



Bridgewater Housing Association Policy

Policy name	Board Member Development
Policy category	Corporate (Governance)
Policy number	CS02
Date adopted	2015
Last review	January 2015
This review	September 2023
Next review	September 2028
Equalities impact assessment required	No
Links to other documents	<ol style="list-style-type: none"> 1. Rules of the Association 2. Code of Conduct 3. Standing Orders 4. Board member and Office Bearer role descriptions
Consultation	n/a
Appendices	n/a

1. INTRODUCTION

- 1.1 It is an important part of Bridgewater’s commitment to good governance that the members of the Board have an opportunity to engage in a process which looks at their development as a Board Member. This policy is designed to address that aim and provide a framework for looking at the overall effectiveness of the Board as a whole and individuals on the Board and their development needs in terms of their role and responsibility as a member of the Governing body and Charitable Trustee.
- 1.2 The scheme is designed to support and enhance the quality of governance within Bridgewater, and when coupled with on-going review of governance structures and processes, adds to continuous improvement, and reinforces best practice. In addition, the ongoing contribution, effectiveness, and objectivity of all members serving for 9 years or more will also be considered as part of this process.
- 1.3 The purpose of the process is to provide an opportunity for Board members to:
- reflect on the composition and effectiveness of the Board as a whole, identifying where it could be strengthened.
 - review their own contribution and effectiveness over the past year and how they wish to develop over the following year.
 - indicate their future plans in terms of their membership of, and contribution to, the Board, thus informing the Board’s succession plan; and
 - identify any development, support or training needs they, or the Board as a whole, may have, thus informing the Board’s Training & Development Plan.
- 1.4 In accordance with good practice the Board Development process will be conducted annually by the Chairperson and an independent consultant appointed by the Board.

2. SHR STANDARDS OF GOVERNANCE AND FINANCIAL MANAGEMENT

- 2.1 This policy is intended to provide additional assurance to the Board of Bridgewater Housing Association (BHA) that it is complying with:
- STANDARD 6: The Governing body and senior officers have the necessary skills and knowledge they need to be effective.
- 2.2 BHA will follow best practice in building and maintaining our Board’s effectiveness. This Policy reflects the requirements of the SHR’s Regulatory Standards of Governance and Financial Management, and good practice guidance provided by the SFHA and Glasgow and West of Scotland Forum of Housing Associations (GWSF).

3. BOARD DEVELOPMENT QUESTIONNAIRE

- 3.1 A questionnaire will be circulated to all Board Members in advance of the Board member Development Interviews (Appraisals); these interviews will take place in advance of the

Association's AGM, normally May-June, and can be conducted in person or via electronic meeting platforms. The information will then be collated by the consultant and a report presented in advance of the Association's AGM which will provide Board Members' assessment of how they feel about whether their individual contributions are valued and make a difference to the effective decision making of the Board and also whether they feel, collectively, the Board engages in good governance of the Association.

- 3.2 It will highlight areas of achievement and also areas where development is needed. The report will enable Board Members to gain assurance of the performance of the Board and to consider changes to structures, servicing, administration, and training plans.
- 3.3 During the same period, the Board will also review current skills which are available on the Board and proposed additional skills which may be beneficial either through training, recruitment, or succession planning.

4. BOARD SUPPORT AND DEVELOPMENT

- 4.1 The association needs to ensure that our Board is equipped with sufficient expertise, knowledge, and skills to exercise capable leadership and control of the association. We are therefore committed to supporting and developing the capability of our Board members in the following ways:
 - an induction programme for new Board members that takes into account their existing skills and abilities and includes assessment of their training and development needs to enable them to undertake their roles and responsibilities.
 - annual appraisals for all Board members to review their performance and effectiveness.
 - an assessment of the continued effectiveness of Board members with 9 or more years of continuous service.
 - an assessment, involving all Board members, of the effectiveness of the Board as a whole;
 - a training and development plan designed to support individual members in their role to enhance their effectiveness on the Board; and
 - a corporate training and development plan for the Board as a whole, designed to meet the needs of the association.
- 4.2 Individual Board Member Development needs for all Board Members will be discussed with the Chair and the appointed consultant as part of the Board Development interview (Appraisal). A programme of meetings will be developed by the consultant in conjunction with the Chair and circulated to all members so that dates for meetings can be fixed in good time.
- 4.3 The Board Member Development Support Questionnaire will be sent to the Board Member normally 4 weeks before their meeting is due. Members will have two weeks to complete the form and return it. The Chair and consultant will then review the form and will go through the form with the Board Member at the Development Support meeting.

- 4.4 The focus of the meeting will be on what support the member will need in order to participate effectively as a Board Member. This will include administration arrangements, training and or mentoring etc. In addition part of the Development Support discussion with the Chair will involve the Board Member's intentions and aspirations in relation to their term of office. This will help inform our succession planning.
- 4.5 The outcome of the meetings will be written up by the consultant and signed off by the Board Member and the Chair and held in the Board Member's file.
- 4.6 In consultation with the CEO the governance/assurance action plan and training plan will be updated to reflect the identified priorities.
- 4.7 Outside these formal arrangements the Chair is available to meet with individual Board Members if necessary to discuss any aspect of their role and their development needs.

5. CHAIR'S DEVELOPMENT SUPPORT NEEDS

- 5.1 The consultant will conduct a Development Support meeting with the Chair, using the same arrangements for all other members.

6. POLICY AVAILABILITY

- 6.1 This document can also be provided in large print, braille, audio, or other non-written format and in a variety of languages, on request.

7. MONITORING AND REVIEW

- 7.1 This policy will be reviewed every five years, unless amendment is prompted by a change in legislation, operational requirements, or board member feedback.