



Drumchapel Housing Co-operative Limited

Board Performance Review

Review date: **October 2024**

Date of next review: **October 2027**

This policy document can be produced in various formats, for instance, in larger print or audio-format; and it can also be translated into other languages, as appropriate.

Our equality and human rights policy statement describes our key equality commitments that we use to develop all organisational services; this includes employment services and services to tenants and other customers.

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1. Introduction

- 1.1 This policy document outlines the Co-operative's approach to assessing Board performance and continued effectiveness, Board training needs assessments and arrangements for considering the re-election of long-serving Board members. It is supported by templates that will help ensure that our approach is clear and consistent.

2. Regulatory Framework and Best Practice Assessments

- 2.1 This policy takes account of regulatory and best practice requirements, including:
- Scottish Federation of Housing Associations (SFHA), Charitable Model Rules (Scotland) 2013
 - Scottish Federation of Housing Associations (SFHA), Code of Conduct for Governing Body Members
 - Scottish Housing Regulator, Regulatory Standards of Governance and Financial Management
 - Office of Scottish Charity Regulators, Guidance for Charity Trustees

3. Equality and Human Rights and Impact Assessment

- 3.1 The Co-operative is committed to zero tolerance of unfair treatment or discrimination to any person or group of persons, particularly on the basis of any of the protected characteristics identified in the Equality Act 2010. This includes ensuring that everyone has equal access to information and services, and to this end, the Co-operative will make available a copy of this document in a range of alternative formats including large print, translated into another language or by data transferred to voice. The protected characteristics are:

- Age
- Disability
- Gender reassignment
- Marriage or civil partnership (In employment only)
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

- 3.2 In relation to the operation of this policy, we will adapt both the collective and individual assessment processes to help ensure that all members can participate fully. For example, we will make assessment proformas and training handouts available in any required format and, where appropriate, will provide a sign or language interpreter to assist at training sessions or individual discussions.

3.3 We are also aware of the potential for policies to inadvertently discriminate against an individual or group of individuals. To help tackle this and ensure that it does not occur, best practice suggests that organisations carry out Equality Impact Assessments (EIA) on any policies that may be discriminatory so that this can be addressed. The Equality and Human Rights Commission (EHRC) suggests applying a screening process to ascertain whether a particular policy requires an EIA to be carried out. The screening process was applied to this policy, and it was decided that an impact assessment is required.

4. Performance Review

4.1 In order to help comply with the Regulatory Standards, the Co-operative will (at least) annually conduct a review of its Board's performance through the following:

1. The Board collective performance review
2. The individual Board member effectiveness review, including the review of the continued effectiveness of longer serving board members (9-year rule)
3. The Chairpersons review
4. Training needs analysis (TNA) as part of the annual review, and bi-annually undertaken as a DRUMCOG group exercise.
5. Succession planning

4.2 To prevent any potential perception of a conflict of interest in the process, the Co-operative will use the services of an external independent governance specialist reviewer to undertake the annual review work.

4.3 The performance review process has the following important roles:

1. To help identify any areas in performance that could be improved by attracting individuals with a particular skill set. For example, if a Board considered its performance to be very poor in relation to financial or budgetary matters, it may be appropriate to consider targeted recruitment of someone with financial knowledge/experience by way of a co-opted member.
2. To assist in succession planning. It is critical that the Co-operative has a clear method of ensuring that Board members who may be interested in being an Officer Bearer or Chairperson has the appropriate support and training to prepare them for these important roles.
3. To help identify training requirements collectively and individually and therefore develop an appropriate training plan for members and also feed into the training needs assessment which will be undertaken as a DRUMCOG group exercise Bi-annually with the other participating Registered Social Landlords.

- 4.4 Appendices 1 & 2 show the template forms used for the individual Board Member appraisals. These forms may be adapted and updated between policy reviews. Individual reviews will normally be conducted in person, but can also take place remotely (e.g., by video-call) or by telephone.

