

TO:	Management Committee
PREPARED BY:	Linda Sichi (Deputy CEO)
SUBJECT:	REVIEW OF COMMITTEE SKILLS AUDIT POLICY
DATE OF MEETING:	08 October 2024
APPROVED BY:	Paul Martin (CEO)

COMMITTEE SKILLS AUDIT POLICY

LS/OCTOBER.2024/Ref: P82



0141 551 8131



0141 550 2060



admin@milnbank.org.uk



www.milnbank.org.uk

A registered Scottish Charity No.SCO39891 Registered: Scottish Housing Regulator.
Registration No. HCB 161 SC Registered: Financial Conduct Authority - 1818 R(S).
Registered under the Co-operative and Community Benefit Societies Act 2014.



COMMITTEE SKILLS AUDIT POLICY

CONTENTS

1. MHA's Strategic Objectives
2. MHA's Values
3. Regulatory & Legislative Compliance
4. Aim of the Committee Skills Audit Policy
5. Policy Principles
6. Committee Skills Audit Process
7. Equality & Human Rights
8. Data Collection
9. Monitoring & Review of Policy

1. MILNBANK HOUSING ASSOCIATION (MHA) STRATEGIC OBJECTIVES

MHA's mission is to provide excellent homes and services in a thriving community. We believe that people living in the MHA community should:

- Have warm, safe, and affordable homes, and receive excellent services from MHA.
- Live in neighbourhoods that are clean and well cared for, with real community pride.
- Have access to opportunities and services that promote a good quality of life.

2. MHA's VALUES

Working as 'One Milnbank' so that we offer the same quality of services, support and housing to all tenants and residents.

3. LEGAL & REGULATORY COMPLIANCE

The Management Committee leads and directs MHA to ensure good outcomes for its tenants and other service users. The Scottish Housing Regulator's Regulatory Framework, Standard 6.2 "The GB annually assesses the skills, knowledge, diversity & objectivity it needs to provide capable leadership, control & constructive challenge to achieve the RSL's purpose, deliver good tenant outcomes, and manage its affairs. It assesses the contribution of continuing GB members, & what gaps need to be filled".

Standard 6.3 "The RSL ensures that all GB members are subject to annual performance reviews to assess their contribution & effectiveness. The GB takes account of these reviews & its skills need in its succession planning & learning/development plans. The GB ensures that any non-executive member seeking re-election after nine years' continuous service demonstrates continued effectiveness".

4. AIM OF THE COMMITTEE SKILLS AUDIT POLICY

4.1 MHA is one of Glasgow's original community-based housing associations. MHA is controlled by 14 local Elected Management Committee Members, who are elected from its Members at each AGM, plus one Appointed Committee Member. The Appointed Member is a full Member of the MC, who can serve for a 3-year term, but cannot be an office bearer. The Appointed Committee Member should have skills set that benefits MHA and who fits in with the current community culture. Although the preference would be that the Appointed Member resides in MHA's area of operation, it is acknowledged that this may not be the case.

4.1 The MC meet regularly to set corporate policies at a strategic level covering governance, compliance, service delivery issues and financial management.

5. POLICY PRINCIPLES

- 5.1 **Model Code of Conduct** - The MC are fully aware of their role as decision makers and work to a Model Code of Conduct which is based upon the Nolan Principles on Standards in Public Life which are recognised as defining good conduct and are based on governing bodies acting with Honesty and Integrity, maintaining Openness and Accountability, and ensuring they are Selflessness, Objective and provide Leadership. The Model also states that, in terms of accountability, "all committee members must participate in and contribute to an annual review of the contribution they have made individually to the Associations governance".
- 5.2 **MHA Code of Governance** - MC members also operate to an internal MHA Code of Governance which covers the roles of the Office Bearers and other committee members, duties and responsibilities as a committee member, Standing Orders for meetings, control of payments and benefits, legal requirements, and good practice guidelines. All new members who join the MC participate in the committee induction programme.
- 5.3 **Model Rules** - MHA operates under Model Rules which were adopted by the shareholders at the SGM in September 2023. The Model Rules (37.6) state "the Committee shall assess annually the skills, knowledge, diversity, and objectivity that it needs for its decision making and what is contributed by the Committee Members by way of annual performance reviews".
- 5.4 **Scottish Housing Regulator (SHR)** - The SHR Regulation Framework states that people serving on MC are required to have the appropriate mix of skills, knowledge, diversity, and objectivity to give effective strategic objective and deliver good tenant outcomes. To achieve this, there is a requirement for the MC to annually assess these qualities through skills audits to ensure there is capable leadership, control & constructive challenge to achieve the organisation's purpose. It assesses the contribution of continuing MC members, and what gaps need to be filled. The annual skills audit also provides assurance of Committee members' contribution & their effectiveness and its skills needed in succession planning & learning & development plans. Finally, the MC ensures that any non-executive member seeking re-election after nine years' continuous service demonstrates their continued effectiveness.

