



POLICY

DIRECTOR'S APPRAISAL

Wellhouse - The Place To Be

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1.	Staff code of conduct
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1. Vision and values

Wellhouse – the Place to Be.

This simple statement is our vision of Wellhouse as an attractive place where people feel happy and safe, benefit from having a good home and an attractive environment and feel proud to be part of a vibrant community.

We believe that our values of **Trust, Honesty and Integrity, Excellence, Accountability and Sustainability** supported by a comprehensive policy framework will help make our vision a reality.

2. Governance

Wellhouse HA is a community controlled registered social landlord and is managed by a group of local people who are elected onto the Management Committee. Their role is to make sure that the Association is well run, meets the needs of the local area and is responsive to what is important to local people.

The Management Committee appoints senior staff, agrees all the Association's policies and takes all the key decisions. The Director and the senior team support the Committee in these responsibilities.

3. Policy Aims

- To ensure that the Director receives support from the Management Committee
- To ensure that Committee review the Director's performance.

4. Equal Opportunities Statement

We aim to ensure that all services, including the delivery of this policy, provide equality of opportunity.

We will respond to the different needs and service requirements of individuals. We will not discriminate against any individual for any reason, including age, disability, gender re-assignment, marriage, civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation, or other status.

5. Introduction

This policy sets out clear arrangements for the management, appraisal, supervision and support of the Senior Officer by the management committee of Wellhouse Housing Association (WHA).

6. The Policy

Wellhouse Housing Association believes its staff members are its most valuable asset and is committed to attracting and retaining the very best and utilising all talent and experience available. Wellhouse Housing Association understands that it is important for staff members to be fully supported and that performance is measured.

Protocol for the management, appraisal and support of the Director

6.1 Purpose

- To set out clear arrangements for the management, appraisal, supervision and support of the Senior Officer by the management committee of Wellhouse Housing Association (WHA).

6.2 Line Management

- The appointment of the Senior Officer, is a key function of the management committee. The Director, as the most senior staff member, plays a crucial role in the governance and leadership of the association, and is the key link between the management committee and the staff team. It is a key responsibility of the Director to use this link role to facilitate good governance within the association.
 - The Director will have considerable experience of working at a senior level in an organisation, and will not require close day to day supervision in order to
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carry out his/her responsibilities. However, it is essential for good governance that there are clear arrangements in place for management and supervision of the Director, at an appropriate level, and that the Director is supported effectively by the management committee in their role.

- The management committee of WHA delegates responsibility to the Chair of the management committee to act in a line manager role for the Director. As such, the Chair will be responsible for arranging periodic one-to-one meetings with the Director throughout the year, to review progress with key objectives, to discuss the effectiveness of his/her performance and contribution to the leadership and governance of the association, to discuss any areas of concern regarding management committee, management and staff team inter-relationships, committee meeting agenda planning and other issues, and any support, training and development required by the Director.
- Such authorisation for leave and absence required by the Director will be sought from the Chair, who will be the key contact during any period of extended absence and for absence management arrangements.

6.3 Performance management at WHA

- WHA seeks to take an integrated approach to performance management, a process which allows individuals to contribute towards achieving organisational goals.
 - The Business Plan Process sets out the WHA approach to systematic business planning effectiveness, and how organisational aims, objectives, tasks and targets are set and reviewed each year. This process is integrated with the annual budget preparation process.
 - WHA has a system of individual staff appraisal which is linked to the business planning process. Annual appraisals are conducted for all staff at the start of each financial year. Objectives and targets set as part of this process are linked to WHA's broader objectives and agreed priorities for the coming year. The appraisal also includes an assessment of behaviours against agreed competencies set for each role, which in turn reflect WHA's values and desired working culture.
 - The development needs of each staff member are assessed, and plans devised to meet these requirements, in the context of the tasks and targets required to be achieved, and the level at which the agreed competencies for the role are being demonstrated, as well as recognising the mutual aspirations and benefits for both the individual and the organisation of wider development and career progression.
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- It is very important that the same principles are applied to performance management in relation to the Director, at an appropriate level, as to all other staff.

6.4 Appraisal

- The Director will have an annual appraisal conducted by the Chair and Vice-Chair (supported by an independent consultant, if additional advice is required) at the start of each new financial year.
- Appraisals are conducted on a cascaded basis, starting with the most senior staff member (i.e. the Director) and continuing in hierarchical order, so that the priority tasks and targets can be cascaded effectively down through the organisation.
- All staff appraisals should normally be conducted during the months of April and May, and it is important that the Director's appraisal is arranged promptly by the Chair in the first half of April each year.
- This appraisal will follow the same process as for other staff, and include a review of performance against the previous year's objectives, an assessment of the effectiveness with which the designated role competencies have been displayed, the key objectives to be achieved in the coming year, and any training, development or other support that will be necessary to enable these objectives to be successfully achieved.
- Because committee members do not work in the organisation from day to day, and cannot observe the Director's interaction with staff, customers and other stakeholders, it is appropriate to gather feedback on performance from other sources as part of the appraisal process. At least every three years, and more frequently if deemed appropriate, a 360 degree feedback exercise will be conducted by way of preparation for the Director's appraisal, seeking observations about the Director's performance from both direct reports and other committee members, and potentially from a wider group including other senior staff and key stakeholders.
- One formal review meeting will be held between the Chair, Vice-Chair and Director part-way through the year, to discuss progress, but these issues may also be discussed in any one-to-one meetings with the Chair.

6.5 Grievances and Disciplinary Matters

- Any grievances which the Director wishes to discuss or pursue more formally must be raised in the first instance with the Chair, unless they relate to the Chair in which case they must be raised with the Chair of the Audit and Risk Committee.
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- Any grievances raised by staff or committee members relating to the Director must be raised in the first instance with the Chair, unless the Chair is part of the grievance, in which case they should be raised with the Chair of the Audit and Risk Committee.
 - Any disciplinary matters concerning the behaviour or performance of the Director must be raised with the Director by the Chair in the first instance, or in their absence by the Chair of the Audit and Risk Committee.
 - The management committee will have regard to the high sensitivity of all such matters set out above, and will act with extreme care in all cases. Such issues should be referred to the panel of three Staffing Committee members designated under Standing Orders to deal with appeals against certain grievance and disciplinary matters at an early stage, wherever appropriate. The use of suitably experienced independent consultants to carry out any necessary investigations should always be considered. Regard must be had for any specific regulatory guidance in this area, especially that set out in the regulatory guidance on Notifiable Events.
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