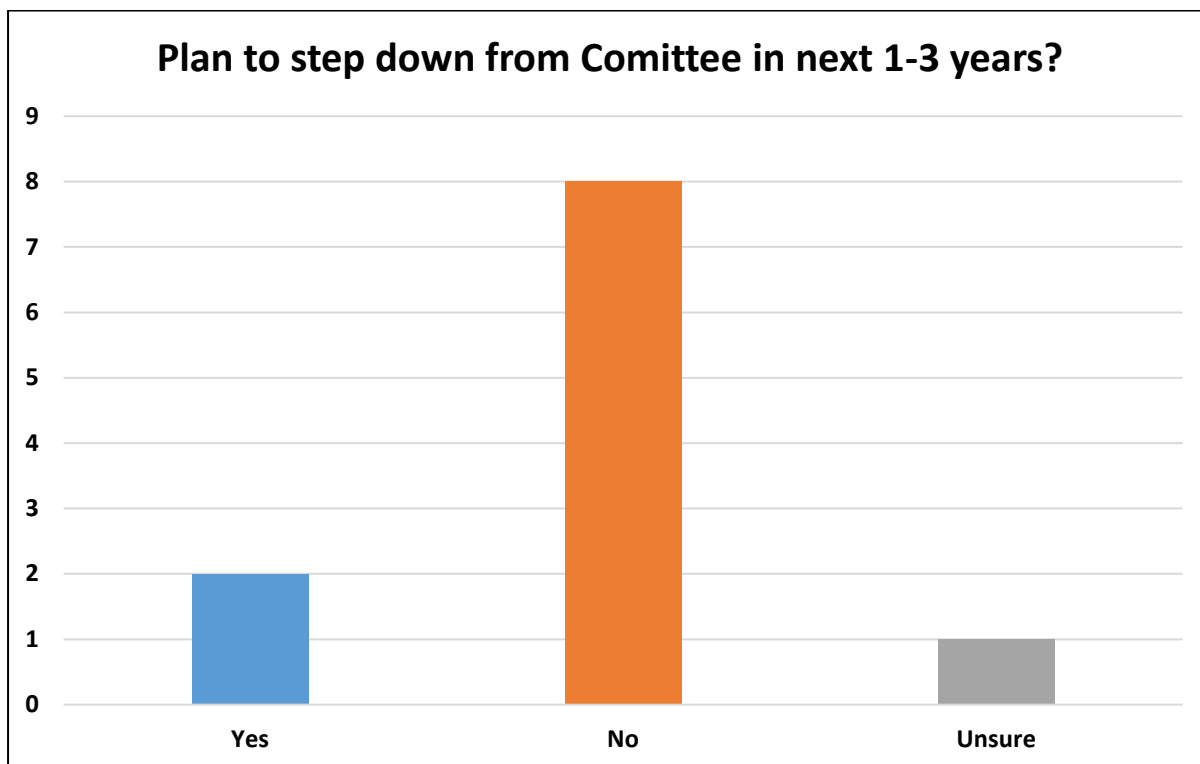
3.2.4 Being an Office Bearer

Committee members were asked whether they would like to be an Office Bearer in the future (such as Chair, Vice-Chair), assuming they were given the appropriate support and training. Five Committee members indicated they were already, or had been, Office Bearers. Two Committee members indicated that they would be interested in an Office Bearer role at some point, with another four stating they wouldn't be interested in taking on this responsibility. Succession planning will be covered later in this report, but these responses suggest that some planning may have to be done to ensure that Office Bearer roles can be filled at the point when this is required.



3.2.5 Remaining on Committee

Committee members were also asked if they intended to step down from the Committee in the next one to three years. As the chart shows, eight Committee members answered 'No' to this question. Two answered 'Yes' and one was 'Unsure'. This indicates a strong degree of stability in the Committee membership over the coming few years.



3.2.6 Previous experience and previous skills

Committee members were asked to give details of any previous roles they had held (whether paid or voluntary), which they thought might assist them in their role as a Committee member. They were also asked to list specific skills they bring to the Committee.

In respect of previous roles, Committee members had been involved in a wide number of areas of employment (or volunteering activities), including: senior management (at CEO and director level), working with third sector organisations, private sector experience (including in construction) community development and Committee/governance experience.

The Committee members' knowledge and skills are summarised below. The table shows a broad spread and which should be helpful in meetings, during discussions and with decision making.

Knowledge	Skills
Housing management	Senior management expertise
Finance	Human resources
Community development	Business development/expertise
Local authority (as elected member)	Previous Committee experience
Health and social care	Governance skills
Knowledge of local community issues	Chairing skills
Welfare rights/other rights advice	Communication skills
Housing tribunal	Fundraising
Education	Financial/Treasury Management
Construction	
EU Procurement	
Tenant/customer involvement	

3.2.7 Skills development

A follow-on question asked if there were any additional skills that Committee members thought would benefit them in their role on the Committee. Members were less specific in response to this question. A few mentioned that they would appreciate any training which will keep their knowledge up to date. Specific areas mentioned were:

- Housing management
- Regulatory and legislative changes
- Finance
- Development funding and process
- Maintenance and repairs (especially major repairs/upgrades to stock)
- HR/pensions/employment law.