6. COMMITTEE SKILLS AUDIT PROCESS

- 6.1 The MC Members use a standard MHA Committee Member Skills Audit Form to undertake their annual skills audit. Unless otherwise agreed, the annual audit is undertaken in-house. The Members are committed to providing sufficient time and resources to undertake the skills audit, and to working through the developing needs that are identified.
- 6.2 MHA's standard Committee Skills Audit Form (Appendix 1) which covers the following:
- Self-Assessment Statements
 - Skills & Experience
 - Future Role
 - Suggestions going forward.
 - MHA's Role & Activities

- Learning & Development needs

- 6.3 The MC members are asked to rate themselves using a scale system covering:
Scale 1 – Confident with level of ability in this area
Scale 2 – Reasonably confident but could benefit from more.
 Information/practice or brief refresher
Scale 3 – Definitely like to improve knowledge & ability to contribute in this area
- 6.4 The committee members complete their form. This includes a review of the last period serving as a committee member and a discussion of the key strengths and achievements and any development needs. Upon completion, the Chairperson signs off each skills audit and any training or support needs are agreed, and these are prioritised and addressed and included in the annual organisational Training & Development Plan.
- 6.5 A summary profile on the collective findings of the skills audits is presented to the MC annually. This identifies any existing gaps in diversity or skills, succession planning needs, the 9-year rule etc. Upon agreement, an Action Plan is compiled where relevant.

7. EQUALITY & HUMAN RIGHTS

MHA's commitment to equal opportunities and we will respond to the different needs and service requirements of individuals, and we will not discriminate against any individual for any reason outlined in Equality & Human Rights Legislation

8. DATA COLLECTION

MHA will manage all personal data in accordance with our obligations under the GDPR regulations and the Association's Policy.

9. POLICY MONITORING & REVIEW

The Committee Skills Audit Policy will be reviewed by the Governance Sub-Committee on a bi-annual basis or as otherwise deemed necessary.

APPENDIX 1



53 Ballindalloch Drive, Glasgow G31 3DQ

**MILNBANK HOUSING ASSOCIATION
Committee Member Skills Audit Form 2024**

NAME	
DATE	
NUMBER OF YEARS CONTINUOUS SERVICE ON THE MANAGEMENT COMMITTEE	

1. SELF-ASSESSMENT STATEMENTS

Please put a TICK to show how you rate your skills and knowledge.

SCALE	
1	I am confident with my level of ability in this area
2	I am reasonably confident with this, but could always benefit from more information/practice or a brief refresher
3	I would definitely like to improve my knowledge and ability to contribute in this area

	1	2	3
Awareness of my duties & responsibilities as a MC member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Awareness of the Committee's governance responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Acting with honesty and integrity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contributing to discussions about strategy/policy and the results being achieved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contributing to discussions about what we are achieving for tenants and the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Keeping up to date with external changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Understanding risks that affect MHA & how these are being managed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contributing to scrutiny & challenge of proposals put before the Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Understanding of the Committee's role as an employer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Preparing well for meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Being willing to learn	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Listening to others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Challenging other points of view constructively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contributing new ideas/perspectives to the MC's discussions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Being open minded & making decisions after evaluating information and contributions from others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Showing a good level of commitment to my role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sharing responsibility for decisions made	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Showing a good team working attitude with committee colleagues and senior staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Any comments or points for discussion, based on your answers (or anything else you'd like to raise)?

