



MANAGEMENT COMMITTEE MEMBERSHIP, APPRAISAL AND RENEWAL POLICY

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Govanhill Housing Association's Policy on Management Committee Membership, Appraisal and Renewal

Policy Purpose

- 1.1 This Policy describes how Govanhill Housing Association (GhHA) will:
- Promote membership of the Management Committee (MC);
 - Make sure that the MC is made up of people with the motivation and skills needed to provide effective governance;
 - Support committee members through induction training, annual review meetings and training relevant to their role and responsibilities;
 - Manage committee renewal and succession planning.

2. Constitutional and Regulatory Requirements

- 2.1 GhHA's Rules set the following requirements which are reflected in this Policy:

- Any member of the Association may seek election to the MC, subject to the exclusions described in Rules 37 and 43
- Committee members are nominated and elected using a democratic process. Nomination and election is not subject to any test of prior skills or experience;
- The MC has powers to appoint co-opted committee members to any vacant positions on the MC;
- The MC will assess annually the skills, knowledge, diversity and objectivity that it needs for its decision making and what is contributed by committee members by way of annual performance reviews;
- The MC must be satisfied that any committee member seeking re-election after serving for a continuous period of 9 years or more can demonstrate their continued effectiveness and objectivity as a committee member.

- 2.2 The Policy also takes account of relevant regulatory guidance, in particular:
- The Scottish Housing Regulator's *Regulatory Standards of Governance and Financial Management*, and accompanying *Guidance on Constitutional Requirements*; and
 - The *Guidance for Charity Trustees* published by the Office of the Scottish Charity Regulator.

3. Policy Statement

- 3.1 As a community-controlled housing association, GhHA will implement this Policy in a manner that reflects and supports our ethos of leadership by local people. In doing so, we will:
- Achieve high levels of community and tenant involvement in our governance.

- Continue to be led by voluntary committee members;
- Encourage people with relevant skills and experience and a commitment to our aims and values to put themselves forward for election to the MC, regardless of their place of residence;
- Provide training and support to help all of our committee members in developing their knowledge and experience and meeting the requirements of their role;
- Provide induction training and other support for new members;
- Use targeted promotion or recruitment as required, to address any gaps in representation, perspectives or experience on the MC.

4. Membership of the Management Committee: Strategic Approach

4.1 In strategic terms, GhHA's aims are to:

Continue to draw our members and committee members mainly from people living in Govanhill and Merrylee;

Maintain a tenant majority on the MC, as has been the case for the last 40-plus years;

Ensure that the MC collectively has the breadth of skills, experience and diversity needed to carry out its role.

4.2 Our approach to management committee membership, appraisal and renewal will be non-discriminatory, promote equality of opportunity and respect diversity. We will recognise that regular refreshing of committee membership is beneficial, and we will balance this alongside retaining skills, experience and commitment, all of which are vital ingredients of successful community-controlled governance.

4.3 Formal arrangements for the election and appointment of MC members shall be as set out in GhHA's Rules (see section 2). The Rules provide for an open and democratic approach to committee elections:

- The MC may grant membership (and thus eligibility to stand for committee) to people who live in our area of operation, as well as people living outside the area of operation who support the Association's purpose and objectives.
- We do not "vet" candidates on the basis of prior skills or experience.
- Under the Rules, the MC cannot control who can stand for election, or who is elected to the MC.
- This does not prevent us from encouraging shareholding members to stand, where they would contribute to the MC's overall skills base or where they would help us make the MC more representative of our local communities.

5. Role and Responsibilities of Management Committee Members

- 5.1 The Association will make new and existing committee members aware of their formal responsibilities under the Association's Rules, in relation to:
- Signing and complying with our Code of Conduct
 - Complying with charity law and related guidance
 - Declaring and managing any personal, business or financial interests
 - Complying with our payments and benefits policy.
- 5.2 Our Standing Orders include a committee member role description, to reinforce these and the other responsibilities of committee membership.

6. Reviewing Committee Skills and Performance

Objectives

- 6.1 GhHA will conduct committee member reviews in a way that:
- Make reviews a positive experience that acknowledges members' contributions and helps to strengthen confidence and capacity.
 - Places voluntary committee members' own assessments of their learning and support needs at the centre of how we carry out the review process
 - Identifies learning priorities for each member and the MC as a whole
 - Reviews the MC's collective skills and experience and how the MC is carrying out its role
 - Confirms the continued independence, objectivity and effectiveness of long-serving committee members who are seeking re-election to the MC.

Processes

Annual Management Committee Discussion exercise

- 6.2 The MC will discuss its own collective performance and membership base annually. Committee members will provide their views so that the MC can:
- Identify collective strengths and achievements;
 - Identify any areas where changes or improvements should be made;
 - Agree a set of action points and how these will be taken forward.