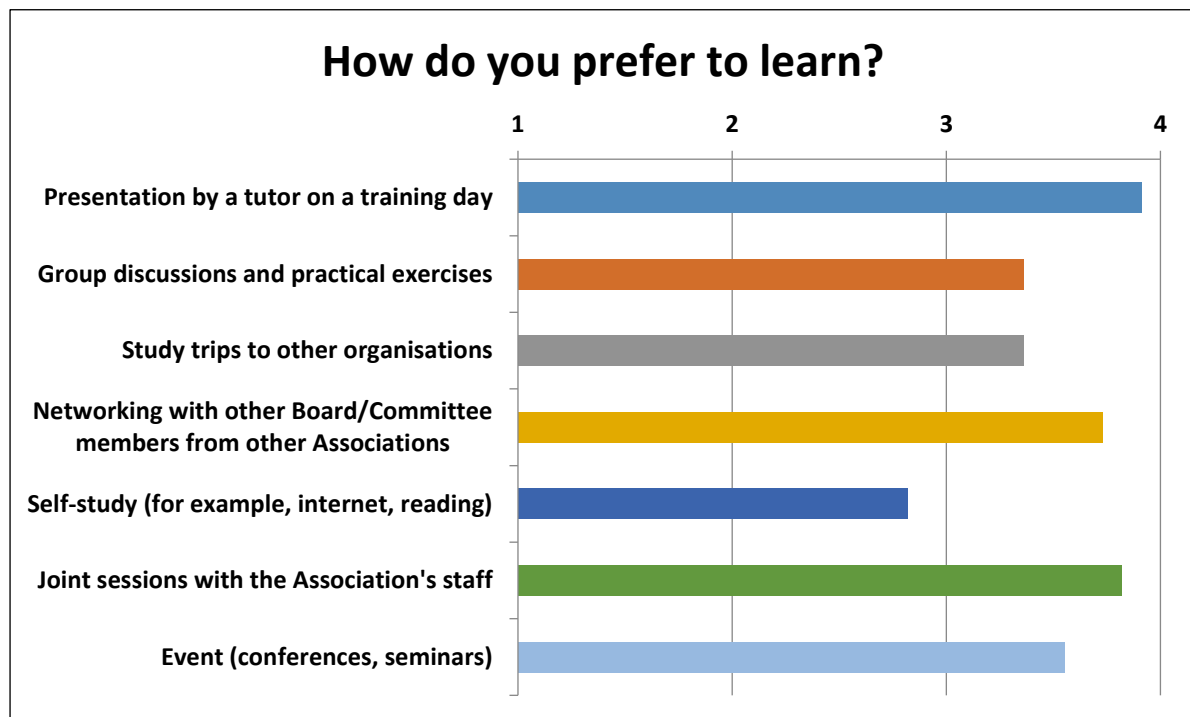
3.2.8 Learning preferences

We each have preferred ways to learn. The responses to this question show that the top three preferences for the Hillhead HA Committee members were:

- Presentation by a tutor on a training day
- Joint training sessions with Hillhead HA staff
- Networking with Board/Committee members from other Associations.

Networking was also given a positive response by Committee members when discussed during the one-to-one conversations. This could be a useful approach for increasing communications and awareness of positive practice.

The least favourite method of learning was self-study, with more collaborative approaches with others present being preferred.



3.3 Thinking styles

The most effective organisations are often those that ‘out-think’ their rivals. How teams think together has a significant impact on the decisions they make, the actions they take and ultimately on how effective they are. It is relatively easy to assess what staff teams and Committees **do** but it’s more difficult to understand how they **think**, both individually and collectively.

There are many frameworks which can help us reflect on how we think. For the purpose of this appraisal, a three-step process used in Shift Thinking® (www.shift.to) was used to help the Committee reflect on its thinking style.

Committee members were asked to identify the **orientation** of their thinking during Committee meetings.

Do they pay more attention to the details presented or are they drawn to the bigger picture?

Committee members were also asked to identify their **focus** when considering an issue or a problem.

Do they pay more attention to ideas and solutions, strategies and processes, actions to be taken, or people to speak to?

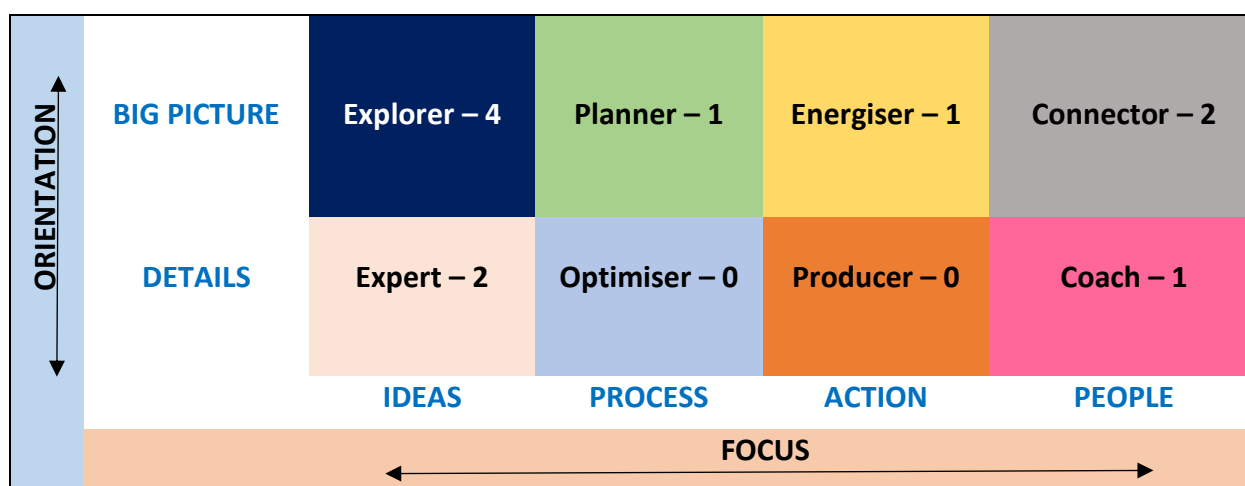
Combining the results of these two approaches shows the preferred thinking style.

The purpose of the exercise was to encourage Committee members to reflect on their preferred thinking styles and how these might impact on the way they engage with the work of the Committee and on their individual contribution in meetings.

The exercise maps the **orientation** of thinking against the **focus**. The collective responses for Hillhead HA Committee are set out below.

Orientation	
Big picture	Details
8	3

Focus			
Ideas	Process	Action	People
6	1	1	3



Hillhead HA Committee Members' Thinking Styles	
Big picture orientation	Detail orientation
<p>Explorer thinking is about generating creative ideas. (Susan Murray, Stuart Niven, Gary Jackson, Stewart MacDonald)</p> <p>Planner thinking is about designing effective systems. (Mary Docherty)</p> <p>Energiser thinking is about mobilising people into action. (David Wilson)</p> <p>Connector thinking is about building and strengthening relationships. (Claire Taylor, Robert Smith)</p>	<p>Expert thinking is about achieving objectivity and insight. (Walid Hassan, John Jamieson)</p> <p>Optimiser thinking is about improving productivity and efficiency.</p> <p>Producer thinking is about achieving completion and momentum.</p> <p>Coach thinking is about cultivating people and their potential. (Lisa Scott)</p>

Based on this model and the individual responses, the thinking styles of Committee members who responded to this question are as follows:

- **Four are Explorers** – thinking involves generating creative ideas and finding solutions to problems
- **Two are Connectors** – thinking is about building and strengthening relationships, maintaining a sense of 'team'
- **Two are Experts** - thinking is about how to achieve objectivity and insight
- **One is a Planner** – thinking is about designing effective systems and implementation
- **One is an Energiser** – thinking is about how to mobilise and motivate people into action
- **One is a Coach** – thinking is about cultivating people and their potential.

