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## Board Training and Performance Development Policy

**Policy Number: G09**

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|--------------------------|---|-----|----|
| <b>Prepared By</b>       | Corporate Services                                |     |    |
| <b>Policy Created</b>    | Board Training and Performance Development Policy |     |    |
| <b>Effective Date</b>    | February 2021                                     |     |    |
| <b>EIA Status</b>        | Initial Screening Conducted                       | Yes | No |
|                          | Full EIA Conducted                                | Yes | No |
| <b>Review Date</b>       | February 2024                                     |     |    |
| <b>Posted on Website</b> | Yes   |     |    |

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## 1. Introduction

- 1.1 The Association is keen, in keeping with good standards of governance, to ensure that our Board members have the appropriate mix of skills, abilities and experience to manage the scope and scale of the Association's affairs.
- 1.2 In order to ensure this, high priority will be given to regular review and training for members. This Policy is complementary to the Associations Board Recruitment and Succession Planning Policy.

## 2. Policy Objectives

- 2.1. The key objectives of the Association's training and development policy for Board members are:
- i) To develop the skills and experience of the Board to meet the requirements of the Association;
  - ii) To enhance the awareness and performance of the Board in order to achieve high standards of management and service provision;
  - iii) To develop the potential of individual Board members to enhance their overall contribution to the Association;
  - iv) To encourage understanding of the wider functions of the Association and enable individuals to broaden their experience;
  - v) To ensure equality of opportunity.

## 3. Corporate Fit

- 3.1 The degree of compatibility of this Policy with other corporate policies, plans and strategies is as follows:-
- **Equalities & Diversity Policy** – in line with the ethos of equality of opportunity for all, the Policy ensures that the Association fully complies with all areas of Equal Opportunities.
  - **Business Plan** – the Business Plan is reviewed every year and includes an element of funding for Board Training.
  - **Corporate Strategy and Supporting Strategies** – this policy has a clear link to the strategies in its support to train and develop our members to steer the delivery of these strategies.
  - **Board Recruitment and Succession Planning Policy** – this Policy sets out minimum skills and competencies for Board members, succession planning opportunities and has a clear link to the Training Plan.

#### 4. Identifying Training Needs

4.1 The Association identifies members training needs in a number of ways, which includes:

| What                       | When          | Who  |
|----------------------------|---------------|--|
| Appraisals                 | Annually      | <p>The Chairperson will carry out non office bearing Board member appraisals, with external support if required.</p> <p>The Chairperson's appraisal will be undertaken by the Chairperson of Audit Committee and one other Board Member, with external support as above.</p> <p>The Chairperson of Audit Committee's appraisal will be undertaken by the Chairperson and one other Board member who sits on the Audit Committee, with external support as above.</p> |
| Chair Briefings            | Quarterly     | Chief Executive  |
| Office Bearer Briefings    | Monthly       | Chief Executive (via one to one with Chairperson and CEO)  |
| Governance Review          | Annually      | Finance and Corporate Services Director  |
| Board Skills Audit         | Annually      | Finance and Corporate Services Director  |
| Board Training Plan        | Annually      | Finance and Corporate Services Director  |
| Board Development Sessions | Annually      | Chief Executive  |
| Succession Plan            | As per Policy | Chief Executive/Finance and Corporate Services Director  |

4.2 The formal annual appraisal allows for a detailed review of the year and skills gaps for the coming year. Appraisal form attached at Appendix 1.

#### 5. Annual Appraisals

5.1 Similar to the staff appraisal process, it is vital that appraisal meetings are seen as an ongoing support/supervision and development activity discussion and not just an annual formal meeting between the Chair and Board member. Every year the Chairman (accompanied by external support if required) will carry out an annual appraisal for all board members. All members will also be asked to assess the performance of the Chair of CVHA and the Chair of Audit Committee through their

appraisal to allow comprehensive feedback at the appraisal meetings of the Chair and Chair of Audit Committee. The Chair of Audit Committee and one other Board member will carry out the Chair's appraisal and the Chair and one other member of the Audit Committee will carry out the appraisal of the Chair of Audit Committee, both with external support if required.

5.2 The purpose of the appraisal process is to inform the Association's objective setting, taking account of achievements, potential and support needs in the context of Board Member's job descriptions and input. The appraisal process will therefore seek to:-

- i) Clarify member's role function;
- ii) Assess the extent to which past objectives have been met;
- iii) Identify future organisational, departmental and personal objectives;
- iv) Identify and plan for training and other developmental needs to meet these objectives;
- v) Provide a clear picture of what is expected of members;
- vi) Provide feedback on the strengths Members should build upon and any development needs they should address; and
- vii) Provide a record of agreed action and targets.