N.B. The attached forms were updated for the appraisal process in 2023 and are now embedded into the Board appraisal process

- 4.5 The results of this annual Board review will be evaluated by the external independent reviewer and provide the Board and the Director with an appropriate follow-up action plan agreed by Board at the April Board meeting.

5. Assessing Existing Skills, Identifying Gaps and the Training Needs Assessment

- 5.1 The Co-operative has a long-established practice of assessing the skills, knowledge and experience present within the Board group on a collective basis in order to help ensure that (i) all of the key skills and knowledge areas are covered and that (ii) members are able to keep up-to-date with evolving legal, regulatory and best practice requirements.
- 5.2 As well as identifying the skills present within the Board, the annual review process also highlights any gaps that exist. These gaps can then be prioritised and addressed via either collective or individual training plans.
- 5.3 In addition, a joint training assessment will be done bi-annually with DRUMCOG (the other Drumchapel-based RSLs) to develop a joint training plan.
- 5.4 The output from the DRUMCOG training assessment will be a two-year training plan.

6. Long Serving Board Members

- 6.1 The SHR Regulatory Standards of Governance and Financial Management (6.3) requires all Board members wishing to serve beyond nine years continuously, to demonstrate their continued effectiveness. The Regulator requires Board members serving for more than nine years to be able to show (i) objectivity, (ii) independent challenge and (iii) continued effectiveness.
- 6.2 The Co-operative believes that members attaining nine years' experience as a Board 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.
- 6.3 Once a Board member has completed a 9-year review, s/he will not be expected to do so every year. However, s/he will be required to show their continued effectiveness

every time they are up for election in line with the rule that requires one third of the Board to stand down each year. ***This means that, on average, members will need to show their continued effectiveness every three years after their first nine years.*** The Board will require to consider such nominations for endorsement or refusal. This consideration will be informed by the outcome of the annual review.

7. Appraising the Chair

7.1 As with other elements of this policy, the Co-operative is formalising and building upon something that already exists, albeit in a less structured way. For example, the Chair receives particular training to help him/her fulfil their role, they receive ongoing feedback from the Director and, importantly, they are subject to a form of peer review when they are elected as Chair.

7.2 The Chair’s review will consist of:

- the Chair completing a self-assessment (the self-assessment process carried out by all Board members)
- A confidential review of the Chair being carried out by the other Boardmembers
- Analysis of the above by the independent reviewer undertaking the annual review process

7.3 The Chair, alongside the Director, will receive feedback on the Chair’s review from the independent reviewer undertaking the annual review process. 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 Board as a whole will be through the conclusion report at the April board meeting.

8. Performance Review Timetable

8.1 The following table outlines the general annual timetable of the review process:

Month	Event /Meeting	Involved	Output
March - April	Individual Board member meetings with the Independent Reviewer undertaking individual assessment (including any 9 year assessments), and development needs review,	All Board members, individually, with Independent Reviewer.	Assessment of individuals’ contribution and identification of any training needs.

	Chair performance assessment.		
	Chair's review and feedback meeting.	Chair, Director and Independent reviewer.	Chair's annual review, training needs assessment and any required changes in approach.
April - June	Independent reviewer's Report to Board on annual performance review.	All Board members and staff who service Board meetings.	Annual Review Report. Recommendations for improvements. Training priorities. Succession Plan and recruitment priorities.
October – December	Half-year 'Check-ins' with Board members to review progress in terms of development and training	All Board members and Independent Reviewer	To confirm development and training needs are being met and that Board members are happy with the support being given

9. Policy Review

- 9.1 The policy will be reviewed every 3 years, or sooner if required to ensure compliance with the Scottish Housing Regulator Regulatory Framework and or legislative change.

10. UK GDPR Privacy Statement

- 10.1 The Co-operative will gather and use certain information about individuals in accordance with UK GDPR. Staff members have a responsibility to ensure compliance with the terms of the privacy policy and to collect, handle and store personal information in accordance with relevant legislation. The Fair Processing Notice (FPN) details how personal data is held and processed.