There were no Committee members identifying as having the following thinking styles:

- **Optimiser** – thinking is about improving productivity and efficiency
- **Producer** – thinking is about achieving completion and momentum.

As is often the case on Committees, the 'big picture' approach and 'Explorer' thinking style are especially well represented. Explorers tend to be orientated towards generating ideas and finding solutions to problems, which is useful for leadership and strategic direction. Overall the Committee had a good spread of thinking styles represented amongst its current members.

Committee members may wish to consider how they work together as a team, using these results as a starting point for discussion. Further feedback on this exercise will be given to Committee members in their individual learning statements.

4. Skills, knowledge and expertise

In the second section of the appraisal survey, Committee members were asked to rate their level of knowledge, skills or expertise and understanding in key areas covered by the SHR's new regulatory framework, set out in *Regulation of Social Housing in Scotland – Our Framework* (2019). The scores from collective responses are a useful way of gaining an overall picture of a Committee's areas of strength and those where more development is required.

The areas covered by this set of questions were:

1. Leading and directing the Association
2. Being open and accountable
3. Ensuring the financial well-being of the Association
4. Identifying and mitigating risk
5. Acting with honesty and integrity
6. Having the knowledge to be effective
7. Having the skills to be effective
8. Managing organisational change, acquisitions or disposals.

Committee members were asked to score themselves against statements using a rating scale of 1-4, as defined below.

1 – Strongly disagree	2 – Partly disagree	3 – Partly agree	4 – Strongly agree
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What is apparent from the responses to this part of the appraisal is Committee members confidence in their knowledge, skills and understanding. None of the **average** scores for each statement fell below 2, with most falling between 3 and 4. This does mean, however, that some Committee members gave scores of 1 or 2 for certain areas. Suggestions for addressing these are given in the individual learning statements.

The remainder of this section of the report examines the responses in more detail and highlights areas where there may be potential for improvement.

4.1 Leading and directing the Association

Regulatory Standard 1

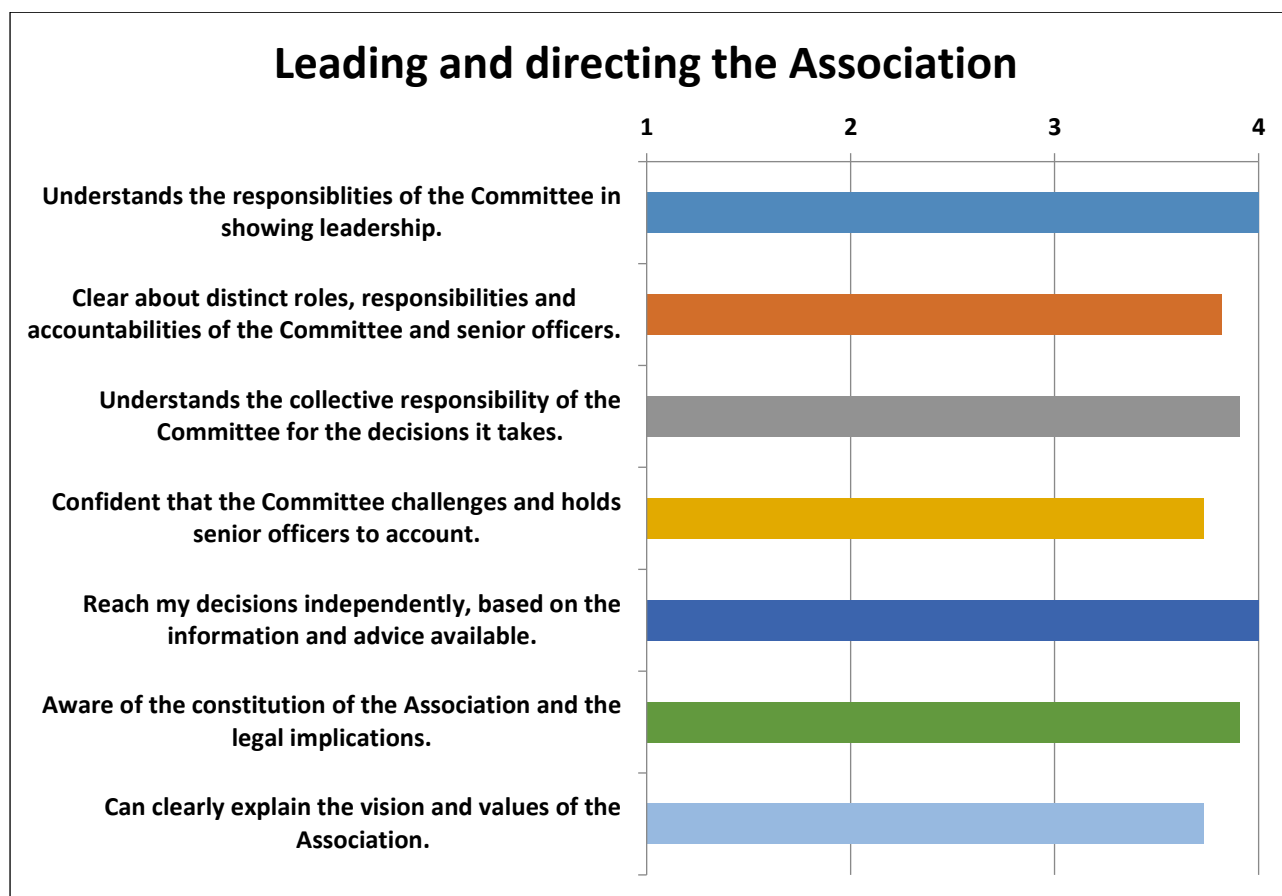
The governing body **leads and directs** the RSL to achieve **good outcomes for its tenants and other service users**.

Committee members were asked to score themselves against statements covering the areas set out in Regulatory Standard 1, which focuses on leading and directing the Association, while achieving good outcomes for tenants and others using services.

The scores of the Committee members show that they appear to have a very good understanding of their role.

Committee members were especially confident in relation to:

- Understanding the responsibilities of the Committee in showing leadership
- Reaching decisions independently, based on the information and advice available.



These positive results were also borne out in the one-to-one conversations where Committee members gave consistently clear responses about their role and responsibilities as members of the governing body.

There are therefore no specific recommendations for this Standard.

