



Policy Title: Committee Training and Development Policy

Policy Manual Section: Governance

Date Approved by Management Committee: 25 October 2018

Next Review Date: October 2021

**This document will be made available in different languages and formats on request, including Braille and audio formats.**

## **1.0 Aims of the Policy**

- 1.1 This policy aims to set out the Association's approach on the training and development of Committee Members, thus ensuring they have the necessary skills, knowledge and experience to lead, manage and direct the Association.

## **2.0 Introduction**

- 2.1 The recognises that its success depends critically on Committee Members and their skills, knowledge, experience and behaviour of Committee Members, where they must have the confidence to:
- take decisions that reflect the objectives of the Association;
  - plan for the needs of the area;
  - manage risks to protect the interests of the Association;
  - ensure that the Association delivers high standards of service to its tenants and other customers; and
  - positively challenge and hold the Association's Senior Officers to account for their service and responsibilities in the Association's work.
- 2.2 Changing needs and demands through legislation and regulatory requirements and good practice guidance association with the housing sector and our activities mean that the Association need to train and develop Committee Members on a continuing basis.

## **3.0 Commitment**

- 3.1 The Association is committed to training and developing Committee Members to achieve its strategic aims and mission to 'Make Cadder Better'..
- 3.2 The Association's Business Plan, which sets out its strategic aims and operational objectives, will require Committee Members to consider how they can contribute to achieving these aims and objectives and to identify their training and development needs.
- 3.3 The Association will communicate to all Committee Members its vision, values and aims and the contribution Committee Members will make to their success as part of the induction process.
- 3.4 The continuing commitment to training and development will be communicated to Members through having Committee Training as a standing item on every Committee agenda.

- 3.5 In accordance with the Code of Conduct for Committee members, in particular section D6 of the Objectivity Principle, it states that members require to contribute to the identification of their training, and undertake training to enhance their skill and knowledge, which is listed in Key Principle of Objectivity

Objectivity Principle: - You must consider all matters on their merits; you must base your decisions on the information and advice available and reach your decision independently.

Section D.6 You should contribute to the identification of training needs, keep your housing and related knowledge up to date, and participate in training that is organised or supported by us.

#### **4.0 Induction**

- 4.1 If Committee training and development is to be successful within the organisation it must begin with an appropriate Committee induction package.
- 4.2 All new Committee Members will be introduced efficiently to the organisation by the Director / Chairperson in keeping with Committee Members Induction Policy, this will include a training needs assessment to inform the training and development needs of the Committee member.

#### **5.0 Committee Succession Plan**

- 5.1 The Association's Succession Plan sets out how we will recruit, develop and retain Committee members.
- 5.2 The Succession Plan has four objectives, they are:
- i. the Committee possesses the required skills, knowledge and behaviours to enable it to carry out its role;
  - ii. the Committee is representative of the Cadder community it serves;
  - iii. Committee members receive appropriate training and development; and
  - iv. To raise the profile of the Committee in the community.
- 5.3 The objectives i. and iii. are directly related to the training and development of Committee members and the Succession Plan supports the achievement of these objectives with a commitment and action plan. The action plan outlines key tasks to achieve the objectives, which include:
- a) Committee members annual appraisal with the Chairperson;
  - b) Chairperson's annual appraisal will be undertaken by the Vice Chairperson / Secretary;
  - c) Induction for new Committee members;
  - d) Committee members training needs assessment;
  - e) Vacancies filled to attend to skills gaps of the Committee;

- f) Reviewing the effectiveness of members with 9 or more years' service, particularly if they demonstrate objectivity and independent challenge in the role;
- g) Preparation of Committee training and development plans to meet individual and collective needs of the Committee;
- h) Members are encouraged to attend training events, seminars and conferences; and
- i) Co-ordinate an annual mini-conference to provide training and team building of the Committee.

