



Report to:

Northwards Housing Board
8th May 2007

Item No:

7a

Title:	Board Performance Appraisals		
Date:	26 th April 2007		
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Confidential:	No		
For: (Please tick action required)	NOTING	DISCUSSION	APPROVAL √
PURPOSE OF REPORT			
To provide the Board with feedback regarding the consultation with Board Members on Board Performance Appraisal and Personal Development Plans Summer 2007.			
RECOMMENDATION			
The Board are requested to approve the Board Performance Appraisal and Personal Development Plan Proposal with consideration to Board Members comments.			
IMPLICATIONS			
Equality & Diversity:	The Board's knowledge of Equality and Diversity will be assessed as part of the process.		
Financial:	Consultancy fees to carry out assessments are budgeted for.		
Staffing:	None directly		
Decency Target:	The Board will have the skills and knowledge to ensure the programme is delivered		
Governance:	Continuous assessment and improvement of the Board is essential for good governance of the organisation.		
Risk Assessment	A skilled Board will review risks linked to the objectives of Northwards Housing.		

Equality & Diversity Implications (Please tick where relevant):

BME	<input checked="" type="checkbox"/>	Lesbian/Gay/Bisexual/Transgender	<input checked="" type="checkbox"/>
Gender	<input checked="" type="checkbox"/>	Single Parents	<input checked="" type="checkbox"/>
Age	<input checked="" type="checkbox"/>	Domestic Violence	<input checked="" type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	Alcohol / Drug Mis-users	<input checked="" type="checkbox"/>

Consultation/Consideration:

	Yes, No or N/A:	Name:	Date:
Sub-Committee:	Yes	HR& Equality	Deferred
Area Panel:	N/A		
Task Groups:	N/A		
Ward Councillors:	N/A		

1. Background

Following consultation with Officers, the Chair of the Board circulated a Performance Appraisal and Personal Development Plan proposal to Board Members on 3 April 2007. The opinion of Board Members was requested and the following is a summary of the comments received:

2. Summary of Board Member Comments

- Clear objectives should be set.
- Training and support should be provided to support Board Members particularly those who are new to this process.
- Competencies should be reviewed to ensure they are SMART and relevant.
- 360 degree feedback will provide an objective review.
- The framework used should include evidence and not just tick-boxes.
- The format and rating system of the self assessment forms should be reviewed.
- The quality of Board documentation could be assessed.
- Frequency of monitoring and support should be reviewed.
- Whole Board Appraisal could include the activity of Sub-Committees.

Northwards Board – 2007 Proposals for Performance Appraisal and Personal Development Plans

1. Purpose

The purpose of a Board Member appraisal system is:

- To enable an objective and evidence based review of the performance of each Board member and the whole Board
- To help identify any areas for individual and collective improvement
- To set objectives in a Personal Development Plan

The use of an appraisal system will provide the Board as a whole and each Board Member with a sound base of information that will help to review performance over the past year and to facilitate the setting of objectives in a Personal Development Plan for each Board Member.

2. Review

The first stage of the appraisal process is to review the appraisal system and progress against Personal Development Plan over the past year.

A form of 360 degree review is recommended as best practice. This will involve a self-review by the Board Member, obtaining feedback from senior managers with whom the Board Members have closest dealings and obtaining feedback from a small number of other people relating to the Board Members' specific responsibilities. The views of the Chief Executive and perhaps 1 or 2 Northwards' senior managers could be sought. Board Members could also nominate other Board Members or other partners from whom feedback could be sought, if they wished.

3. Setting Objectives

The next stage of the appraisal process will be the agreement and recording of objectives and any development needs for the year. The objectives should be **S**(pecific), **M**(easurable), **A**(chievable), **R**(elevant), **T**(imed), relate to the outcomes expected of the Board and to the individual responsibilities of each Board Member.

4. Whole Board Appraisal

The potential solutions for the appraisal of the whole Board could include one or more of the following:

- External independent observation of Board meetings, followed by a report to the Board with a suggested action plan
- A review of the effectiveness of the outputs from the Board and its' decisions. This could be in the form of feedback from staff who have to act on Board decisions, combined with self review or a combination of self review and review by the Chair and Chief Executive.

5. On-going Support and Monitoring

- Quarterly review meetings with the Chair of the Board to ensure objectives are being achieved
- Development of Board Core Training and Development Programme and assessment of the effectiveness of the training.