4.2 Being open and accountable

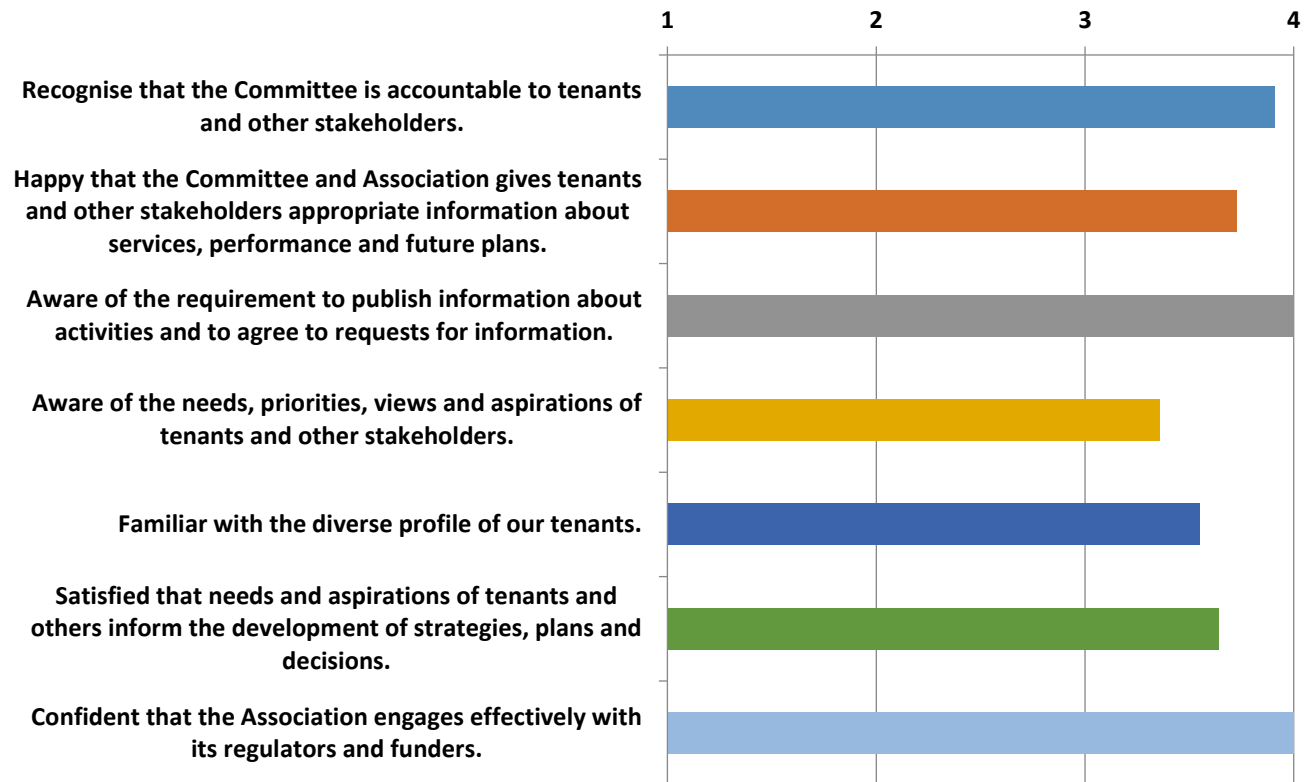
Regulatory Standard 2

The RSL is open about and accountable for what it does. It **understands and takes account of the needs and priorities of its tenants, service users and stakeholders**. And its **primary focus** is the **sustainable achievement of these priorities**.

Committee members were asked to score themselves against statements covering the areas set out in Regulatory Standard 2, which focuses on understanding and taking account of the needs and priorities of tenants, service users and stakeholders.

The chart below shows that all of the Committee members responding were all aware of the need to make information available about their activities and were confident that there is good engagement with the SHR and funders.

Being open and accountable



Committee members seemed overall less confident on the areas below:

- Awareness of the needs, priorities, views and aspirations of tenants and other stakeholders
- The profile of the Association's tenants (including age, household size and so on).

This may explain why four Committee members stated only 'partly agree' to the statement 'I am satisfied that needs, priorities, views and aspirations of tenants and other stakeholders inform the development of strategies, plans and decisions'.

It was clear from the one-to-one discussions that there are a number of ways in which the Association and Committee already attempt to involve tenants and seek their views. However, there is also an awareness that more could perhaps be done, without there being any definite views on what this could be. This is an area that could benefit from further Committee member training and development.

1. We **recommend** that the Committee discusses and agrees what more it could do to stay up to date with the profile, needs and priorities of tenants (age, household size etc.).
2. We **recommend** that the Committee discusses and agrees how the priorities, needs and aspirations of tenants and others influence the plans, strategies and decisions of the Association.

