



**Report to Board of Directors
19 September 2013**

Title: Board Training and Development Plan/Annual Appraisals

Report of: TGHC Managing Director

Purpose of Report

1. To agree a Board Training and Development Plan for the remainder of 2013/14 and to adopt an appraisal process to identify future training.

Background

2. Keelman Homes has been established since September 2009. To date, members of the Board have not received or agreed any specific training.
3. TGHC Board members receive annual appraisals with the Chair. To date, no appraisal process has been put in place for members of Keelman Homes.

Board Training and Development Plan

4. Given the evolving role of the Board with the management of other new properties and empty homes, it is now felt necessary to agree an appropriate training and development plan for the Board.
5. TGHC Board, at its meeting on 14 May 2013, agreed its training and development plan. These include a series of workshops around the following topics: -
 - Equality and Diversity Legislation
 - Self-financing
 - New Build or Safeguarding
6. Some or all these topics could be relevant to members of Keelman Homes and it is proposed that they be invited to the workshops where they are considered relevant. All these workshops are being delivered in-house.
7. In addition, there may be other areas that the Board feels it needs further training in and views of the Board will be sought to identify these.

Board Appraisals

8. TGHC Board members receive annual appraisals with the Chair. The Chair is appraised by members of Resources Committee.

9. The appraisals are confidential and used to discuss the last 12 months and identify any issues they might have. The only information that is shared with the TGHC Governance and Risk Officer is any training and development needs. These are used to inform the next year's training and development plan and to address any individual needs.
10. It is proposed that annual Board appraisals be introduced in November/December 2013 and in the same months in subsequent years. It is proposed that the Chair of Keelman Homes be appraised by the Chair of TGHC Board.
11. A proposed appraisal form is attached at the Appendix to this report.

Equality and Diversity Implications

12. There are no equality and diversity implications directly arising from this report.

Financial Implications

13. By delivering the training in-house there will be no financial implications.

Impact on Customers

14. There is a positive impact on customers. A well training Board makes better decisions resulting in improved services for customers.

Risk Management Implications

15. By providing regular training and carrying out Board appraisals, the risk of the Board not making informed decisions will be reduced.

Value for Money Implications

16. There are no value for money implications directly arising from this report.

Health Implications

17. There are no health implications directly arising from this report.

Environmental Implications

18. There are no environmental implications directly arising from this report.

Consultation Carried Out

19. It was not necessary to carry out any consultation when compiling this report.

Recommendations

20. The views of the Board are sought on: -
- (i) the proposal to invite Board Members to the TGHC Board Workshops
 - (ii) topics for any other training;
 - (iii) the introduction of annual Board Appraisals
 - (iv) the Appraisal Form.

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Board Member Performance Appraisal Review Process Guidance

Introduction

Performance management is a positive process with benefits for Board Members and the board as a whole.

The appraisal will be used to ensure each Board Member:

- ✓ Understands their role, how they fit into and contribute to the wider organisation
- ✓ Knows what they are responsible for and must deliver
- ✓ Has an opportunity to discuss their aspirations and areas of interest
- ✓ Has an opportunity to discuss any concerns that they have
- ✓ Is provided with support, resources and learning and development to enable them to effectively contribute to the board and to improve performance
- ✓ Knows how they are performing

Pre meeting preparation

Prior to your appraisal meeting please consider your performance over the last 12 months, focussing on:

1. What has gone well
2. What you have achieved
3. What has helped
4. What has been difficult and why
5. Any support or equipment that helped to improved your performance
6. What skills, knowledge and experience you have and how it has been used

Then complete the self assessment sections of the attached form, giving examples that underpin your performance wherever possible. Bring the completed form with you to the meeting. This will be the focus of the discussion during the appraisal itself.

Meeting format

Your appraisal meeting will be arranged for a suitable and convenient time and conducted by the Chair of the board (or by Chair of TGHC Board for appraisal of the Chair).

During the discussion information will be collated on the form that you have previously completed and provide a summary of the appraisal discussion.

At the end of the appraisal the form will then be signed by you and the appraiser.

After the meeting

A copy retained of the appraisal form will be retained by you and the appraiser.

Where there are areas of development identified appropriate interventions will be arranged for you.

**KEELMAN HOMES
BOARD MEMBER PERFORMANCE EVALUATION**

The Chair and other Board members should consider the following issues and the individual concerned should also be asked to assess themselves.

Name (Appraisee) :	
Key roles as a Board Member :	
Appraiser :	Date :
Progress on any action points from last year:	

Criteria	
How well prepared and informed are you for Board meetings and is your meeting attendance satisfactory?	Self assessment
	<i>Summary of discussion in the appraisal meeting</i>

Criteria	
Do you demonstrate a willingness to devote time and effort to understand the company and its business and a readiness to participate in events outside the boardroom, such as site visits?	Self assessment
	<i>Summary of discussion in the appraisal meeting</i>
What has been the quality and value of your contributions at Board meetings?	Self assessment
	<i>Summary of discussion in the appraisal meeting</i>
What has been your contribution to development of strategy and to risk management?	Self assessment
	<i>Summary of discussion in the appraisal meeting</i>

Criteria	
<p>How successfully have you brought your knowledge and experience to bear in the consideration of strategy? How effectively have you probed to test information and assumptions? Where necessary, how resolute are you in maintaining your own views and resisting pressure from others?</p>	<p>Self assessment</p>
	<p><i>Summary of discussion in the appraisal meeting</i></p>
<p>How effectively and proactively have you followed up your areas of concern?</p>	<p>Self assessment</p>
	<p><i>Summary of discussion in the appraisal meeting</i></p>
<p>How effective and successful are your relationships with fellow Board members and senior management? Does your performance and behaviour engender mutual trust and respect within the Board?</p>	<p>Self assessment</p>
	<p><i>Summary of discussion in the appraisal meeting</i></p>

Agreed objectives for the year:	
Training and development needs identified:	
Other action points:	
Appraiser comments:	
Appraisee comments:	
Signed (Appraisee)	Date:
Signed (Appraiser)	Date: