

1.0 AIMS

- 1.1 This policy aims to ensure:
 - 1.1.1 GWhA has clear guidelines for attracting and selecting new Committee Members , 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 Committee Members have a range of skills and experience and casual vacancies, appointed committee members 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 Committee Members.
 - 1.1.5 There is effective succession planning, to help promote renewal of the Committee and Office Bearers.
 - 1.1.6 Strategic fit when MC considers the filling of casual vacancies, appointed committee members and co-options.
 - 1.1.7 Committee Members receive an annual appraisal to assess their performance, contribution and effectiveness to support identification of training requirements of Committee Members and Committee as a whole.
 - 1.1.8 Develop Learning Plans for Committee and for each Committee Member 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 Committee Members.

2.0 CONTEXT

- 2.1 Management Committee Members 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. 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 PI¹

3.0 POLICY STATEMENT

- 3.1 GWhA recognises that excellent governance is achieved with a competent, skilled and experienced Committee. 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 Committee Members 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 Committee Members
 - 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 COMMITTEE MEMBERS PROFILE

- 4.1 The committee members profile comprises;
 - Personal details
 - Equalities information
 - Preferences relating to MC meetings (e.g. days, times)
 - Skills and Experience Audit
- 4.2 A proforma for the above information is completed by each Committee Member and updated annually to record any changes. Committee Members appraisals are completed annually to assess skills/strengths/interest and identify training needs.

¹ Performance Indicator

- 4.3 The Committee profile will show the numbers and percentage of Committee Members 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 GWHHA should offer particular encouragement to, when inviting nominations for MC elections or considering casual vacancies, appointed committee members and co-options. The profile will be presented to MC each year prior to the AGM.
- 4.4 The Committee skills audit will be used to develop a Competencies Profile, to assess existing Committee Members range of expertise, interests and strengths. GWHHA will endeavour to fill any skills/knowledge gaps that are currently not being met by the existing Committee Members. 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 GWHHA's CTF is a vehicle for induction of new and prospective Committee Members as well as an opportunity for existing Committee Members to refresh their skills and experience and establish relationships. This helps support new members in their transition to Committee Membership.
- 5.1.2 GWHHA's CTF provides a planned and supported transition to Committee membership. The Forum evolved via the Ethnic Minority (EM) Strategy and other initiatives to identify and support prospective Committee Members. 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 profile and may invite participants with an appropriate skills fit to take up any places available for appointed committee members or co-options on the MC or one of the Sub Committees, or to fill casual vacancies.
- 5.1.4 GWHHA 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 GWHHA members who have not participated in the CTF programme from seeking election, since this right is open to any member of GWHHA.

5.2 Appointed CMs /Co-Options / Casual Vacancies

- 5.2.1 Appointed CMs, 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 committee's existing skills or experience.
- 5.2.2 If there are vacant places on the MC following the AGM, GWHHA may recruit appointed committee members, or co-opted members. The MC may also approve appointed committee members and co-options to Sub Committees.
- 5.2.3 The recruitment of appointed committee members 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 committee members and, co-opted members may not exceed one-third of the membership of either the MC or any Sub Committee. Appointed committee members 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 GWHHA's Rules, membership, or the election of the Office Bearers. GWHHA encourage co-optees to become members of GWHHA; 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. These activities and relationships will be used 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 Committee member is required to participate in an annual appraisal conducted by the Chairperson, supported by the Chief Executive, normally completed in February.
- 6.2 Prior to the appraisal meeting, Committee 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 Committee(s). It helps prioritise training requirements, develop personal learning plans and ensures that resources are targeted towards committee 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 Committee 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 and Board Members Code of Conduct.
- 6.6 SHR Regulatory Framework requires the management committee to endorse the continued effectiveness of Committee Members seeking re-election after nine years continuous service. Committee Members who have more than 7years² 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 committee members 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 Committee, 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, subject to budget availability.
 - 8.1.6 Attendance at external conferences, subject to budget availability.
- 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 Committee will select delegates dependent on the training programme and the individual needs specified in the Training Plan.

² GW policy (SHR = 9 years)

- 8.10 Committee Members are encouraged to share their learning with other Committee Members. 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 An Annual Training Budget will be provided to facilitate training for Committee Members.
- 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 Expenses Policy.
- 9.4 Requests for committee training will be managed by the Governance Director, subject to available budget and ensuring equality of opportunity for all.

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.

Approved: 24/11/2015

Reviewed: Oct 2025

Next Review: Oct 2030