4.3 Ensuring financial well-being of the Association

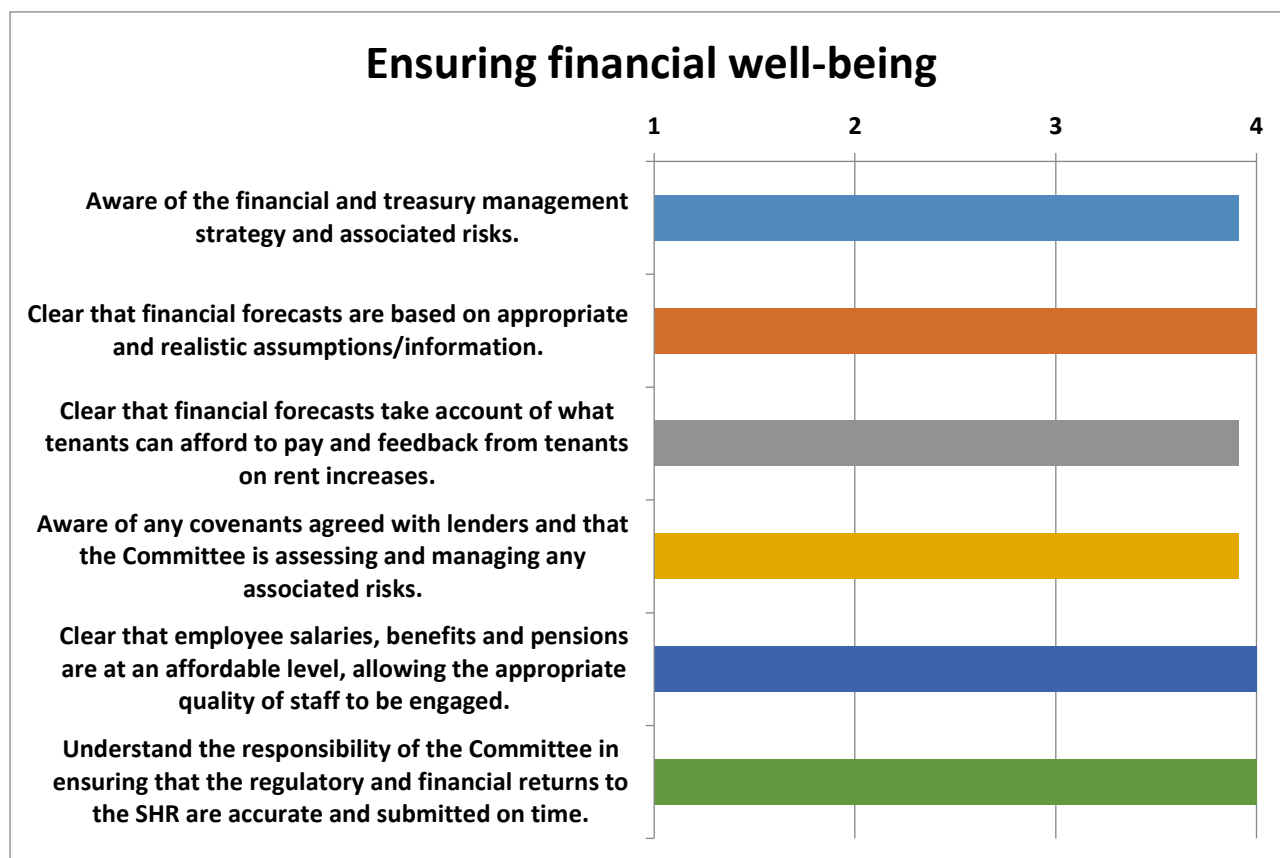
Regulatory Standard 3

The RSL manages its resources to ensure its **financial well-being, while maintaining rents at a level which tenants can afford.**

Committee members were asked to score themselves against statements covering the areas set out in Regulatory Standard 3, which focuses on financial well-being. A new focus in this Standard is the need to ensure that rents are being set at levels which are affordable to tenants. Another new requirement is for Committees to be clear that staff salaries, benefits and pensions are at an affordable level for the Association.

Some members of the Committee have a financial background and have worked with budgets previously and/or still do. As can be seen from the chart below, the Committee members scored themselves very highly across all statements connected to this standard.

There are no therefore no specific recommendations for this Standard.



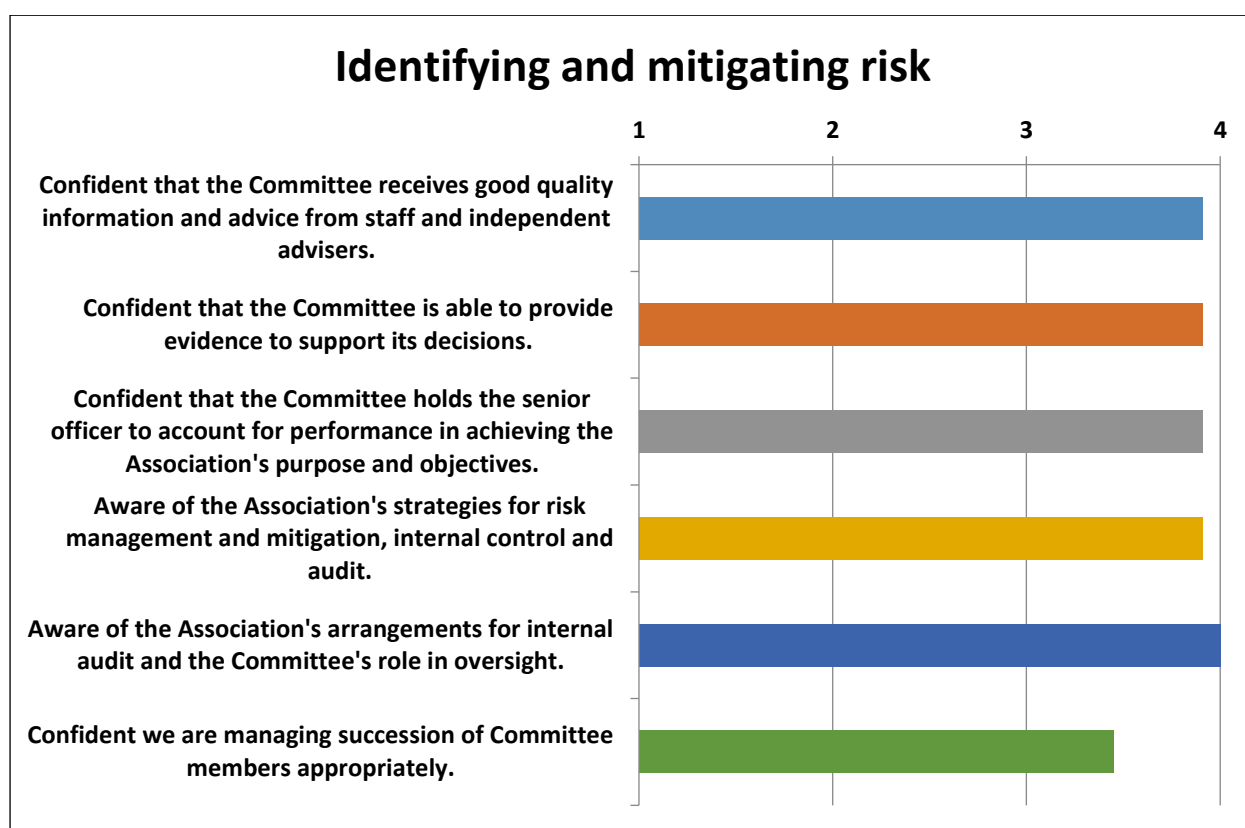
4.4 Identifying and mitigating risk

Regulatory Standard 4

The governing body bases its decisions on **good quality information and advice** and **identifies and mitigates risks** to the organisation's purpose.

Understanding and managing risk is one of the key functions of any governing body. Committee members were asked to score themselves against statements covering the areas set out in Regulatory Standard 4, which focuses on identifying and mitigating risk.

The Committee members' responses to statements on risk showed that they are confident in all areas, other than the management of the succession of Committee members. This was commented on earlier in this report (3.2.4). During the one-to-one conversations several members commented that they would like to see greater tenant representation on the Committee .



