

## **1.0 AIMS**

- 1.1 This policy aims to ensure:
  - 1.1.1 GWHA has clear guidelines for attracting and selecting new Management Committee Members (MCMs), including encouraging and supporting tenants to take an active interest in managing their homes.
  - 1.1.2 Management Committee (MC) composition is reflective of the local community.
  - 1.1.3 MCMs have a range of skills and experience and casual vacancies, appointed MCMs and co-options are used to complement the profile, expertise and interests of the MC.
  - 1.1.4 There is a formal induction framework for prospective and new MCMs.
  - 1.1.5 There is effective succession planning, to help promote renewal of the MC and Office Bearers.
  - 1.1.6 Strategic fit when MC considers the filling of casual vacancies, appointed MCMs and co-options.
  - 1.1.7 MCs receive an annual appraisal to assess their performance, contribution and effectiveness to support identification of training requirements of MCMs and MC as a whole
  - 1.1.8 Develop Learning Plans for the MC and each MCM based on skills assessment and annual appraisal.
  - 1.1.9 Ensure that training is planned and evaluated for effectiveness and value for money.
  - 1.1.10 Encourage prospective new members to participate in the Induction Programme/Training Forum prior to being considered as new MCMs.

## **2.0 CONTEXT**

- 2.1 MCMs are elected and appointed from GWHA membership either by election at the AGM or appointment by the MC in accordance with the Rules. 37-43.<sup>1</sup> GWHA seek to achieve a balanced profile, based on gender, tenure, age, area of residency, ethnic group and disability, to complement the skills and experience of existing members. Prior to the AGM each year, the MC will consider a report of the current profile against PI<sup>2</sup>

## **3.0 POLICY STATEMENT**

- 3.1 GWHA recognises that excellent governance is achieved with a competent, skilled and experienced MC. GWHA is committed to continuous learning based on regular assessment of skills and knowledge.
- 3.2 Appropriately funded internal and external training facilities will be made available to enable MCMs to acquire the skills and knowledge necessary to perform effectively their duties and responsibilities. Prospective new members will be invited and encouraged to participate in the Committee Training Form.
- 3.3 GWHA will conduct an annual assessment of the profile of the MC and the range of skills and experience MCMs have collectively. The results will be used to:
  - 3.3.1 Develop succession planning priorities
  - 3.3.2 Develop training plans for existing MCMs
  - 3.3.3 Identify any action needed to attract, recruit and support prospective new members to achieve a balanced and well-informed MC.

## **4.0 MC MEMBERS PROFILE**

- 4.1 The MC members profile comprises;
  - Personal details
  - Equalities information
  - Preferences relating to MC meetings (e.g. days, times)
  - Skills and Experience Audit
- 4.2 A proforma<sup>3</sup> for the above information is completed by each MCM and updated annually to record any changes. MCM appraisals are completed annually to assess skills/strengths/interest and identify training needs.
- 4.3 The MC profile will show the numbers and percentage of MCMs within the categories of gender, tenure, area of residency, ethnic group, disability and age. PI range for each category will be agreed annually with a view to attaining a balanced profile and recommending any groups that GWHA should offer particular encouragement

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<sup>1</sup> Appendix 1 - [Rules](#)

<sup>2</sup> Performance Indicator

<sup>3</sup> Appendix 2 - [Profile Form](#)

to, when inviting nominations for MC elections or considering casual vacancies, appointed MCMs and co-options. The profile will be presented to MC each year prior to the AGM.

- 4.4 The MC skills audit will be used to develop a Competencies Profile, to assess existing MCMs' range of expertise, interests and strengths. GWHA will endeavour to fill any skills/knowledge gaps that are currently not being met by the existing MCMs. The profile will inform convenor/lead member selection and personal learning plans. Similarly, skill gaps may inform target skill areas for attracting new members.

## **5.0 PROMOTION, RECRUITMENT AND LEARNING**

MC membership will be promoted through:

### **5.1 Committee Training Forum (CTF)**

- 5.1.1 GWHA's CTF is a vehicle for induction of new and prospective MCMs as well as an opportunity for existing MCMs to refresh their skills and experience and establish relationships. This helps support new members in their transition to MC Membership.
- 5.1.2 GWHA's CTF provides a planned and supported transition to MC membership. The Forum evolved via the Ethnic Minority (EM) Strategy and other initiatives to identify and support prospective MCMs. The Forum is publicised in the Newsletter and subject to demand, will usually run at least every 2-3 years.
- 5.1.3 At the end of the CTF course, participants will complete a Skills Audit Assessment. The MC will consider the skills and competencies of the CTF participants against the MC profile and may invite participants with an appropriate skills fit to take up any places available for appointed MCMs or co-options on the MC or one of the Sub Committees, or to fill casual vacancies.
- 5.1.4 GWHA will also encourage CTF participants with an appropriate skills fit to stand for election to the MC. This will not prevent other CTF participants or GWHA members who have not participated in the CTF programme from seeking election, since this right is open to any member of GWHA.