2. YOUR BROADER SKILLS OR EXPERIENCE

(This can be from work, volunteering, or life experience)

(Only filled out in full every 2 or 3 years - In other years, MC Members only asked to advise if there have been any changes)

Skills/Experience Area	Brief details of your skills and experience in this area
Committee membership	
Representing or serving the community	
The needs of vulnerable people or groups	
Wider Housing policy	
Housing Management	
Factoring	
Development	
Customer services	
Public services or the voluntary sector	
Equalities issues	
Business, professional or management skills	
Financial skills and knowledge	
Other	

3. LOOKING TO THE FUTURE

HOW LONG DO YOU EXPECT TO SERVE AS A MC MEMBER?			
Would you be interested in becoming an office bearer or acting as a mentor to a new committee member?	Yes	No	Unsure

4. ARE THERE ANY CHANGES YOU WOULD SUGGEST TO HOW THE MC WORKS OR HOW IT SHOULD MEET ITS RESPONSIBILITIES?

--

5. HOW DO YOU THINK MHA'S ROLE AND ACTIVITIES ARE LIKELY TO CHANGE IN FUTURE? WHAT IMPLICATIONS COULD THIS RAISE? (E.g., type of skills needed, recruitment methods, type of training needed)

6. OVERALL, WHAT ARE YOUR PRIORITIES FOR YOUR OWN DEVELOPMENT AS A MC MEMBER IN THE YEAR AHEAD? WHAT COULD MHA DO TO SUPPORT YOU?

7. LEARNING AND DEVELOPMENT NEEDS

Please tick the things you'd like to learn about in the year ahead. You can choose as many items as you like, but a list of four or five things is a good general guide for most committee members.

Subject area	Types of learning or development you might want to consider
MC business	<input type="checkbox"/> MHA's main Governance Policies, Rules, and Standing Orders <input type="checkbox"/> Preparing for/contributing at MC meetings as well as you would like
Planning and strategy	<input type="checkbox"/> Keeping up to date with external issues <input type="checkbox"/> Understanding and contributing to the business plan
MHA's properties and assets	<input type="checkbox"/> Stock condition & investment, energy efficiency & reducing fuel poverty. <input type="checkbox"/> Building new houses <input type="checkbox"/> Procurement law and policy
Housing and Maintenance	<input type="checkbox"/> Meeting the Scottish Social Housing Charter
Community regeneration	<input type="checkbox"/> Partnerships with other service providers and community groups <input type="checkbox"/> The Association's Communications Strategy
Income maximisation	<input type="checkbox"/> Advice and support services, and impact of Welfare Reform
Financial management	<input type="checkbox"/> Financial overview: understanding budgets, management accounts, annual accounts, cash flows, loan covenants and the business plan <input type="checkbox"/> The committee's responsibilities for financial control and assurance <input type="checkbox"/> Understanding the "bigger picture" (e.g., financial performance; assessing risks; and being satisfied about value for money)
Scrutiny and risk management	<input type="checkbox"/> Evaluating the information set out in committee reports and identifying risks. <input type="checkbox"/> Committee's role in risk management, & an overview of current risks
Employer role and responsibilities	<input type="checkbox"/> Keeping up to date with the committee's role as an employer <input type="checkbox"/> Staff pensions
Regulation	<input type="checkbox"/> The role and requirements of the SHR and/or of the Scottish Charity Regulator, and current regulatory priorities <input type="checkbox"/> Regulation of private landlords

Please add here any training needs that haven't been covered in the list above

COMMITTEE MEMBERS DUE TO RECEIVE A "9 YEAR REVIEW"

NOTE: If you have **nine or more year's continuous service** as a committee member, please prepare to discuss the questions below at your review meeting, but you do not have to provide written answers.

OBJECTIVITY	
1	What do you do to make sure that your relationships with committee colleagues and senior staff remain business like rather than too casual?
2	How do you avoid bringing your personal feelings into play when taking decisions as a committee member?
INDEPENDENT CHALLENGE	
3	What do you do when you are assessing committee reports and other information presented to you? (E.g., what do you do to decide whether the information and the conclusions are valid?)
4	Are you confident in challenging views and statements you do not agree with? (From committee colleagues? From senior staff?). How do you go about this?
CONTINUED EFFECTIVENESS	
5	Do you feel that you ask the right questions at the right time?
6	How do you ensure that you continue to have an awareness of the issues facing: The Association? The housing sector as a whole?
7	Do you still look for ways to improve your own effectiveness as a committee member?
8	Thinking ahead – are you looking to stay on the committee, and if so, what key strengths would you bring in the future?
9	How do you see your own enthusiasm and impact as a committee member – compared with say 2 or 3 years ago?