Succession of Committee members is an important responsibility to ensure continuity and good function of the governing body. It wasn't clear from the one-to-one discussions or survey whether there is currently a succession plan in place for both the Management Committee and senior staff. Discussing and agreeing one has therefore been included as a recommendation.

3. We **recommend** that the Committee and senior officers discuss and agree a succession planning process for the governing body, including how to further involve tenants.

4.5 Acting with honesty and integrity

Regulatory Standard 5

The RSL conducts its affairs with **honesty and integrity**.

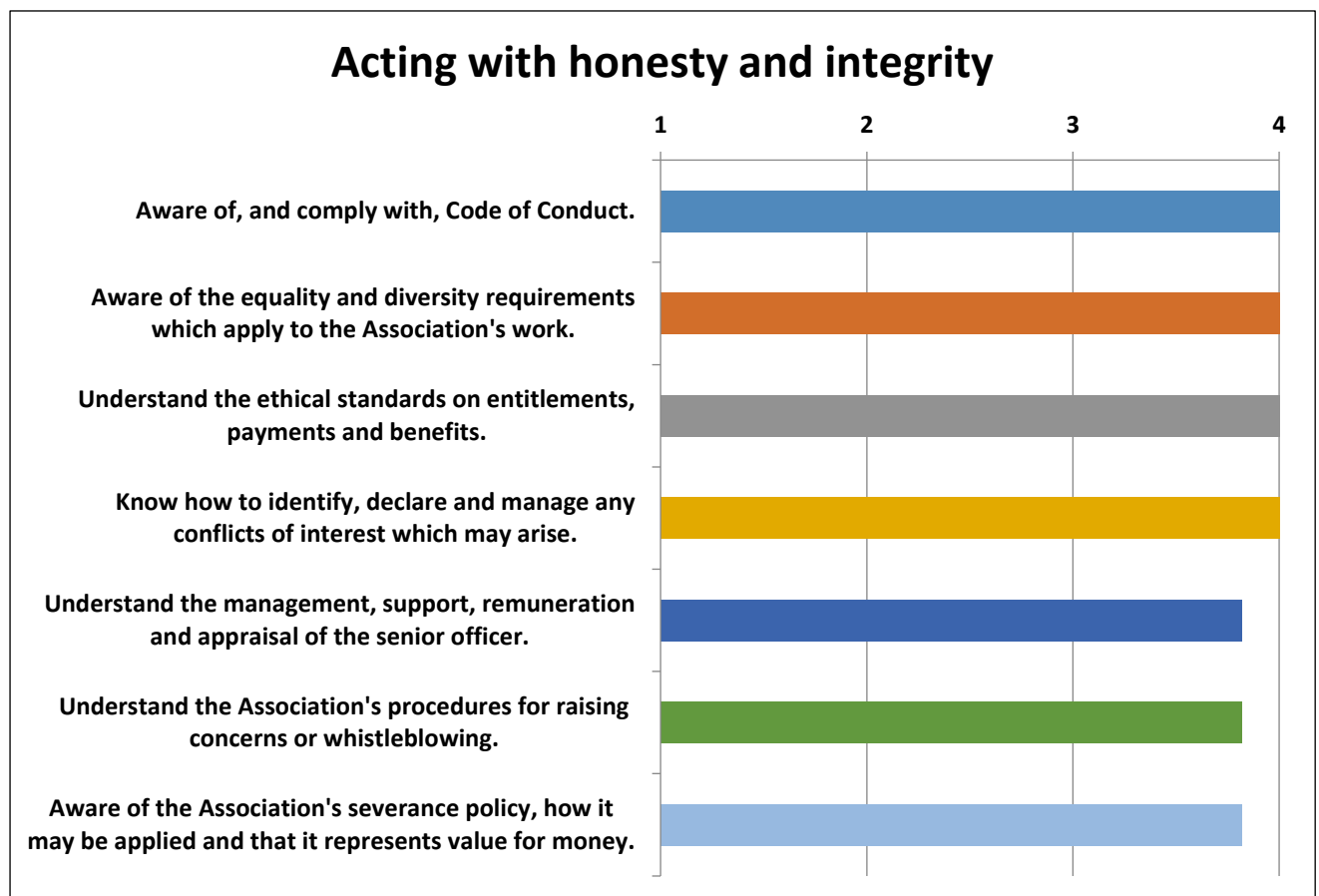
Committee members were asked to score themselves against statements covering the areas set out in Regulatory Standard 5, which focuses on honesty and integrity. A new area in the SHR's updated Regulatory Standards is the Association's severance policy (which should be approved by the Committee), how it may be applied and that it represents value for money.

Committee members scored themselves highly across all the statements linked to this Standard. A couple of Committee members were less sure about:

- Arrangements for the management, support, remuneration and appraisal of the Association's senior officer
- Understanding the whistleblowing process
- Awareness of the Association's severance policy, how it may be applied and that it represents value for money.

These areas will be highlighted in their individual learning statements.

There are therefore no specific recommendations for this Standard.



