



**Muirhouse  
Housing  
Association**



**Muirhouse  
Homes Ltd**

<b>Title of Policy:</b>	Performance Management - Board
<b>Date of Adoption or Last Review:</b>	11 April 2016
<b>Lead Officer:</b>	Mags Lightbody, Interim Chief Executive
<b>Date of Next Review:</b>	April 2019
<b>Regulatory Standards of Governance and Financial Management</b>	Standard 6 The governing body and senior officers have the skills and knowledge they need to be effective. Guidance 6.2, 6.3

# Policy: Performance Management - Board

## **1. Introduction**

- 1.1 It is an important part of Muirhouse Housing Association's (MHA) and Muirhouse Homes' (MH4) commitment to good governance that the Board and its Members are appraised at least once a year. This updated scheme is designed to address that aim and provides a framework for assessing Board effectiveness and individual performance development.
- 1.2 The scheme is designed to support and enhance the quality of governance within MHA, and when coupled with on-going review of governance structures and processes adds to continuous improvement and reinforces best practice.

## **2. Board Evaluation Form**

- 2.1 A questionnaire will be circulated to all Board Members annually following the AGM in September. The information will then be collated and a report presented in the new calendar year which will provide a self-assessment and, if needed, an external perspective on Board effectiveness, performance, servicing and administration.
- 2.2 It will highlight areas of achievement and also areas which could be improved. The report will enable Board Members to evaluate their collective performance year on year and look to continuously improve. The process also identifies collective training needs and helps to formulate a training and governance action plan for the coming year.
- 2.3 The Board may consider use of an external facilitator to carry out the evaluation questionnaire, provide external challenge and inject best practice on annual basis.
- 2.4 During the same period the board will also review the skills matrix and succession plans.
- 2.5 At the beginning of the New Year, the Board will meet to consider the Board executions and use the results to refresh the annual governance action plan.

## **3. Individual Appraisals**

- 3.1 Individual performance for all Board Members, Board Vice-Chair, Committee and subsidiary Board Chairs will be carried out by the Board Chair between April and June. The Chair's appraisals are considered separately below. A programme will be developed by the Chair and Company Secretary and circulated to all Members so that dates for meetings can be fixed in good time.
- 3.2 A self-assessment form will be sent to the individual 4 weeks before their meeting is due. They will have 2 weeks to complete the form, and return it. The

Chair will then review the form and will go through the form with the Board Member at the appraisal meeting.

- 3.3 Part of the appraisal discussion with the Chairman will involve a dialogue about Board Member's intentions and aspirations in relation to their terms of office. This will help inform our succession planning.
- 3.4. As part of the meeting with the Chair, there will be an opportunity to discuss any training requirements to help Board Members fulfil their duties, role and responsibilities.
- 3.5 The outcomes of all meetings will be written up, and signed off by the Board Member and the Chair, and held on Board Members files.
- 3.6 In consultation with the Company Secretary, the governance plan and training plan will be updated to reflect the identified priorities.
- 3.7 Outside these formal arrangements the Chair is available to meet with individual Board Members if necessary to discuss any aspect of the role and their performance.

#### **4. Chair's Appraisal**

- 4.1 The Chair of MHA will have an appraisal at least every year. The Appraisal will be carried out by the Vice Chair and the Chair of the Audit and Risk Committee.
- 4.2 The Chairs' appraisals will take place at the same time that the individual appraisals for the Board Members are carried out.
- 4.3 A self-assessment form will be sent to the Chair 4 weeks before the appraisal meeting is due. The Chair will have 2 weeks to complete the form, and return it to the Company Secretary. Input is sought from all other Board members and the Chief Executive as the Chair's direct report to allow a 360 degree view of the Chair's performance. The Vice Chair and Chair of the Audit and Risk Committee will review the form along with feedback from other Board members and the Chief Executive and will discuss the form with the Chair at the scheduled meeting.

#### **5. Review**

- 5.1 This policy will be reviewed every 3 years by the Board of Management.