

Clydebank Housing Association Limited

From: Chief Executive

Date: 23.10.2020

To: Management Committee (27-Oct-2020)

Ref: /SK

Subject: MC Skills Matrix

Purpose of Report

The purpose of the report is to establish whether there are gaps in the Management Committee membership/composition in terms of training, knowledge, skills and equalities.

Potential impact on tenants and service users/Tenant Consultation requirements

There is no adverse impact on tenants and other service users (potential or otherwise) as a result of information and decisions required in this report. Tenant/community consultation is not required.

Value for Money

CHA considers Value for Money in all aspect of its business including: -

- Managing our resources to provide quality services and homes to meet the needs of customers and the local community.
- Delivering the right service at the right time at the right cost.
- Planning for and delivering year on year improvements on our services based on customer priorities.
- Getting the most out of our assets and staff by operating efficiently and effectively.

Training costs are consistently reviewed to ensure value for money is achieved.

Risk

There is no excessive risk, financial or otherwise associated with any of the recommendations/information contained within this report.

Legal/constitutional Implications

There are no adverse legal implications as a result of this report and/or any decision required.

Relevant CHA Objectives:

- To ensure that our resources are adequate to deliver our objectives by investing in our people, increasing digitalisation, demonstrating value for money and through robust procurement practices.
- To promote social inclusion by applying principles of equality and diversity to everything we do.

Relevant SHR Regulatory Standards of Governance and Financial Management

- The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.
- The RSL manages its resources to ensure its financial well-being while maintaining rents at a level that tenants can afford to pay.
- The governing body and senior officers have the skills and knowledge they need to be effective.

The Management Committee will require confirming that the contents of this report and decisions required do not constitute a breach, material or otherwise, of the above Standards.

Equalities

As a service provider and employer, we recognise the requirements of the Equality Act 2010, oppose any form of discrimination and will treat all customers, internal and external, with dignity and respect. We recognise diversity and will ensure that all our actions ensure accessibility and reduce barriers to employment and the services we provide.

No protected group is adversely affected by the proposals, recommendations or updates within this report. Our commitment to equal opportunities and fairness applies irrespective of factors such as race, sex, disability, age, gender reassignment, marriage & civil partnership, pregnancy & maternity, religion or belief and sexual orientation.

Background

On an annual basis, the Association carries out individual skills audit/training needs assessments for each Management Committee member and training plans for the year are drawn up thereafter. Individual and group training is organised depending on the numbers involved. I have collated information provided by Management Committee members as well as reviewing training undertaken in the last 3 years to produce a skills matrix which demonstrates areas of expertise and which will identify areas where there may be gaps.

Before looking at the current skills matrix, it is important that everyone is agreed on the types of skills, knowledge, etc. required to be on a housing sector Management Committee. We should also bear in mind, the Scottish Housing Regulator's newly updated Regulatory Framework and in particular the Regulatory Standards of Governance and Financial Management Standard No. 6 which states that *"The governing body and senior officers have the skills and knowledge they need to be effective"*.

The Management Committee, in its Membership and Succession Planning Policies, identified the following in terms of Management Committee optimum skills, knowledge and composition: -

Skills and Knowledge

It may be useful to think of the identified skills and knowledge in three separate categories: -

- 1) **Hard skills** - In general, individuals should either have a key interest, undertaken training and/or possess skills & knowledge in housing related issues (e.g. Development, regeneration and local planning, wider role, housing management, maintenance, housing association finance, housing legislation, human resources/employment, governance and equality). In addition, experience in the wider business environment. E.g. legal processes, business planning, construction, accounting, etc.
- 2) **Soft skills** - Such as teamwork, partnership working or negotiating, ability to attend regular meetings, ability to handle large amounts of written information, good communication skills, etc.
- 3) **Knowledge** of housing and community issues and of Clydebank Housing Association and its area of operation

Skills Matrix – October 2020

The following skills matrix has been derived from the previous year's training plans; information received so far from Management Committee members' completed audit skills assessment and MC application forms and which include details on skills, knowledge, experience and qualifications.

