



**Solihull**  
Community Housing  
Shaping our neighbourhoods

## BOARD APPRAISAL POLICY

<b>Action</b>	<b>By whom</b>	<b>Purpose</b>
Draft to HR and Remuneration Committee 26 November 2018	Company Secretary	For discussion / amendment
Draft to HR and Remuneration Committee 11 March 2019	Company Secretary	For approval
Policy Review 2021	Human Resources and Remuneration Committee	Approved minor changes to document 12 July 2021 Changed from 3 to 2 year cycle with individual appraisals annually and 360 degree review of whole board bi-annually
Policy Review 2022	Executive Director – Customer Services, Transformation and Business Support	Feedback from SMBC Governance Committee

## 1. Introduction

- 1.1 SCH recognises that Board member appraisal is an essential process for demonstrating that Board members are and remain high performing and able to effectively undertake the role of strategic leadership.
- 1.2 The appraisal process is designed to match the skills, experience and competencies of members individually and collectively to business need, and to identify any gaps.
- 1.3 The appraisal of members will be conducted in a positive way and will be used to ensure that members achieve the standards expected of them and to identify any learning or improvement opportunities.
- 1.4 The emphasis of appraisal will be on Board effectiveness and personal development.

## 2. Outline of Appraisal System

- 2.1 The Human Resources, Equality and Remuneration Committee will take overall responsibility for managing the Board member appraisal process with the assistance of the Company Secretary and will follow the guidance and principles set out in the National Housing Federation's "Excellence in Governance".
- 2.2 Board member appraisal is an ongoing process that occurs throughout the year, punctuated by key elements of the process. This occurs over a two year cycle:

Year 1	Self-assessment Individual review meetings with chair Chair's appraisal carried out by vice chair and chair of HR, Equalities and Remuneration Committee
Year 2	Whole Board appraisal using self-assessment and 360-degree review including views of Chief Executive/key stakeholder representative from SMBC Individual appraisal meetings with chair

- 2.3 The details of documentation and procedure will be agreed by the Human Resources, Equalities and Remuneration Committee, as required.
- 2.4 The Company Secretary will be responsible for administering the system.

## 3. Whole Board (Team) Appraisal

- 3.1 Whole Board appraisal is intended to obtain a shared understanding of how effectively the Board or Committee carries out its governance functions and how it works as a team.
- 3.2 A team self-assessment questionnaire will facilitate this and it is important that all Board members with at least six months' experience on the Board contribute to the process. Time also needs to be set aside for collective discussion and debate about the findings and to review performance.

- 3.3 A Board/Committee development programme will be drafted and agreed and this will incorporate data from periodic skills audits undertaken by the Governance Team. The programme will identify any collective training and development and any skills gaps which may be relevant for future recruitment or for immediate co-option of members with a specific skill set if required.
- 3.4 As a routine part of business, the Chair of the Board will gather feedback from both Board members and employees about the effectiveness of meetings.

#### **4. Individual Appraisals**

- 4.1 The individual appraisal process is a continuous cycle consisting of a number of key components:
- Induction to the role of Board member
  - Post-induction review with new Board members after six months
  - Regular conversations and feedback between the Chair of the Board and individual members when the Chair has concerns about performance
  - Annual individual review meetings with the Chair of the Board
- 4.2 The objectives of appraisal are to enhance performance, recognising particularly good performance, and to identify any areas where training or support may be needed, as well as agreeing objectives for the following year. The self-assessment and individual interview are designed to ensure that the focus is on these objectives through consideration of Board member competencies. The interview should also review compliance with the role and responsibilities of Board members, Code of Conduct and any other applicable governance policies. A record of the discussion should be kept including agreed objectives to develop into an appropriate individual training plan.

#### **5. Chair Appraisals**

- 5.1 Chair appraisals will focus on Chair competencies and the role profile but will also relate to general Board and Committee membership. A record of the discussion should be kept including agreed objectives to develop into an appropriate individual training plan.

#### **6. Council-nominated Board Members**

- 6.1 Three of the ten Board members are nominated by Solihull Council, usually from amongst serving Councillors. They are subject to this policy in the same way as other Board members.
- 6.2 In the event of unsatisfactory performance or attendance that cannot be resolved through this policy, the Chief Executive or Chair of the Board will raise those concerns with the Council, through the Head of Legal and Democratic Services.

#### **7. Confidentiality**

7.1 Confidentiality encourages a fuller expression of views. Therefore, those completing questionnaire assessments of colleagues or teams should be aware that when feedback is provided to the person /team being appraised any scores will be averaged and specific comments will not be attributed.