### **5.2 Appointed MCMs /Co-Options / Casual Vacancies**

- 5.2.1 Appointed MCMs, co-options and casual vacancies should have a strategic purpose. For example, to attract people from under-represented groups; to provide opportunities for CTF "graduates"; or to complement or add to the MC's existing skills or experience.
- 5.2.2 If there are vacant places on the MC following the AGM, GWHA may recruit appointed MCMs, or co-opted members. The MC may also approve appointed MCMs and co-options to Sub Committees.
- 5.2.3 The recruitment of appointed MCMs and/or co-opted members will normally be considered by the MC at the first full meeting after each AGM and appointments will be made in accordance with the profile targets set for that year.
- 5.2.4 In accordance with the Rules, appointed MCMs and, co-opted members may not exceed one-third of the membership of either the MC or any Sub Committee. Appointed MCMs will continue in office until the specified term of office expires or such appointment is revoked by resolution of the MC. Casual vacancies and co-options will end at the next AGM.
- 5.2.5 Co-optees may vote on all matters except those affecting GWHA's Rules, membership, or the election of the Office Bearers. GWHA encourage co-optees to become members of GWHA; there is no constitutional requirement for this.
- 5.2.6 Vacancies that arise as a result of an elected member resigning mid-term, will be filled by MC appointment to a casual vacancy and will be filled in a similar manner to appointed MCMs and co-options.

### **5.3 Community Involvement and Engagement**

- 5.3.1 GWHA has many opportunities for engaging with many people living in our local communities, through our service relationships, community involvement activities and relationships with local community or voluntary groups. We will use these activities and relationships to promote MC membership where appropriate and as a way of connecting with people who may be harder to reach.

## **6.0 ANNUAL APPRAISAL**

- 6.1 Each MC member is required to participate in an annual appraisal conducted by the Chairperson and Chief Executive, normally completed in January.
- 6.2 Prior to the appraisal meeting, MC members are invited to assess themselves against key sections of business areas and score their personal skills and abilities which is then discussed in detail at the appraisal meeting, highlighting successes of the past year and opportunities for development over the coming year.
- 6.3 A skills audit is also completed annually to ensure the right spread of skills and knowledge on the Management Committee. It helps prioritise training requirements, develop personal learning plans and ensures that resources are targeted towards MC members needs and achieving GWHA objectives.
- 6.4 Where a skill or knowledge gap is identified, GWHA will endeavour to fill these gaps through learning plans. Similarly, skill gaps may inform target skill areas for attracting new members.
- 6.5 The appraisal process is a critical part of GWHA's strategy cycle and as such all MC members are expected to fully participate and cooperate to the best of their ability. Failure to do so may be deemed a breach of the MC Code of Conduct.
- 6.6 SHR Regulatory Framework requires the management committee to endorse the continued effectiveness of MC Members seeking re-election after nine years continuous service. MC Members who have more than 7years continuous service require the chairs recommendation to the Management Committee following their appraisal.
- 6.7 As part of the appraisal framework, Board Performance questionnaires are distributed in April and collective results are discussed, identifying areas for improvement and agreed actions.

## **7.0 LEARNING INDUCTION PLANS**

- 7.1 In accordance with the Rules, the MC will conduct an annual assessment of its collective governance performance and develop a training plan to refresh skills and address learning or development needs.
- 7.2 Collective training needs are captured in an Annual MC Training Plan.
- 7.3 Personal Learning Plans/Induction Programmes are developed for all new MCMs within first 2 months and following appraisals to target specific skills and knowledge gaps. Appraisals are conducted every year.
- 7.4 Annual report is presented to MC, confirming appraisals have been completed and learning plans developed.

## **8.0 TRAINING METHODS AND EVALUATION**

- 8.1 GWHA will provide or facilitate access to a range of learning methods. These will include:
  - 8.1.1 In house training or briefing sessions for the MC, held at GWHA
  - 8.1.2 Discussion at committee strategy days may serve a similar purpose, even though not badged as "training"
  - 8.1.3 Short committee briefing notes (e.g. on strategic issues or major policy or risk areas).
  - 8.1.4 Access to Committee Training Forum sessions
  - 8.1.5 Attendance at training courses, for example those organised by SHARE, SFHA, EVH
  - 8.1.6 Attendance at external conferences.
- 8.2 GWHA will only sponsor delegates at conferences where this will be of direct benefit to GWHA in the delivery of its objectives and the promotion of the Association.
- 8.3 GWHA will sponsor a maximum of two delegates at any Conference. The MC will select delegates dependent on the training programme and the individual needs specified in the Training Plan.
- 8.4 MCMs are encouraged to share their learning with other MCMs. Where appropriate (mainly Conferences and other external events), a summary of the training and the implications for GWHA may be presented to the MC.

## **9.0 BUDGET**

- 8.1 The Annual Training Budget for MCMs will be included within the budget allocated to cover staff training and SHARE Affiliation.
- 9.2 GWHA aim to source training from those organisations to which we pay a fee to affiliate. Affiliations are monitored regularly and a report presented to MC annually to confirm value for money and continuation of the affiliation.

9.3 Travelling expenses will be reimbursed in accordance with the MC Expenses Policy.

**10.0 SUCCESSION PLANNING**

- 10.1 GWHA's Rules set the formal requirements for renewal of MC membership. One-third of elected MCMs must stand down each year, and if they are eligible to seek re-election, alongside any other GWHA members who wish to seek election to the MC.
- 10.2 GWHA values the experience of existing MCMs, as well as the benefits that refreshing of committee membership can bring. Accordingly, GWHA will aim to achieve a balance between experienced and newer MCMs. GWHA will meet regulatory requirements by reviewing the continued effectiveness of longer-standing MCMs, but we will not set any limit on the length of service permitted.
- 10.3 As part of the Annual Appraisal process, the Chairperson will explore with Members of more than 7 years of service, objectiveness, independent challenge and continued effectiveness. The Chairperson will then recommend (or not) their continued appointment to the MC annually. This will ensure compliance with our rules when members reach 9 years of service.

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