Appendix 1

Drumchapel Housing Cooperative

Board Member Appraisal Form

YEAR

Completed withon (Date of appraisal)

Contents

Section 1	Personal Details
Section 2	Board Member Feedback
Section 3	Board / Sub-Committee Performance
Section 4	Skills and Knowledge Assessment
Section 5	Attitudes and Behaviours Assessment
Section 6	Chair's Review and Assessment

Section 1 Personal Details

Please check the information in this section and amend / add information as required

1.1	Name	
1.2	How long have you been a Board Member with the Co-operative?	
1.3	What transferable skills have you brought to the Board for example running your own business, financial experience, Board skills, community representative, volunteering, etc.?	
1.4	What about being on the Board gives you most satisfaction?	

Attendance over the past year

Your level of attendance at the Management Board and your designated sub-Committees

- Management Board
- Sub-Committees

Section 2 Board Member Feedback

In this section you are asked to outline your views of being a Board member in the last year and how the Co-operative can support you to enhance your knowledge and skills.

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

Q2 - What do you consider your role as a Board member to be?

Q3 – What do you feel could have gone better for you in your role as a Board member?

Do you intend to remain on the Board after the AGM?

YES NO

Would you be interested in becoming an officer bearer?
(For example, Chair, Vice-chair, sub-Committee Chair.)

YES NO

Section 2 Board Member Feedback (continued)

Q4 – What do you see as the main challenges and opportunities in the next year for:

The Management Board?

The Co-operative as a whole?

Objectives for 2023/24

What do you see as the 3 key objectives for the Co-operative over the next year?

1.

2.

3.

Section 3 Board / Sub-Committee Performance

The purpose of this section is to give you the opportunity to comment on how you feel the Board is performing across key areas of work.

Strategic Development				
	Very Well	Well	Poorly	Very Poorly
The Board leads the Co-operative and sets its strategic direction				
Comment (optional):				
The Board formulates policies and ensures these are suited to the Co-operative's purpose				
Comment (optional):				
Teamwork and Decision-making	Very Well	Well	Poorly	Very Poorly
The Board operates as a team, and ensures shared responsibility for all decisions.				
Comment (optional):				
	Very Well	Well	Poorly	Very Poorly
The Board makes decisions effectively.				
Comment (optional):				
Risk management and control	Very Well	Well	Poorly	Very Poorly
The Board is given adequate, meaningful information that enables it to manage risk				

effectively.				
Comment (optional):				
Good Governance	Very Well	Well	Poorly	Very Poorly
The Board is aware of and understands the procedure to be followed in the event of Notifiable Events –who does what and when				
Comment (optional):				
Assurance Statements	Very Well	Well	Poorly	Very Poorly
The Board understands its responsibilities in terms of developing the Annual Assurance Statement and the supporting Action Plan				
Comment (optional):				
Whistleblowing	Very Well	Well	Poorly	Very Poorly
Board members are aware of the procedures to raise concerns or whistleblow if they believe there has been fraud, corruption or other potentially serious wrongdoing				
Comment (optional):				
Constructive challenge of the Senior Officers	Very Well	Well	Poorly	Very Poorly
The Board effectively holds the Director to account				
Comment (optional):				

Financial control and Asset Management	Very Well	Well	Poorly	Very Poorly
The Board gets the relevant information in these areas to enable it to make informed decisions on Finance and Asset Management				
Comment (optional):				
Tenant engagement, openness and accountability	Very Well	Well	Poorly	Very Poorly
The Board is open and accountable to tenants and other stakeholders about its work and the governance of the Co-operative.				
Comment (optional):				
Tenant Consultation	Very Well	Well	Poorly	Very Poorly
The Board consults appropriately with tenants and gives them opportunities to be involved in the decision-making process				
Comment (optional):				

Section 3 (Continued) - Sub-committee Performance

Please feedback on each of the sub-committees you serve on.

Which Sub-committee are you on – Title **or N/A**

How long have you served on it? **XXX**

How effectively does the sub-committee perform?

Is there anything which could be done to improve this sub-Committee?

Section 4 Skills and Knowledge Self-Assessment

Please rate your skills / knowledge in the following areas.

Please select the appropriate rating for each statement 1 - I have a basic understanding 2 - I have a sound understanding 3 - I am confident and fully understand	1	2	3
I understand the role Scottish Housing Regulator			
I understand the importance of the Annual Assurance Statement and the Board's role in developing it			
I am aware of the various returns the Co-operative makes to the Scottish Housing Regulator (e.g. Annual Return on the Charter (ARC))			
I am aware of Notifiable Events and what is expected of Board members and staff			
I understand the Whistleblowing Policy and Procedure and what is expected of Board members and staff			
I understand the Board's responsibilities as an employer			
I have read and understand: <ul style="list-style-type: none"> The Code of Conduct for Board members The Entitlements, Payments and Benefits policy 			
I understand my role in terms actively participating in discussions and contributing to Board decisions			
I understand the need for all Board members to accept collective responsibility for decisions made by the Board			

Knowledge of key departments across the Co-operative

Please select the appropriate rating for each statement 1 - I have a basic understanding 2 - I have a sound understanding 3 - I am confident and fully understand			
Housing Management (allocations & estate management)			
Maintenance (reactive & routine repairs, cyclical maintenance)			
Development (how it is funded, development programmes)			
Housing Finance (key documents budgets, cash-flows, rent setting)			
Corporate Governance (HR, Health & Safety, Administration)			

Please outline where you feel you need training or support in any of the key areas listed above.

This can be in the form of formal training courses, 'on-the-job' training, mentoring, attending seminars /conferences etc.

What training and development did you take part in during the past year?

What are your training preferences?

	Yes / No	Preferred venue(s)	
Daytime		Local	
Evening		Within a radius of x miles	
Weekday			
Weekend			

Are you willing/able to attend conferences that involve an overnight stay? Yes / No

Section 5 Attitudes and Behaviours Self-Assessment

Ratings 1 Disagree –3 Agree

My rating	1	2	3
I believe that I generally:			
Prepare well for meetings			
Keep up to date with relevant issues			
Am willing to learn			
Listen to others			
Challenge other points of view constructively and appropriately			
Contribute new ideas to debates			
Am open minded and make decisions only after evaluating data and contributions from others			
I'm enthusiastic about my role on the Management Board			
Show a good level of commitment to my role			
Persevere to get things done			
Demonstrate a good team working attitude with Management Board colleagues and senior staff			
Am willing to compromise when appropriate and stick to the Management Board's decision			
Share responsibility for decisions made even when I may not agree (collective responsibility)			

Section 6 – Chair’s Review and Assessment

Please rate the Chair’s performance against the various statements below using the following rating:

Rating	Rating
Agree	1
Don’t agree	2

Chair’s Assessment I BELIEVE THAT THE CHAIR GENERALLY	Rating	
	1	2
Prepares well for meetings		
Keeps up to date with relevant issues		
Represents the organisation positively		
Is always willing to learn		
Listens to others		
Chairs meetings appropriately		
Does not allow individuals to dominate meetings		
Challenges other points of view constructively and appropriately		
Contributes new ideas to debates		
Is open minded, making decisions only after evaluating data and contributions from others		
Demonstrates suitable knowledge over our main business areas		
Communicates well with others		
Is enthusiastic about the organisation		
Shows a good level of commitment		
Perseveres to get things done		
Shares responsibility for decisions made		
Demonstrates a good team working attitude with Board members and senior staff		
Leads the Board appropriately		

Overall, what do you see as the Chair’s main skills/ strengths?	
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Are there any areas where you feel there is room for further improvement?	
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Drumchapel Housing Cooperative
**Board Member Appraisal Form
(Incorporating the 9-Year Review)**

YEAR

Completed on (Date of appraisal)

Contents

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Section 7	Long-serving Board Member review questions

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Please check the information in this section and amend / add information as required

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Q3 – What do you feel could have gone better for you in your role as a Board member?

Do you intend to remain on the Board after the AGM?

Would you be interested in becoming an officer bearer?
(For example Chair, Vice-chair, sub-Committee Chair.)