4.6 Having the knowledge to be effective

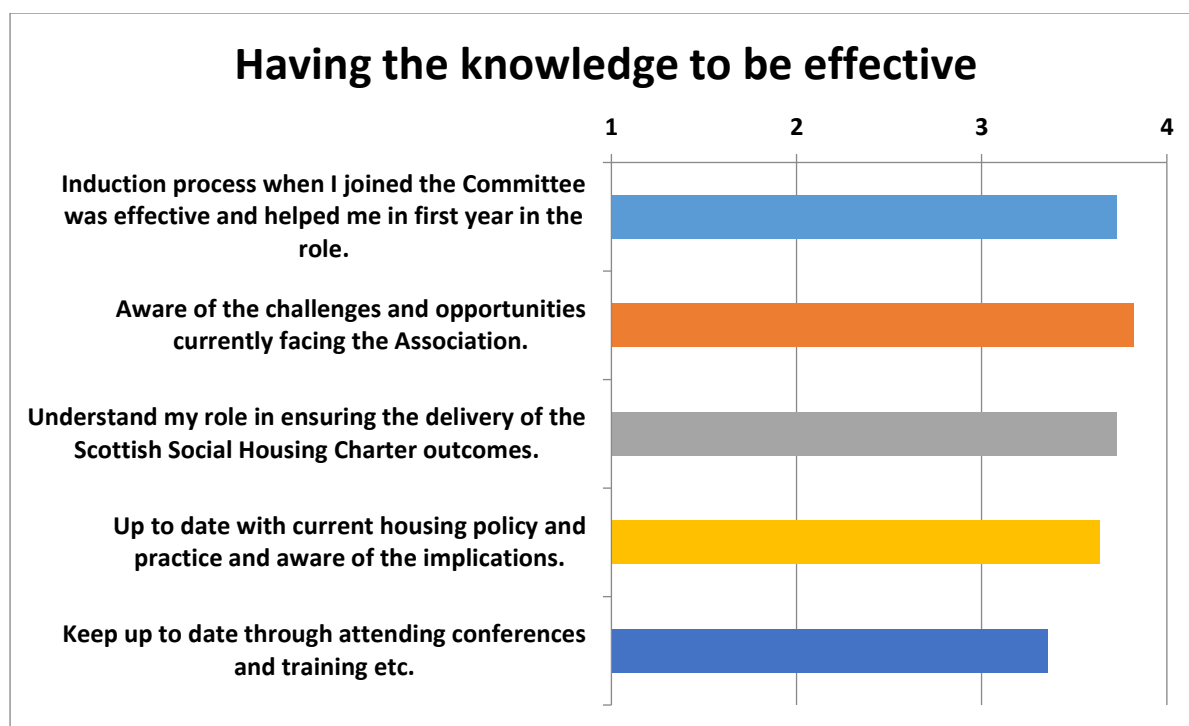
Regulatory Standard 6

The governing body and senior staff have the **skills and knowledge they need to be effective**.

Committee members were asked to score themselves against statements covering the areas set out in Regulatory Standard 6, which focuses on skills and knowledge. This first set of statements focused on **knowledge**.

Committee members scored themselves highly across all the statements linked to this Standard. Committee members were up-to-date on the challenges and opportunities facing the Association and were able to expand on this during the one-to-one discussions and understanding.

Several members indicated that they would be interested in meeting with the Board/Committee members of other housing associations, which could be helpful for knowledge and information sharing.



4. We **recommend** that Committee discusses undertaking study visits and networking with other Associations' governing body members as part of their learning and development programme for the coming year.

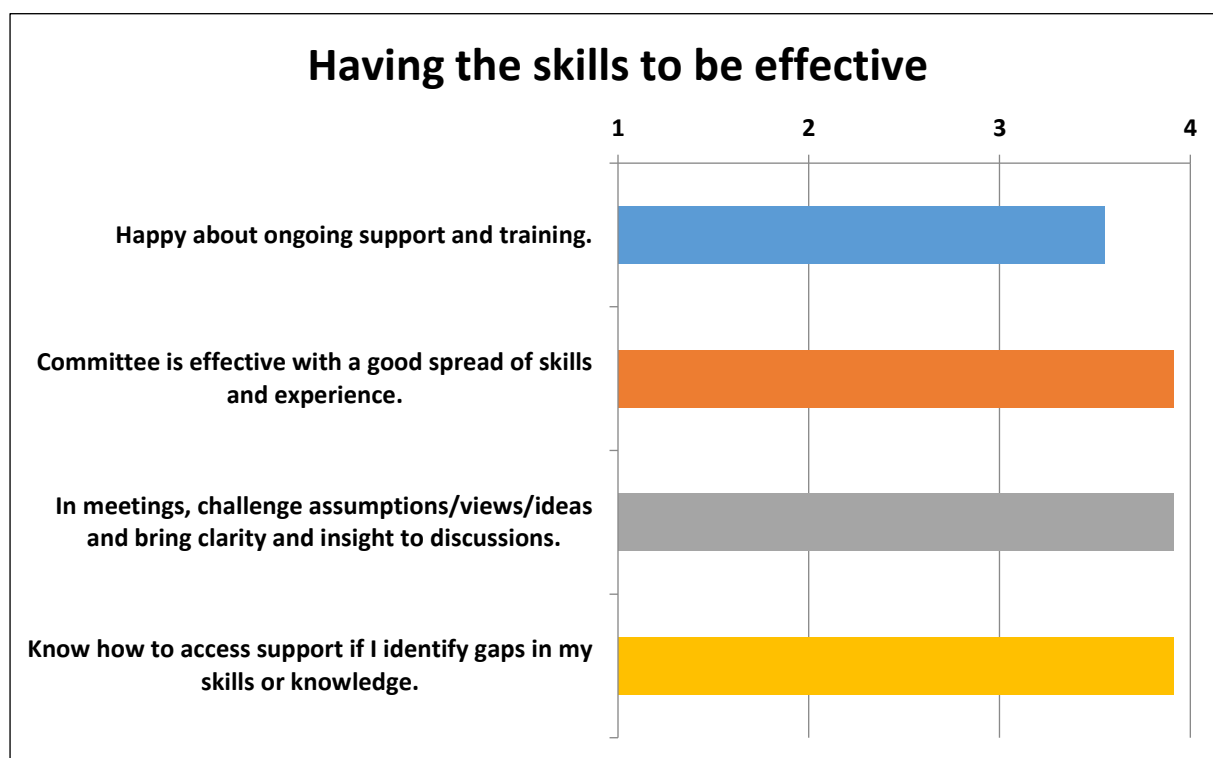
4.7 Having the skills to be effective

Regulatory Standard 6

The governing body and senior staff have the **skills and knowledge they need to be effective**.

Committee members were asked to score themselves against statements covering the areas set out in Regulatory Standard 6, which focuses on skills and knowledge. This second set of statements focused on **skills**.

Overall, Committee members gave positive responses. However, two out of the 11 Committee members responded, 'partly disagree' to the statement 'I am happy about the on-going support and training I receive as a Committee member'.