## **6.0 Committee Training & Development**

- 6.1 The Committee members' annual appraisal is an integral part of the succession planning and will comply with the Scottish Housing Regulator's Regulatory Framework and their requirements of Registered Social Landlords. The appraisal will be the format to review and monitor the performance and effectiveness of individual members, sub-committee and the Committee. The appraisal will be carried out each year by the Chairperson of the Management Committee. The Chairperson of the Committee will be appraised each year by the Secretary and Vice Chairperson.
- 6.2 The Committee appraisal requires members to complete a matrix form either at the commencement of their membership of the Management Committee or every 3 years, which will assess the knowledge and skills to achieve the key attributes of the Committee member's role. Appendix 1 outlines the Matrix form and includes an assessment of:
- i. personal attributes & development;
  - ii. performance management;
  - iii. strategic, leadership & compliance assessment;
  - iv. effectiveness of Committee and Office Bearers;
  - v. sub-Committees;
  - vi. long term members; and
  - vii. peer assessment
- 6.3 A training needs assessment of sections i and iii listed in section 6.2 will be undertaken for new members to the Committee through the induction process.
- 6.4 In the intervening years there will be an abbreviated appraisal form, which will discuss Committee members' experience, attendance and training in the previous and forthcoming year. This form is attached as appendix 2
- 6.5 Through members' completion of the annual appraisal pro-forma and process it will inform:
- a. The effectiveness of the Association's Governance and management structure;
  - b. The effectiveness and performance of individual members; and
  - c. The training needs assessment will inform the individual member's training needs to enable them to fulfil their role and collectively inform the Committee training and development plan.

6.4 The appointed Consultant to support the Chairperson with the annual appraisal process will establish and present a report to the Management Committee following the appraisal process, which will include details and recommendations for the Committee's training and development. This will include an Committee Training Plan, which is attached as appendix 3 and it includes the following information;

- *Business Objective*
- *Training / Task to be undertaken*
- *Training Outcome*
- *Training Arrangements*
  - *Date*
  - *Cost*
  - *Trainer*
  - *Venue*
- *Progress*

6.5 The Committee's progress in achieving their Training and Development plan will be monitored and reported to the Management Committee.

## **7.0 Resources**

8.17.1 The Director will ensure that the annual budget reflects a level of expenditure commensurate with the Committee Training Plans to reflect the individual and collective training needs of Committee.

## **8.0 Evaluation**

9.1 The outcome of training and development will be evaluated for individual Committee Members and the Committee as a whole.

9.2 The Director will undertake an evaluation of the Committee mini-conference event.

9.3 The effectiveness of training and development should be reviewed annually by the Management Committee.

## **9.0 Review**

10.1 This policy will be reviewed in October 2021 and thereafter every three years.

Appendix 1



## Committee Appraisal

# Committee Appraisal

## **Contents**

Section 1	Personal Details
Section 2	Personal Attributes
Section 3	Performance Management
Section 4	Strategic, Leadership and Compliance Assessment
Section 5	Committee Effectiveness
Section 6	Sub-Committees
Section 7	Long Term Members
Section 8	Peer Assessment
Section 9	Further Information

## Section 1 Personal Details

Please supply some details about yourself

1.1	Name	
1.2	How long have you been a Committee Member with the Association?	a) _____ consecutive years b) _____ years
1.3	Why did you join the Committee and what keeps you interested and on the Committee?	
1.4	What is your current or most recent occupation	
1.5	Have you brought any other skills to the Management Committee for example running your own business, financial experience, community representative, etc?	



## Section 2 Personal Attributes & Development

In this section you are asked to rate your effectiveness in your approach and aspirations in your development on the Committee:

1 = you are not effective or familiar with your role.

5 = you are very effective and fully conversant with your role.

Please mark with a 'X'

		1	2	3	4	5
2.1	I am able to set organisational priorities and monitor the Association's performance					
2.2	I effectively contribute to and uphold decisions of Committee					
2.3	I am able to analyse information and challenge staff reports constructively.					
2.4	I understand and respect confidentiality					
2.5	I listen and respect other people's opinions					
2.6	I understand the need to always represent the Housing Association positively and appropriately					
2.7	I understand I have to commit time for learning and development of my role as a Committee member.					
2.8	I keep up to date with relevant issues facing the housing sector					
2.9	I show a good level of commitment to fulfil my role as a Committee member					
2.10	My preferred methods for training to be delivered					
a)	Conferences					
b)	External Training (SHARE, C.I.H, T.I.S, S.F.H.A)					
c)	In House Training					
2.11	I aspire to the following Office Bearer's Positions in the next 3 years:	Yes			No	
a)	Chairperson					
b)	Vice Chairperson					
c)	Secretary					

### Section 3 Performance Management

In this section you are asked to rate your effectiveness in your performance as a Committee member:

1 = you are not effective or performing well in this aspect of your role.