Section 2 Board Member Feedback (continued)

Q4 – What do you see as the main challenges and opportunities in the next year for:

The Management Board?

Challenge -

Opportunity -

The organisation as a whole?

Challenge –

Opportunity –

Objectives for 2023/24

What do you see as the 3 key objectives for the Co-operative over the next year?

1.

2.

3.

Section 3 Board / Sub-Committee Performance

The purpose of this section is to give you the opportunity to comment on how you feel the Board is performing across key areas of work.

Strategic Development				
	Very Well	Well	Poorly	Very Poorly
The Board leads the Co-operative and sets its strategic direction				
Comment (optional):				
The Board formulates policies and ensures these are suited to the Co-operative's purpose				
Comment (optional):				
Teamwork and Decision-making	Very Well	Well	Poorly	Very Poorly
The Board operates as a team, and ensures shared responsibility for all decisions.				
Comment (optional):				
	Very Well	Well	Poorly	Very Poorly
The Board makes decisions effectively.				
Comment (optional):				
Risk management and control	Very Well	Well	Poorly	Very Poorly
Comment (optional):				

Good Governance	Very Well	Well	Poorly	Very Poorly
The Board is aware of and understands the procedure to be followed in the event of Notifiable Events –who does what and when				
Comment (optional):				
Assurance Statements	Very Well	Well	Poorly	Very Poorly
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Comment (optional):				

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The Board gets the relevant information in these areas to enable it to make informed decisions on Finance and Asset Management				
Comment (optional):				
Tenant engagement, openness and accountability	Very Well	Well	Poorly	Very Poorly
The Board is open and accountable to tenants and other stakeholders about its work and the governance of the Co-operative.				
Comment (optional):				
Tenant Consultation	Very Well	Well	Poorly	Very Poorly
The Board consults appropriately with tenants and gives them opportunities to be involved in the decision-making process				
Comment (optional):				

Section 3 (Continued) - Sub-Committee Performance

Please feedback on each of the sub-committees you serve on.

Which Sub-committee are you on? (If any)

How effectively does the sub-committee perform?

Is there anything which could be done to improve this sub-Committee?

Section 4 Skills and Knowledge Self-Assessment

Please rate your skills / knowledge in the following areas.

Please select the appropriate rating for each statement 1 - I have a basic understanding 2 - I have a sound understanding 3 - I am confident and fully understand	1	2	3
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I am aware of Notifiable Events and what is expected of Board members and staff			
I understand the Whistleblowing Policy and Procedure and what is expected of Board members and staff			
I understand the Board's responsibilities as an employer			
I have read and understand: <ul style="list-style-type: none"> The Code of Conduct for Board members The Entitlements, Payments and Benefits policy 			
I understand my role in terms actively participating in discussions and contributing to Board decisions			
I understand the need for all Board members to accept collective responsibility for decisions made by the Board			

Knowledge of key departments across the Co-operative

Please select the appropriate rating for each statement 1 - I have a basic understanding 2 - I have a sound understanding 3 - I am confident and fully understand	1	2	3
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Maintenance (reactive & routine repairs, cyclical maintenance)			
Development (how it is funded, development programmes)			
Housing Finance (key documents budgets, cash-flows, rent setting)			
Corporate Governance (HR, Health & Safety, Administration)			

Please outline where you feel you need training or support in any of the key areas listed above.

This can be in the form of formal training courses, 'on-the-job' training, mentoring, attending seminars /conferences etc.

What training and development did you take part in during the past year?

What are your training preferences?

