Milnbank Housing Association
53 Ballindalloch Drive, Glasgow G31 3DQ

TO:	Management Committee
PREPARED BY:	Linda Sichi (Deputy CEO)
SUBJECT:	REVIEW OF COMMITTEE SKILLS AUDIT POLICY
DATE OF MEETING:	14 October 2025
APPROVED BY:	Paul Martin (CEO)

COMMITTEE SKILLS AUDIT POLICY

LS/OCTOBER.2025/Ref: P82

COMMITTEE SKILLS AUDIT POLICY

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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
- Knowledge, Skills & Experience
- Future Role

- How well does the governing body perform
- 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 (which forms **Appendix 2**). Upon agreement, an Action Plan is compiled where relevant.

6.6 Annual Committee Skills Audit Schedule

ACTION	LEAD OFFICER	DATE
MC to approve Committee Skills Audit Policy	Deputy CEO	October
Issue skills audit form to MC members	Deputy CEO	October
Individual meetings with MC members & signed off by the Chair	Chair (Supported by Deputy CEO)	November
Committee skills audit report to the MC, including training plan for action points	Deputy CEO	December

7. RISK MANAGEMENT

All RSLs are required to comply with the SHR's regulatory framework, including submitting an Annual Assurance Statement confirming their assurance and identifying areas of martial non-compliance by October annually. MHA's committee skills audit is required to demonstrate compliance with these standards.

Failure to have an effective committee skills audit framework in place could potentially compromise good governance as skills and training gaps are missed and lead to poor compliance with the SHR's standards. This policy helps identify issues and reduces the risk of poor governance.

8. 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. An Equality Impact Assessment for committee skills audits is attached as **Appendix 3**.

9. DATA COLLECTION

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

10. 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

Community Counts
Milnbank
Housing Association
53 Ballindalloch Drive, Glasgow G31 3DQ

MILNBANK HOUSING ASSOCIATION
Committee Member Skills Audit Form 2025

NAME	
DATE	
NUMBER OF YEARS CONTINUOUS SERVICE ON THE MANAGEMENT COMMITTEE	
SUB-COMMITTEE(S)/BOARD SERVE ON	

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 like to improve my knowledge and ability to contribute to this area

	1	2	3
1. Awareness of my duties & responsibilities as a MC member (Governance, upholding the Code of Conduct)			
2. Awareness of the Committee's governance responsibilities			
3. Good attendance at meetings & training			
4. Contributing to discussions about strategy/policy and the results being achieved			
5. Contributing to discussions about what we are achieving for tenants and the community, being open minded & evaluate info.			
6. Keeping up to date with external changes			
7. Understanding risks that affect MHA & how these are being managed			
8. Contributing to scrutiny & challenge of proposals put before the Committee			
9. Understanding of the Committee's role as an employer (HR/employment matters)			
10. Preparing well for meetings (reading reports before meeting)			
11. Willing to learn			
12. Listening to others			
13. Contributing new ideas/perspectives to the MC's discussions			
14. Showing a good level of commitment to my role (being an ambassador for MHA)			
15. Sharing responsibility for decisions made			
16. Showing a good team working attitude with committee colleagues and senior staff			

2. YOUR BROADER SKILLS, KNOWLEDGE OR EXPERIENCE

Knowledge/Skills/ Experience Area	1	2	3
Strategic Business Planning			
Representing or serving the community			
The needs of vulnerable people or groups			
Wider Housing policy			
Housing Management			
Factoring			
Development			
Customer First			
Equalities issues			
Business, professional or management skills			
Financial skills and knowledge			
Maintenance			
Legal & regulatory issues			
Performance Management			

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. HOW WELL DOES THE GOVERNING BODY (GB) PERFORM

	STRONGLY AGREE	AGREE	UNSURE	DISAGREE
The GB work well as a team				
The Chair encourages everyone to contribute their views				
Meetings are chaired well				
We always go through the agenda with enough time for discussion				
We are kept informed of important events between meetings				
We work well with the CEO & senior staff				