5 = you are very effective and performing well in this aspect of your role.

Please mark with a 'X'

		1	2	3	4	5
2.1	My attendance on the:					
	a) Management Committee ( %)					
	b) Sub-Committee ( %)					
	c) Sub-Committee ( %)					
2.2	My attendance at training events, seminars or conferences in the year to ensure knowledge and skills are at an appropriate level to be effective in my role					
2.3	My scrutiny of reports in:					
	a) Governance					
	b) Finance & Corporate Services					
	c) Housing Services					
	d) Technical Services					
	e) Wider Role / Regeneration / Development					
	<p>If you have marked an 'x' against 1 or 2 in the above sections, list any specific reports where you have experienced difficulty scrutinising them.</p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>					
2.4	My contribution towards discussions and decisions of the Management Committee					
2.5	Challenge to senior staff on their reports					
2.6	<p>Is there anything the Association could change to improve your attendance or performance as Committee member on the Management Committee?</p> <p>_____</p>					

## Section 4 Strategic, Leadership and Compliance Assessment

You are asked to rate your response from 1-5 where:

1 = you have a basic knowledge, skills and competence in this area.

5 = you have excellent levels of knowledge, skills and competence in this area.

Please mark with a 'X'

		1	2	3	4	5
4.1	I understand my roles and responsibilities as a Committee member.					
4.2	I know and support the Association's values					
4.3	I am aware of the main policies, regulatory and legal issues associated with the governance of the Association					
4.4	I understand the requirements of the Association's Rules and Standings Orders					
4.5	I understand the Association's Strategic Objectives and what they are trying to achieve.					
4.6	I understanding the key business planning processes of the Association:					
	a) Internal Management Plan					
	b) Risk Management Strategy					
	c) Financial Business Plan					
4.7	I understand the Association's Committee and Staffing structure					

### 4.8 Governance

Please mark with a 'X'

		1	2	3	4	5
a)	Awareness of the Association's Rules and Standing Orders					
b)	I understand the provisions of the Control of Payments and Benefits and associated policies of the Association					
c)	I recognise, declare and can handle conflicts of interest					
d)	I understand the Association's Code of Conduct and its implications for Committee members					
e)	I understand the separate roles of Committee and Staff members					
f)	I am aware of the Association's policy and expectations relating to gifts and hospitality					
g)	I am aware of the Association's policy on the payment of Committee expenses.					
h)	Awareness of the Committee's Health & Safety Responsibilities					
i)	Equality & Diversity responsibilities					
j)	Complaints Procedure					

#### 4.9 Regulation and Inspection

Please mark with a 'X'

		1	2	3	4	5
a)	The role of the Scottish Housing Regulator					
b)	The Scottish Housing Regulator's Inspection regime					
c)	The Scottish Social Housing Charter					
d)	The Housing (Scotland) Act 2014					
e)	The role of the Office of the Scottish Charity Regulator (OSCR)					
f)	The Financial Conduct Authority (FCA)					

#### 4.10 Finance

Please mark with a 'X'

		1	2	3	4	5
a)	Annual Budget & Medium Term Financial Projections					
b)	Financial Business Plan and 30 year Financial Projections					
c)	Financial Regulations and Procedures					
d)	The role of the External Auditors & Year End Audit					
e)	Insurance Arrangements					
f)	Pension Arrangements					
h)	Income and Expenditure					
i)	Tendering Procedure					

#### 4.11 Housing Services

Please mark with a 'X'

		1	2	3	4	5
a)	Allocations & Voids Processes					
b)	Arrears (Rent, Factoring)					
c)	Estate Management					
d)	ASB Remedies and Legislation					
e)	Factoring legislation					
f)	Welfare Reform					

#### 4.12 Technical Services

Please mark with a 'X'

		1	2	3	4	5
a)	Re-active Repairs					
b)	Planned & Cyclical Repairs					
c)	Right to Repair legislation					
d)	Disabled Adaptations					

## Section 5 Effectiveness of Committee and Office Bearers

You are asked to rate your response from 1-5 where:

1 = you feel the Committee or office bearers do not perform well.

5 = you feel the Committee or officer bearers excel in their role.