	Yes / No	Preferred venue(s)	
Daytime			
Evening			
Weekday			
Weekend			

Are you willing/able to attend conferences that involve an overnight stay? Yes / No

Section 5 Attitudes and Behaviours Self-Assessment

Ratings 1 Disagree –3 Agree

My rating	1	2	3
I believe that I generally:			
Prepare well for meetings			
Keep up to date with relevant issues			
Am willing to learn			
Listen to others			
Challenge other points of view constructively and appropriately			
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Am willing to compromise when appropriate and stick to the Management Board's decision			
Share responsibility for decisions made even when I may not agree (collective responsibility)			

Section 6 – Chair’s Review and Assessment

Please rate the Chair’s performance against the various statements below using the following rating:

Rating	Rating
Agree	1
Don’t agree	2

Chair’s Assessment I BELIEVE THAT THE CHAIR GENERALLY	Rating	
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Listens to others		
Chairs meetings appropriately		
Does not allow individuals to dominate meetings		
Challenges other points of view constructively and appropriately		
Contributes new ideas to debates		
Is open minded, making decisions only after evaluating data and contributions from others		
Demonstrates suitable knowledge over our main business areas		
Communicates well with others		
Is enthusiastic about the organisation		
Shows a good level of commitment		
Perseveres to get things done		
Shares responsibility for decisions made		
Demonstrates a good team working attitude with Board members and senior staff		
Leads the Board appropriately		

Overall what do you see as the Chair’s main skills/ strengths?	
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Are there any areas where you feel there is room for further improvement?	
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Section 7 – Long-serving Board Member review questions

The questions/pointers below should be used to steer the discussion at the meeting with long-serving Board member wishing to stand again for election. The questions should be used as prompts used to feed into an overall assessment in each of the three areas (**objectivity, independent challenge and continued effectiveness**) rather than answered individually.

Name	
Number of years' service	

Objectivity

Discussion prompts	Overall assessment/evidence of compliance
<ul style="list-style-type: none"> ▪ What measures do you have in mind to avoid long-standing relationships clouding your judgement (e.g. ensuring relationships with Board colleagues and the Director remain business-like rather than casual)? ▪ How do you avoid bringing your personal feelings into play when taking decisions that affect the organisation more widely? ▪ What standards of rigour do you apply to “facts” and “evidence” placed in front of you by others? ▪ How do you come to a view on whether reported performance is “good” or “bad”? ▪ What main sources of independent evidence will you normally rely on to satisfy yourself that the strategic aims adopted are a) appropriate and, b) being achieved? 	

- How do you maintain a working knowledge of the organisation's current set of overarching standards and aims?

Training and development needs for **objectivity**

Independent challenge:

Discussion prompts	Overall assessment/evidence of compliance
<ul style="list-style-type: none">▪ What measures do you have in mind to ensure you hold senior officers to account? ▪ Do you still know – and accept – the organisation’s mission, values and objectives? ▪ How best do you think that you can actively participate in developing strategies for taking these forward? ▪ Our tenants’ and other stakeholders’ own expectations have changed over time since you joined us – how do you keep yourself up to date with all this? ▪ Do you still feel as enthusiastic over your role as when you first joined us? ▪ Do you think you still make the same level of contribution to discussions as in your early days? ▪ Do you remain confident in constructively challenging views you do not agree with? ▪ Do you feel that you can make such challenges in a non confrontational manner? ▪ Do you feel that you have a sufficient command of the detail of our activities to allow you to fully participate in discussions and decision making? ▪ Do you feel that your input into discussions is appropriate and relevant? ▪ Have you any awareness of the process and the outcomes in terms of the appraisal of our principal officer?	

Training and development needs for **Independent challenge**

Continued effectiveness

Discussion prompts	Overall assessment/evidence of compliance
<ul style="list-style-type: none">▪ Do you feel that you still ask the right questions at the right time? ▪ Do you still get upset about some of the things we do or the way we do them? ▪ How do you go about ensuring that you do sufficient background reading to keep you up to date with current issues? ▪ Are you still routinely networking with others out with our own organisation? ▪ How do you go about this and what do you bring back? ▪ Has your personal impact waned through time or are you still up for it? ▪ Also on your personal impact, do you bring skills or experience that would be missing /lacking on the Board if you were to leave? ▪ How would you rate your current levels of commitment, enthusiasm and interest compared to, say, two or three years ago? ▪ What are the three biggest challenges you think we are facing in the years ahead, and what outcomes would you like to see for each of these?	

- Thinking ahead - are you looking to stay on board a while yet, and if so what key strengths would you bring?