Annual review meetings for each Management Committee member

- 6.3 Each committee member will take part in an annual review conversation with the Association's Chair or in their absence the Vice Chair or other elected office bearer as appropriate. A facilitator (internal or external) may attend the meetings, to provide support with recording the points discussed and prepare an overview report for the MC as a whole.
- 6.4 Committee members will normally complete a self-assessment form in preparation for their meeting with the Chair, but we may vary the approach from year to year to keep

the overall format fresh and engaging. The member's self-assessment will be used as a prompt for discussion during the review meetings. Meetings will be informal, to encourage open discussion about areas where members are confident about their skills and knowledge, what they see as their areas for development, and how their learning and development needs can best be met.

- 6.5 Each committee member's completed questionnaire and review meeting notes will be confidential. They will only be available to the committee member, the Chair, and any staff members who need access to the documents. For example, staff may need access in order to plan future training or to advise the MC on relevant matters such as future committee succession planning and recruitment.
- 6.6 The Vice Chairperson will conduct the Chairperson's review meeting, using the same approach adopted with other committee members.

Long-serving management committee members seeking re-election to the management committee

- 6.7 The Scottish Housing Regulator requires that MC members seeking re-election after nine or more years' continuous service must be able to demonstrate their continued effectiveness. The Association has made the necessary change to its Rules to reflect this requirement, with nine-year review discussions being held prior to the AGM at which the member intends to seek re-election (rather than annually).
- 6.8 In practice, we will seek **reasonable assurance** that MC members continue to be committed and effective in their role.

- We will ask supplementary questions at review meetings about the member's independence, objectivity and effectiveness.
- Our approach will not assume that long service by itself reduces effectiveness.
- In accordance with the Rules, the MC as a whole must then decide whether the member(s) affected should be allowed to stand again for election at the AGM.

7. Support and Training for Committee Members

- 7.1 We will offer all committee members ongoing support and training, to build capacity, skills and knowledge. We will make resources available to support this, including provision for committee training in the annual budget.
- 7.2 Annual review meetings will be the Association's main tool for identifying collective and individual training requirements.
- 7.3 Following the annual review meetings, we produce a **MC Training and Development Plan**, the main elements of which are:
- Priority topics for the MC as a whole, derived from the Business Plan.

- Essential knowledge and personal skills for individual members (e.g. on particular GhHA activities or business areas, personal development etc.)
- Induction and support needs for new committee members.

7.4 GhHA will be flexible in meeting needs identified by individual committee members. We may also need to take account of other factors, such as the call made on financial or other resources, and whether individual requests are compatible with the Association's obligations and priorities.

8. Induction for new committee members

8.1 GhHA will provide new committee members with induction training to enable them to exercise their governance responsibilities. Our approach will be designed to:

- Help new committee members to settle into their role and to feel comfortable in contributing from an early stage;
- Give new members an initial grounding in the Association's business, and in their personal responsibilities.
- Offer mentoring support, where a new member would find this helpful.

8.2 Our approach to induction is described in more detail, in a separate Committee Member Induction Policy.

9. Committee Renewal and Succession Planning

9.1 Renewal of committee membership is provided for in the Association's Rules:

- One-third of committee members must stand down each year, based on who has served longest.
- Co-opted members and members filling casual vacancies are required to stand down prior to the next AGM after they were appointed.
- Those required to stand down are eligible to seek re-election, alongside any other shareholding member who wishes to seek election to the Management Committee.

9.2 Refreshing committee membership is valuable because it can bring different skills or new perspectives to the MC's work. At the same time, the Association benefits greatly from the contributions of experienced members and has no wish to lose people purely on the basis of their length of service.

9.3 We will aim to achieve a balance between experienced and newer committee members. We will meet regulatory requirements by reviewing the continued effectiveness of longer-standing members but we will not set any limit on the length of service permitted.

9.4 Our approach to committee renewal and succession planning will involve:

- Reflecting on MC's membership profile as part of the annual review of the Committee's performance;

- Discussing future intentions with existing committee members as part of their annual review conversation with the Chair, in particular to establish whether any members intend to stand down without seeking re-election and future interest in office bearer positions;
- Deciding whether individual committee members with more than 9 years' continuous service should be eligible for re-election, as already described;
- Identifying other succession planning priorities, for example by identifying any particular skills or backgrounds we wish to attract;
- Carrying out promotional activity targeted specifically at people from the groups we have prioritised.
- Considering criteria for the use of co-options (to the MC and/or sub-committees, as set out in the Standing Orders), as a way of broadening the overall range of skills available, particularly in relation to technical or specialist areas.

10. Policy Review

10.1 The MC shall review this Policy in three years' time, or earlier if required.

11. Related Procedures

- Management Committee annual reviews of performance and membership
- Committee member annual review (including long-service supplement)
- MC Training and Development Plan
- Induction training and support for new committee members