As a reminder, the SHR's guidance for Regulatory Standard 6 includes:

6.3 *"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.**"*

6.5 *"The RSL ensures that all new governing body members receive an **effective induction programme** to enable them to fully understand and exercise their governance responsibilities. Existing governing body members are given **ongoing support and training to gain, or refresh, skills and expertise** and sustain their continued effectiveness."*

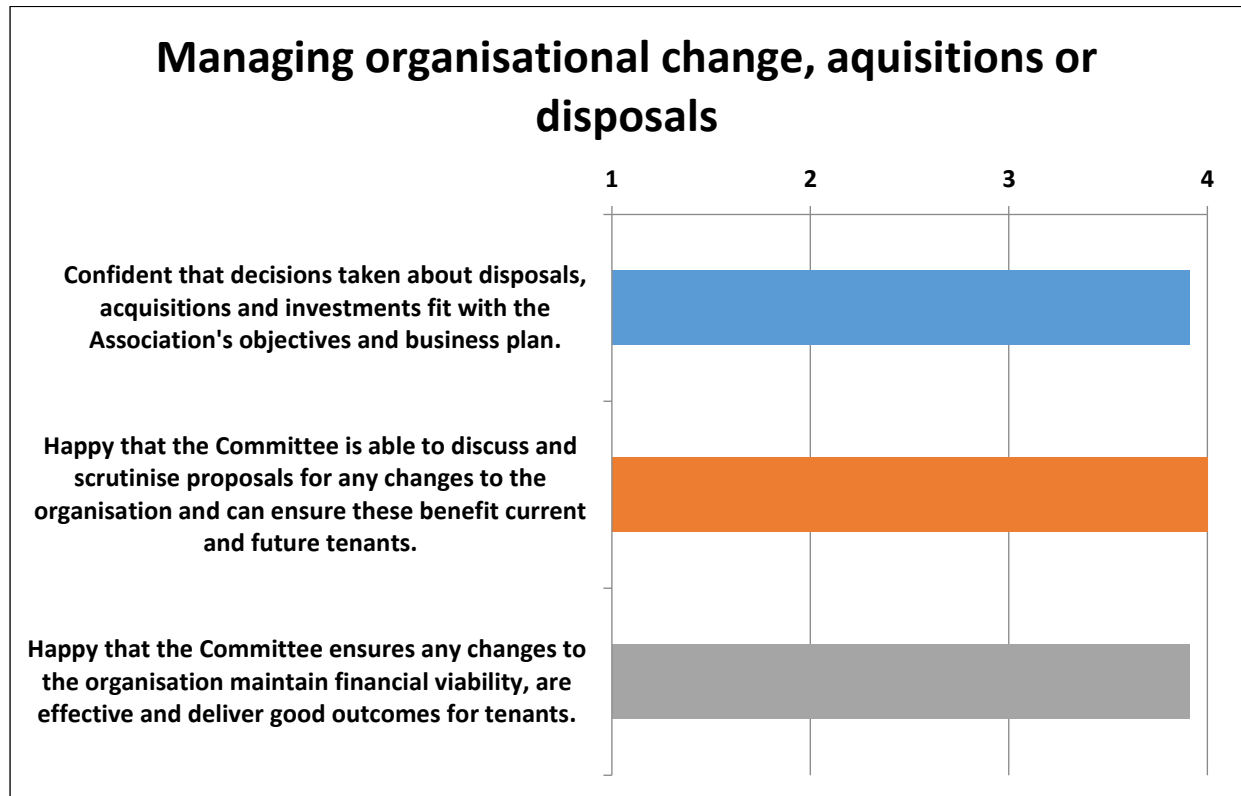
5. We **recommend** that the Committee and Association agree a plan of training and development, based on discussion with Committee members and taking account of the results of the appraisal exercise.

4.8 Managing organisational change, acquisitions or disposals

Regulatory Standard 7

The RSL ensures that **any organisational changes or disposals** it makes **safeguard the interests of, and benefit, current and future tenants.**

This is a new Standard which is aimed at RSLs considering organisational or constitutional changes, or acquisition or disposal of assets. Whether this is immediately applicable or not, it is still useful for Committee members to be aware of the SHR guidance. Committee members seemed aware of the broad parameters of the core areas of this Standard. There are therefore no recommendations.



5. Chair's appraisal

The final section of the appraisal survey related to the performance of the current Chair of the Management Committee. As this report is distributed to all Committee members, specific scores for each of the indicators used will not be reported. The Chair will receive a short feedback report which will reflect in more detail the comments from the Committee.

The leadership role of the Chair of a charity or not-for-profit organisation has been described in terms of setting the tone at Committee meetings, creating a healthy culture for engagement, and being an exemplar of good governance. The Committee members scored the Chair very highly across all areas covered in the appraisal questions. More specifically, all of the Committee members responding stated 'strongly agree' to the eight statements shown below.

- Ensures that appropriate strategic discussions are brought to the Committee.
- Allows and encourages Committee members to participate in discussions.
- Has an effective and productive working relationship with the CEO.
- Is visible to and known by the staff of the Association.
- Ensures that the Committee sets strategic objectives that articulate the Association's vision and values.
- Ensures that the Committee monitors the performance of the Association against objectives the Committee has approved.
- Promotes the interests of the Association wherever possible and represents the Association.
- Ensures all interests are declared and managed at meetings.

5.1 Strengths

Committee members were asked what they thought the Chair does best in her role. A summary of the responses is given below.

Very dynamic and energised person - has a good knowledge.

The Chair does excellent work.

Her communication skills are great, she respects everyone and has a warmth about her.

Communicates to Committee, making sure that everyone is heard before a decision is made.

Knowledge of Association. Keen, committed and represents the Association at external events.

Gives all members an opportunity to discuss and listen to views before decisions.

The Chair meets the director frequently to discuss issues between meetings and is always well briefed.

Chair is very accommodating to all Committee members and is always keen to ensure that everyone understands the issues at hand and have their say on each matter.

The Chair makes sure that all are contributing to the discussion.

5.2 Additional comments

Committee members were asked for any additional comments. A summary of these is shown below.

Outstanding knowledge, polite, helpful, respectful.

Inspirational.

Overall very good. Good understanding of the sector and knowledge of staff and local area. Also, on board of GWSF, shows commitment to community based RSLs.

Chair holds the Committee meeting in professional manner, is knowledgeable and manages the meeting well.

Overall an experienced and effective Chair.

These comments from the Committee members show the high regard with which the Chair is held. This confidence in her abilities was echoed in many of the one-to-one discussions.

As is usual, there were a small number of suggestions for how the Chair could be more effective. These will be passed on to her for consideration in her individual learning statement.

6. Conclusion

In conclusion, both the on-line survey and comments during the one-to-one discussions provide evidence that the Committee is effective, with members working well together. There is also strong support for, and appreciation of, the work carried out by the Chair of the Committee.

Individual Committee members have a good awareness of their roles and responsibilities, and there are only a few areas which would benefit from review, as set out in the recommendations.

Recommendations made in the Executive Summary cover collective development. Any individual development needs will be highlighted in the individual learning statements for each Committee member. In addition, SHARE will provide a suggested learning and development plan for the Committee to consider.

SHARE is pleased to have had this opportunity to work with the Chair and Management Committee and wishes the Association and Committee a successful year ahead.