Please mark with a 'X'

		1	2	3	4	5
5.1	The Committee works well as a team					
5.2	Committee meetings are well managed where all members participate					
5.3	Sub-Committee meetings are well managed and all members participate:					
	a) Audit, Performance and Finance Sub-Committee					
	b) Community Centre Sub-Committee					
	c) Staffing Sub-Committee					
5.4	The Committee prepares well for the meetings and there is good constructive discussion on Committee business					
5.5	The Committee is able to make collective decisions and stand by them					
5.6	The Committee works well in partnership with senior managers of the Association					
5.7	The Chairperson of the Association:					
	a) Prepares well for meetings					
	b) Keeps up to date with relevant issues					
	c) Represents the organisation positively					
	d) Is willing to learn					
	e) Listens to others					
	f) Does not allow individuals to dominate meetings					
	g) Demonstrates suitable knowledge over our main business areas					
	h) Communicates well with others					
	i) Shows a good level commitment and enthusiasm to get things done.					
	j) Demonstrates a good team working attitude with Committee members and senior staff.					
	k) Leads the Committee appropriately					
5.8	How could the effectiveness of the Committee and Office Bearers be improved?					

## Section 6 Sub-Committees

I am a member of the following Sub-Committee(s);

Sub-Committee	Members (Y/N)	
a) Audit, Performance & Finance	Yes / No	If Yes, complete section 6.1
b) Community Centre	Yes / No	If Yes, complete section 6.2
c) Staffing Sub-Committee	Yes / No	If Yes, complete section 6.3

### 6.1 Audit, Performance & Finance

Please mark with a 'X'

		1	2	3	4	5
a)	Internal Audit Arrangements					
b)	External Audit Arrangements					
c)	Performance Reports					
	i) Governance					
	ii) Wider Role					
	iii) Finance & Corporate Services					
	iv) Housing Services					
	v) Technical Services					
d)	Quarterly Management Accounts					

### 6.2 Community Centre

Please mark with a 'X'

		1	2	3	4	5
a)	Knowledge of the funding arrangements (I & E) of the Community Centre					
b)	Awareness of Governance and funders' requirements for the management of the centre					

### 6.3 Staffing Sub-Committee

Please mark with a 'X'

		1	2	3	4	5
a)	Understanding Committee's role as an employer					
b)	Awareness of the main policies, regulatory and legal issues associated with recruitment, management and dismissal of staff					
c)	Experience in the recruitment of staff					
d)	Experience in the management of staff					
e)	Experience in ensuring staff account for their performance					
f)	Experience in dealing with disciplinary, grievance and appeals					
g)	Experience in the appraisal of the Director					
h)	Understanding of the Association's membership of E.V.H and staff member's Terms and Conditions of Employment.					
i)	Awareness of the Association's Staff Structure					

## Section 7 Long Term Members

*Note: (Only answer this section if you have 9 or more consecutive years' service on the Management Committee)*

In this section you are asked to rate your effectiveness in your performance as a long term Committee member:

1 = you are not effective or performing well in this aspect of your role.

5 = you are very effective and performing well in this aspect of your role.

### a) Objectivity

Please mark with a 'X'

		1	2	3	4	5
a)	I maintain a professional and constructive relationship with fellow Committee members, the Director and senior staff members					
b)	I can separate personal issues and feelings in discussions and decisions of the Management Committee					
c)	I'm able to establish when to request independent support, evidence or validation to support the Committee's work and decision making.					
d)	I'm confident in assessing performance and the key factors to benchmark activities					
e)	I am focussed in my role to ensure the Association meets its objectives and good outcomes for tenants and other customers					
Please detail evidence or examples to support your scoring in this section						

b) Challenge

Please mark with a 'X'

		1	2	3	4	5
a)	I'm able to constructively challenge other Committee members' views I do not agree with					
b)	I'm able to challenge Committee members and senior staff members in a non-confrontational manner					
c)	I continue to contribute effectively to Committee discussions and decisions as I have in recent years					
d)	I am fully aware and embrace the Association's mission, values and objectives					
e)	I have a good understanding of the needs and aspirations of our tenants and other customers.					
f)	I have a good overall knowledge of the Association's work and activities to positively challenge staff to ensure achievement of organisational objectives and good outcomes for tenants and other customers					
g)	I have a good awareness of the process and outcomes of the appraisal of the Director.					
Please detail evidence or examples to support your scoring in this section						



c) Effectiveness

Please mark with a 'X'

