



Barrhead Housing Association
Limited

1986-2016: Celebrating 30 years working in the community

GOVERNANCE REVIEW 2017 / 2018

PRESENTED BY

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8TH SEPTEMBER 2018

Governing Board & Board Composition:

- ▶ The purpose of the review is on Maintaining the Highest Standards of Governance
- ▶ The Board is stable, it works cohesively, and Board Members have a wide range of skills and knowledge
 - ▶ At maximum of 12/ no vacancies:
 - ▶ 1 x tenant member (20 years experience on Gov. Board)
 - ▶ 3 x local residents, retired (all over 9 years)
 - ▶ 3 x ex-housing/related professionals (8, 3 and 2 years)
 - ▶ 1 x legal professional (3 years)
 - ▶ 3 x business backgrounds including college lecturer, chamber of commerce president, and business owner (6, 4, and 7 years)
 - ▶ 1 local councillor as co-optee (recent- 8 months)
- ▶ So it is reasonable to ask “why was the Governance Review necessary and what was its Focus?”

Main focus – succession planning - Why was it required?

- ▶ The Focus of the review has been on recruitment, retention and succession planning for Office Bearers and new Board Members
 - ▶ Despite several years of appraisals, succession planning wasn't successful
 - ▶ Reluctance by the Board to openly discuss succession plan – fear of upsetting anyone?
 - ▶ An acceptance of the status quo in relation to Office Bearer positions
 - ▶ Reluctance by some Board members to let go – rotating OB positions
 - ▶ Reluctance by some Board members to accept that others had the skills, experience and ability to take on key roles
 - ▶ Newer members recognised the need to encourage younger members to come forward
- ▶ External independent support was required to assist the Chief Officer to effect change (role of CEO often difficult here)

What did it cover?

- ▶ PART 1
 - ▶ Board composition – review of skills, experience, collective responsibility and decisions making
 - ▶ Working relationship between the Board and senior staff
 - ▶ Good practice in Board appraisals
 - ▶ Good practice in appraisal of Chief Officer
 - ▶ Good practice in succession planning
- ▶ PART 2
 - ▶ Skills audit, appraisal of Board Members, an identification of potential skill gaps
 - ▶ Succession plan for main Office Bearers now and future

What did we do?

- ▶ Series of workshops to identify the issues; encouraged feedback and consultation and sometimes differing views
- ▶ Interim report – used to draw out conclusions and make proposals for final consideration
- ▶ Final report – recommendations approved to seek
 - ▶ Fixed term office bearer positions (chair and vice – 3-5 years/one term only)
 - ▶ Secretary's role to be moved to senior staff
 - ▶ Minimum of 2 years experience to become an Office Bearer including convener of Sub-Groups
 - ▶ Establish an Office Bearer Group and remit

Second stage – appraisal process

- ▶ External consultant:

- ▶ Conducted training for Board members on appraisals
- ▶ Reviewed the appraisal forms and issued guidance packs
- ▶ Supported by Chief Executive and consultant, Chairperson conducted all appraisals (recognition that CEO input was critical)

Final Report to Board members:

- ▶ Identified nominations for a new Chairperson, Vice Chairperson, and 3 new conveners
- ▶ Identified potential for future Office Bearers from the Group
- ▶ Board approved these new nominations in advance of the AGM

Barrhead HA's new Governing Board

- ▶ All nominations were elected immediately following the AGM on 28th August 2018
- ▶ Now have a framework for the future to include
 - ▶ Updating the Board profile annually
 - ▶ Focused appraisals depending on the needs of the business, skills and experience on the governing Board
 - ▶ Continuing review of skills audit
 - ▶ Board discussion and approval ahead of each AGM going forward