5.3 Appraisal meetings will take place around August each year. In order to allow for a focused discussion and have a formal record of actions and targets, an Appraisal Form will be used to steer the discussion. It should be noted however, that should Members wish to discuss other matters then the session will allow for this. The annual training plan for Board members will then be derived from these discussions.

5.4 Having a mix of established and new members on the governing body is key to achieving good governance because the Association benefits from both experience and new ideas. The in-depth knowledge and understanding of experienced members is vital. However, new members can bring an essential objectivity and independent challenge to familiar practices and thinking. So, in terms of good governance practice, the Scottish Housing Regulator consider that the RSL should review whether a governing body member who has been in place for nine years – which would in most cases be three, three-year terms - is still able to demonstrate this objectivity and independent challenge. The governing body must be assured that any member seeking re-election after nine years' continuous service is able to demonstrate their continued effectiveness in this regard. The Association sets this out in the Board Recruitment and Succession Planning Policy, however the appraisal process includes an additional question set for those members which these requirements apply.

## **6. Training Sources and Programmes**

6.1 The Association will draw on a number of training sources to ensure that provision is flexible, efficient and cost effective. Sources may include the following: -

- Internal training, provided locally by Association Staff/Committee.
- Internal training, (ad hoc sessions and/or training programmes).
- External courses, (ad hoc sessions and/or training programmes) provided by other agencies.
- Seminars or conferences arranged by relevant agencies.

## **7. Participation and Feedback**

- 7.1 As outlined in the Code of Governance the Board may require members to undertake training in order to assist the Association to meet its objectives and to maximise the level of participation in the Board's decision making. All new Board Members will be required to undertake induction training. In addition to courses specified by the Board there will be scope for members to identify preferred training topics.
- 7.2 In light of the costs associated with training, the Association wishes to ensure it obtains value for money and will require participants to assist in the evaluation of the courses etc. attended. This will normally be done by completing an evaluation form.

## **8. Training Budget**

- 8.1 The Association will set a Board Training Budget in light of the training audit and monitor the training plan and expenditure through the Audit Committee as part of the management accounts review and approval. Courses will be evaluated.. Fees will be paid in full for courses, seminars and conferences. Expenses will be paid in line with the current Policy on Board Expenses.

## Appendix 1 - Board Member Appraisal Form

### Clyde Valley Group Board Member Appraisal Form

| About You  |  |
|--|--|
| Name:  |  |
| Date Joined Board  |  |
| Which sub committees do you serve on?                                    |  |
| Are you an office bearer on either the main Board or any Sub Committees? |  |
| Name of Appraiser  |  |
| Date of Appraisal  |  |

### Personal Effectiveness and Competency

How are you performing as a member of the Board in the following areas?

|  | Confidently & effectively | Quite well | Not as good as I would like |
|--|---------------------------|------------|-----------------------------|
| Attendance at meetings   |                           |            |                             |
| Preparing for Board meetings   |                           |            |                             |
| My contribution to discussions   |                           |            |                             |
| Upholding the Code of Conduct  |                           |            |                             |
| Acting with honesty and integrity  |                           |            |                             |
| Understanding my duties and responsibilities as a Board Member                       |                           |            |                             |
| Understanding regulatory and governance frameworks                                   |                           |            |                             |
| Participating in development of Group Strategy                                       |                           |            |                             |
| Promoting fairness and equality for all service users and stakeholders               |                           |            |                             |
| Understanding the business environment in which CVG operates                         |                           |            |                             |
| Demonstrating commitment to the aims of the Association and values of social housing |                           |            |                             |
| Working effectively with colleagues  |                           |            |                             |
| Working effectively with staff   |                           |            |                             |
| Providing scrutiny and effective challenge   |                           |            |                             |

|   | Confidently & effectively | Quite well | Not as good as I would like |
|---|---------------------------|------------|-----------------------------|
| Contributing new ideas or perspectives to the debate                |                           |            |                             |
| Sharing responsibility for decisions made even when I may not agree |                           |            |                             |
| Attendance at training  |                           |            |                             |
| Being an ambassador for the Association                             |                           |            |                             |

## Core Skills and Knowledge

How would you describe your knowledge in each of these areas?

|                                      | Sound & up to date | Quite Good | Not as good as I would like |
|--------------------------------------|--------------------|------------|-----------------------------|
| Governance                           |                    |            |                             |
| Strategy development                 |                    |            |                             |
| Performance Management               |                    |            |                             |
| Business Planning                    |                    |            |                             |
| Risk                                 |                    |            |                             |
| Housing and estate management        |                    |            |                             |
| Asset Management                     |                    |            |                             |
| Development/ Construction            |                    |            |                             |
| Finance                              |                    |            |                             |
| IT                                   |                    |            |                             |
| Legal and Regulatory issues          |                    |            |                             |
| Employment, HR and people management |                    |            |                             |
| Equalities                           |                    |            |                             |
| Customers views of the Association   |                    |            |                             |
| Partners views of the Association    |                    |            |                             |



## Collective Appraisal of the Board

This section is intended to evaluate the collective performance of the Board.

Please state whether you agree/ disagree with each statement:

|  | Agree | Disagree |
|--|-------|----------|
| The Board provides strategic direction and has a clear idea of where the Association is going and how we will get there              |       |          |
| We know the risks which face the Association and we have processes in place to manage these  |       |          |
| We have a broad range of specialist knowledge (what are these skills)  |       |          |
| There are particular gaps in the skills of the board (what are these gaps)   |       |          |
| The Board makes decisions effectively  |       |          |
| We ask the right questions and monitor performance well  |       |          |
| The Board is open and accountable to all customers and others about its work and the governance of the Association                   |       |          |
| The Board complies with its own internal governance protocols, relevant legislation and regulatory requirements                      |       |          |
| The Board protects the Association's assets, oversees budgetary and financial decisions  |       |          |
| We act as leaders  |       |          |
| We are clear about the roles of Board and staff  |       |          |
| We have an effective relationship with staff   |       |          |
| The Board effectively holds senior officers to account   |       |          |
| Board Members are well prepared when they attend meetings  |       |          |
| The Board operates as a team and we share responsibility   |       |          |
| The Board encourages appropriate involvement of customers in the planning and decision making process                                |       |          |
| We have succession planning in place   |       |          |
| <b>Please think about examples which illustrate your answers and be prepared to evidence your answers during the review meeting.</b> |       |          |

## How well is the Governing Body Led?

This section seeks feedback on the Chairperson of CVHA

|   |  |
|---|--|
|   |  |
| What has the Chair done well in the last year?      |  |
| What should the Chair do differently in the future? |  |

Please state whether you agree/ disagree with each statement:

|   | Agree | Disagree |
|---|-------|----------|
| Everyone is encouraged to contribute their views  |       |          |
| Everyone is encouraged to challenge other points of view constructively and appropriately                               |       |          |
| Meetings are well run and we always get through the agenda with enough time for discussion                              |       |          |
| We are kept informed of important events between meetings   |       |          |
| The Chairman demonstrates a good team working attitude with Board Members and Senior Staff                              |       |          |
| The chairman has established an environment that encourages, supports and reinforces the contributions of Board Members |       |          |

**Please think about examples which illustrate your answers and be prepared to evidence your answers during the review meeting.**

**This section seeks feedback on the Chairperson of Audit Committee**

|   |  |
|---|--|
|   |  |
| What has the Chair done well in the last year?      |  |
| What should the Chair do differently in the future? |  |

**Please state whether you agree/ disagree with each statement. The first three statements should only be answered by members of the Audit Committee:**

|  | Agree | Disagree |
|--|-------|----------|
| Everyone is encouraged to contribute their views   |       |          |
| Everyone is encouraged to challenge other points of view constructively and appropriately  |       |          |
| Meetings are well run and we always get through the agenda with enough time for discussion   |       |          |
| The Chair of Audit Committee keeps the Board informed of the work of the Audit Committee   |       |          |
| The Chair of Audit Committee provides assurance to the Board on the work of the Audit Committee                                      |       |          |
| The Chair of Audit Committee demonstrates a good team working attitude with Board Members and Senior Staff                           |       |          |
| The Chair of Audit Committee has developed constructive working relationships with both internal and external auditors               |       |          |
| <b>Please think about examples which illustrate your answers and be prepared to evidence your answers during the review meeting.</b> |       |          |

## Discussion Points

**You are not required to answer these questions in advance, but these discussion points may also be covered during the one to one review meeting:**

How do you think your role as a member of the Board has changed during your time with CVG?

Do you find being a Board Member more or less rewarding/ interesting than 3 years ago? Why?

How would you describe your contribution to CVG?

Do you remain confident in constructively challenging views you do not agree with?

What measures do you have in mind to ensure you hold senior officers to account?

Do you still look for ways to improve your own effectiveness as a Board Member?

What do you think the Association's priorities over the next three years will be? How will you contribute to achieving these?

Please provide an example from the last 12 months where you have demonstrated objectivity and independent challenge as a member of the Board.

## Policy Change History

| <b>Version</b> | <b>Substantive Change</b>                | <b>Author of Change</b> | <b>Approval</b> | <b>Date</b> | <b>Website</b> |
|----------------|--|-------------------------|-----------------|-------------|----------------|
| 1.0            | New front page & version history applied | A Cavinue               |                 | 14/02/23    | Y              |
|                |  |                         |                 |             |                |
|                |  |                         |                 |             |                |
|                |  |                         |                 |             |                |