- Do you still look for ways to improve your own effectiveness as a board member?

- Would the Board be weakened if you were to leave?

Training and development needs for **continued effectiveness**

Training needs are identified in the annual appraisal part of this form

Appendix 3

Drumchapel Housing Cooperative

Personal Development Plan YEAR for – NAME

IDENTIFIED SKILLS/TRAINING & DEVELOPMENT GAP BUSINESS / SERVICES AREAS	LEVEL REQUIRED		METHOD	COSTS	TARGET COMPLETION DATE	OUTCOME
	Basic	Detailed				
Housing Management	X		External Provider and/or Director			
Maintenance	X		As above			
Development	N/A		Not required at present			
Housing Finance	X		External Provider			
Corporate Services / Governance	X		Director / External provider			
Chair's / Office Bearers' (Potentially) Additional needs						
Public speaking out with the organisation						
Managing difficult people	X					
Active listening skills						
Hearing disciplinary cases / grievances	X					

Drumchapel Housing Cooperative

Personal Development Plan YEAR for – NAME

Continued

IDENTIFIED SKILLS/TRAINING & DEVELOPMENT GAP BUSINESS / SERVICES AREAS	LEVEL REQUIRED		METHOD	COSTS	TARGET COMPLETION DATE	OUTCOME
	Basic	Detailed				
Understanding Management Accounts	X		Director / Finance & Corporate Services Manager			
Risk Management Matrices	X					
Understanding Key Performance Indicators (KPIs)	X					
Partnering for procurement	X					
Communication Skills	N/A					
Time management	N/A					
Generic training for Board members can be addressed through the Annual Board Training & Development Plan	Standard level to be agreed and delivered to all Board members					

Appendix 4

Drumchapel Housing Cooperative

Board Training & Development Plan for **EXAMPLE**

TRAINING AREA	OBJECTIVES	ACTIVITIES (HOW/WHO)	COSTS	TARGET COMPLETION DATE	OUTCOME
The Role of the Board	<ul style="list-style-type: none"> To outline the key aspects of successful Boards Strategic role as opposed to operational Constructive challenge of the Director / Senior Team/ Consultants Succession Planning 	<ul style="list-style-type: none"> Could be delivered via a range of sources including EVH, SHARE, independent Trainers/Consultants... 	TBC	6 months	
Governance	<ul style="list-style-type: none"> Which documents govern us (AAS, ARC etc.) Regulatory Standards Key legal and regulatory requirements Code of Conduct issues Entitlements, Payments & Benefits Policy Annual Assurance Statement Action Plan Appraisal – Board, Staff and Director Notifiable Events Whistleblowing Policy & Procedure 	<ul style="list-style-type: none"> External Providers/Trainers/Consultants Director Information and discussion sessions with internal staff Visits to other RSLs to see different approaches Continuous review and corrective action as/when required 	TBC	6-9 months	
The Role of the Scottish Housing	<ul style="list-style-type: none"> Support through engagement Scrutiny 	<ul style="list-style-type: none"> Active and effective support and guidance from the Regulation Manager 	TBC	3-6 months	

Regulator	<ul style="list-style-type: none"> • Active monitoring 				
Financial Control	<ul style="list-style-type: none"> • Regulatory Standards • Meaningful and timely reports that facilitate effective monitoring and corrective action 	<ul style="list-style-type: none"> • Director • Financial Consultant • Independent Trainers/Consultants 	TBC	3-6 months	
Risk Management	<ul style="list-style-type: none"> • Understanding key internal and external risk factors in each business area • Effective control and mitigation of risk through regular review and corrective action 	<ul style="list-style-type: none"> • Director • Risk Management Consultants 	TBC	6-9 months	
Strategic Planning	<ul style="list-style-type: none"> • Understanding of the Co-operative's's current position and options 	<ul style="list-style-type: none"> • Director • External Consultants 	TBC	Immediate and ongoing	