		1	2	3	4	5
a)	How would you rate your current levels of commitment, enthusiasm and interest on the Committee compared to 3 years ago					
b)	You attend training events, seminars and conferences to enhance your knowledge and skills to be effective in your role.					
c)	You have positive relationships and network with other Committee members in other organisations					
d)	Outline how you keep up to date with current issues facing the sector?					
e)	What do you see as the 3 biggest challenges facing the Association in coming years? 1)  2)  3)					
f)	If you see yourself continuing to be a Committee member, what strengths and attributes will bring to the Committee.					
g)	What support or assistance could you bring to new or less experienced members on the Management Committee?					
Please detail evidence or examples to support your scoring in this section						

## Section 8 Peer Assessment

In this section you are asked to rate your effectiveness of your fellow Committee member:

1 = they are not effective or performing well in this aspect of your role. 5 = you are very effective and performing well in this aspect of your role.

Please insert the number in each box to reflect the Committee member's performance based on the matrix

### Committee members

Key Competency	LB	RH	ED	HM	CN	MG	BR	SP	ZA	LC		
a) Prepares well for meetings												
b) Keeps up to date with relevant issues												
c) Represents the organisation positively												
d) Contributes to discussions and decisions												
e) Listens to others												
f) Demonstrates suitable knowledge over our main business areas												
g) Challenges senior staff and other points of view constructively and appropriately												
h) Communicates well with others												
i) Shows a good level commitment and enthusiasm												
j) Demonstrates a good team working attitude with Committee members and senior staff.												

What do you feel the Association could do to improve the knowledge and skills of Committee members to enhance their effectiveness of the Committee?

---



Appendix 2



## Committee Appraisal

2018

# Committee Appraisal

## **Contents**

Section 1	Personal Details
Section 2	Committee Experience 2017-18
Section 3	Attendance 2017-18
Section 4	Training Activity 2017-18
Section 5	Further Information

## Section 1 Personal Details

Please supply some details about yourself

1.1	Name	
1.2	How long have you been a Committee Member with the Association?	a) _____ consecutive years b) _____ years
1.3	Why did you join the Committee and what keeps you interested and on the Committee?	
1.4	What is your current or most recent occupation	
1.5	Have you brought any other skills to the Management Committee for example running your own business, financial experience, community representative, etc?	

## **Section 2    Committee Experience / Development**

In this section you are asked to outline your views of being a Committee member in the last year and also how the Committee can improve and support you to enhance your knowledge and skills.

Q1 – What has gone well during the last year on the Committee?

Q2 – What do you feel could have gone better for you in your role as a Committee member, Management Committee or the Association in the last year

Q3 – What do you see as the main challenges and opportunities for you in your role as a Committee member, Management Committee or the Association in the coming year



### **Section 3 Attendance 2017-18**

This section will confirm your level of attendance at the Management Committee and your designated sub-Committees

- Management Committee 2017-18 - \_\_\_\_\_%
- Staffing Sub-Committee 2017-18 - \_\_\_\_\_%
- Finance, Audit & Performance Sub-Committee - \_\_\_\_\_%
- Community Centre Sub-Committee - \_\_\_\_\_%
- Development Sub-Committee - \_\_\_\_\_%

**Q1 – How could your attendance be improved?**

#### Section 4 Training Activity 2017-18

This section will outline the training you have undertaken in year.

#### Committee Training, Seminars and Conferences in 2017-18:

- 
- 
- 
- 
- 
- 

Q4a – What training could the Association provide to you to enhance your knowledge and ability to perform your role as a member of either the Management Committee or designated sub-Committees

Q4b – Please confirm the most convenient time for you to attend training?

**PLEASE CIRCLE**

<b>Monday</b>	Morning	Afternoon	Evening
<b>Tuesday</b>	Morning	Afternoon	Evening
<b>Wednesday</b>	Morning	Afternoon	Evening
<b>Thursday</b>	Morning	Afternoon	Evening
<b>Friday</b>	Morning	Afternoon	Evening
<b>Saturday</b>	Morning	Afternoon	Evening
<b>Sunday</b>	Morning	Afternoon	Evening



Appendix 3

Committee Training Plan 20\_\_/\_\_

Committee Member: \_\_\_\_\_

Roles:

Date:

<b>Business Objective</b>	<b>Training /Task to be Undertaken</b>	<b>Training Outcome</b>	<b>Training Arrangements</b>	<b>Progress</b>
			Trainer: Venue: Date: Cost:	