5. 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	☐ MHA's main Governance Policies, Rules, and Standing Orders ☐ Preparing for/contributing at MC meetings as well as you would like
Planning and strategy	☐ Keeping updated with external issues, partnership working & community groups ☐ Understanding and contributing to the Business Plan
MHA's properties and assets	☐ Stock condition & investment, energy efficiency & reducing fuel poverty. ☐ Building new houses ☐ Procurement law and policy
Housing and Maintenance	☐ Meeting the Scottish Social Housing Charter
Community regeneration	☐ The Association's Customer First & Communications Strategy
Income maximisation	☐ Advice and support services, and impact of Welfare Reform
Financial management	☐ The committee's responsibilities for financial control and assurance ☐ Understanding the "bigger picture" (e.g., financial performance; assessing risks; and being satisfied about VFM, budgets, management accounts)
Scrutiny and risk management	☐ Committee's role in risk management, identify & evaluate and an overview of current risks
Employer role and responsibilities	☐ Keeping up to date with the committee's role as an employer
Regulation	☐ The role and requirements of the SHR and/or of the Scottish Charity Regulator, and current regulatory priorities

Please advise if there is anything that MHA can do to support you.

APPENDIX 2

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?

APPENDIX 3 - INSERT EQUALITY IMPACT ASSESSMENT FORM

Milnbank Housing Association **Equality Impact Assessment Tool**	Milnbank Housing Association 53 Ballindalloch Drive, Glasgow G31 3DQ

Name of the policy / project proposal to be assessed	Committee Skills Audits	Is this a new policy /proposal or a revision?	Revision
Person(s) responsible for the assessment	Linda Sichi, Deputy CEO		
1. Briefly describe the aims, objectives and purpose of the policy / proposal	To set out MHA's approach to the annual committee skills audits		
2. Who is intended to benefit from the policy/ proposal? *(e.g. applicants, tenants, staff, contractors)*	MHA Management Committee Members		
3. What outcomes are wanted from this policy/ proposal? *(e.g. the benefits to customers / benefit to staff)*	All RSLs are required to comply with the SHR's Regulatory Framework and governing bodies must submit an Annual Assurance Statement confirming their assurance and identifying any areas of material non-compliance by October each year. Therefore, an annual committee skills audits are required to demonstrate compliance with these standards. It is also important that MC members understand the process the level of participation.		
4. Which protected characteristics could be affected by the proposal? (*tick all that apply*) ☐ Age ☐ Race ☐ Disability ☐ Marriage & civil partnership ☐ Pregnancy / Maternity			

☐ Religion or belief ☐ Sex ☐ Gender reassignment ☐ Sexual Orientation
5. Which other characteristics could be affected by the proposal? (*tick all that apply*) ☐ Socio-economic ☐ Geographic Location ☐ Literacy & Numeracy ☐ Carers ☐ Migrant Status ☐ Single Parents ☐ Families ☐ Other (including Human Rights), please state: Policy is inclusive of all individual needs
6. Have you consulted on the potential impacts of the policy/proposal? (this could be internally with other staff, or externally with customers, focus groups etc) ☐ Yes ☐ No If yes, provide further details, of who was consulted:

	Positive impact(s)	**Negative impact(s)**
7. Describe the likely positive or negative impact(s) the policy/proposal could have on the groups identified in part 4 & 5.		
8. What actions are required to address / mitigate the impacts arising from this assessment? *(This might include collecting additional data, putting monitoring in place, specific actions to mitigate negative impacts).*		
Decision / Outcome (Pending Committee Approval)	☐ Approved, no changes required (no impact) ☒ Approved after changes made ☐ Approved with no changes (despite impact) ☐ Stop the Policy. Proposal	

Signed: Linda Sicki Job title: Deputy CEO

Date the Equality Impact Assessment was completed: 27 October 2025