Drumchapel Housing Co-operative Equality Impact Assessment



Name of the policy/proposal to be assessed	Board Performance Review Policy	Is this a new policy/proposal or a revision ?	Revision
Person(s) responsible for the assessment	Pauline Burke, Director		
Our policy has taken account of Article 6 of the Human Rights Act	<p>This article highlights that “People have the right to a fair trial.”</p> <p>The Co-operative will therefore ensure it makes reasonable adjustments to how they communicate with tenants, and others, when developing policies/delivering services which could result in legal action being taken.</p> <p>In particular, the Co-operative will seek to reduce barriers tenants, and other customers, from specific groups might encounter if they are subject to legal action (i.e. ensuring someone with ‘additional support needs’ understands the legal processes and/or the Co-operative work through any third parties or mediators that person works with, if legal action is initiated to someone with English as a second language the Co-operative will ensure they are provided with access to appropriate translation support, etc.).</p> <p>In addition, if someone were appealing against an allocation decision, required access to additional support (i.e. access to translators, assistance with completing forms, signposting to support groups, etc.) then the Co-operative would provide all reasonable assistance.</p>		
Our policy has taken account of Article 8 of the Human Rights Act	<p>This Article highlights people’s “Right to respect for private life, family life and the home.”</p> <p>The Co-operative will seek to ensure policies deal effectively with anti-social issues, noise pollution, neighbour disputes, etc., and policies will avoid exacerbating any issues.</p>		
Our policy has taken account of Article 14 of the Human Rights Act	<p>This article highlights the “Prohibition of Discrimination” in any areas of the Co-operative’s work.</p> <p>The Co-operative will seek to ensure its policies and decisions are based on the merits of each case and</p>		

nothing to do with a protected characteristic. The only exception would be a policy / service designed to help a particular group i.e. sheltered housing, caretaker service (designed particularly to benefit the elderly and disabled).

<p>1. Briefly describe the aims, objectives and purpose of the policy/proposal</p>	<p>This policy document outlines the Co-operative’s approach to assessing Board performance and continued effectiveness, Board training needs assessments and arrangements for considering the re-election of long-serving Board members.</p>
<p>2. Who is intended to benefit from the policy/proposal? <i>(e.g. applicants, tenants, staff, contractors)</i></p>	<p>Board members and the Co-operative.</p>
<p>3. What outcomes are wanted from this policy/proposal? <i>(e.g. the benefits to customers)</i></p>	<p>For the Co-operative to have a formal, rigorous and transparent process for the election, appointment and recruitment of board members and to ensure board members are annually assessed on their skills, knowledge, diversity and objectivity it needs to provide capable leadership.</p>
<p>4. Which protected characteristics could be affected by the proposal? <i>(tick all that apply)</i></p> <p> <input checked="" type="checkbox"/> Age <input checked="" type="checkbox"/> Disability <input type="checkbox"/> Marriage & Civil Partnership <input type="checkbox"/> Pregnancy/Maternity <input checked="" type="checkbox"/> Race <input type="checkbox"/> Religion or Belief <input type="checkbox"/> Gender <input type="checkbox"/> Reassignment <input type="checkbox"/> Sexual Orientation </p>	

4. If the policy/proposal is not relevant to any of the **protected characteristics** listed in part 4, state why and end the process here.

	Positive impact(s)	Negative impact(s)
<p>6. Describe the likely positive or negative impact(s) the policy/proposal could have on the groups identified in part 4.</p>	<p>Once elected as a Board Member, or a Co-optee members are annually requested to complete an Equality Monitoring Form.</p> <p>The information provided is assessed and if required the election or Co-optee process would be tailored to meet the need identified if not already included within the process.</p>	<p>On assessing the Equality Data we identified that younger people are not currently represented on the board membership.</p>
<p>7. What actions are required to address the impacts arising from this assessment? <i>(This might include collecting additional data, putting monitoring in place, specific actions to mitigate negative impacts).</i></p>	<p>An action has been added to the Equality Action Plan 2024 to engage with younger people to become future board members.</p>	

Signed: Pauline Burke

(Job title): Director

Date the Equality Impact Assessment was carried out: 3 October 2024.