Area	Numbers (13 MC members as at 23.10.2020)		
	Recent Training (<=2 years) or extensive experience through employment or MC length of service > 5 years	Formal Qualifications	Skills Gap (Y/N)
Hard Skills			
Information Technology (Internet/Intranet/iPad)	12	N/A	N
Governance (SHR/Rules/Policies/Code of Conduct/MC role, etc.)	12	2 members possess Governance SVQ and one signed up to begin course. Members have attended annual internal governance training	Refresher Regulatory Standards training will be required for all inc. self-assessment and annual assurance statements
Housing Management (rent setting/legal process, policies, tenancy sustainment etc.)	9	3 (Cert/Dip Housing/Care)	N
Maintenance (repair categories, legislation SHQS, procurement)	7	1 (Construction/Planning)	N
Development, Wider Role, Regeneration (funding, financial appraisal, etc.)	6	1 (Housing/Regen/Planning)	N
HA Finance (Budgets, Management Accounts, Treasury Man, etc.)	6		N
Tenant Participation and Scottish Social Housing Charter	5	1 (Cert/Diploma/ Housing)	Y
Employment and employer responsibilities (recruitment, etc.)	5		Y

Equalities (services and employment)	10	1 (HR/other)	N
Health and Safety Responsibilities	11	1 (H&S)	N
Business Planning (Including Options Appraisals/Risk)	8	1 (Business and Finance)	N
Commercial Business/other HA (e.g. legal, financial, etc.)	9	3 (Housing, Planning, Security, public sector, business, etc.)	N
Local Authority	2	2 (Planning/Public Admin)	N

The updated 2020/21 training calendar already incorporates training requested, annual standard training including governance, health and safety and equalities and the following additional training subjects will be added to the schedule towards the spring of 2021 where possible.

Training Description
Tenant Participation and the Scottish Social Housing Charter
Employment and employer responsibilities (inc. recruitment)
Wider Role and regeneration

Individual training will also be arranged for those members who have identified training requirements out with the above and these include risk, procurement processes, finance (Budgets, Management Accounts, SHR financial reporting) and development

The Management Committee can evidence an abundance of soft skills (as detailed below), however, should any member wish to enhance any aspect of their soft skills, e.g. presentation skills, communication skills, etc. then we can easily add to their individual training calendar.

Area	Examples
Soft Skills	
Teamwork	MC Meeting participation, training sessions contributions, Business Planning contributions, decision making, governance, through employment, etc.
Regular attendance at meetings	69-77% annual attendance rates for the past 2 years
Ability to handle large amounts of written information	Reports/minutes via iPad and reading prior to meeting
Communication skills (written/verbal)	Committee meetings/reports/ interviewing/ public speaking, other employment experience

Knowledge	
Housing in general	Length of service, experience on MC, local knowledge, qualifications, other employment experience
Community Issues	Length of service, experience on MC, local knowledge
Clydebank Housing Association	Length of service, experience on MC, local knowledge
Area of operation	Local knowledge, experience on MC

Training plans will continue to be developed to ensure that all Management Committee members are kept abreast of changes in our internal and external operating environments. This matrix will be updated regularly to reflect Management Committee composition changes and new skills/knowledge gained through training and/or employment.

Management Committee – preferred composition

In addition to skills and knowledge, per our Membership and Succession Policies, the following has also been considered in our matrix: -

Tenants (balanced representation across all its stock to be achieved)

Residents (owner occupiers, sharing owners)

Professionals

Local authority members

Mix of gender

A range of ages and ethnicities

Local people

The Management Committee should also consider and review the preferred mix/composition on an annual basis although it is recognised that this will be largely dependent on interest. Current MC Membership totals 13 (2 co-opted vacancies).

Management Committee Composition Matrix – October 2020

	Current Composition	Preferred Number/ percentage	Under represented (Y/N)
Tenants	4 (31%)	50%	Y
Area: Radnor Park	2 (50%)		
Area: Linnvale & Central	2 (50%)		
Other residents CHA area	6 (46%)		
Area: Linnvale & Central	6 (100%)		
Other residents out with CHA area	3 (23%)		
Retired	4 (3)		
Employed	9 (7)		
Unemployed	0 (0)		
Local Authority members	2 (2)		
Male	6 (6) (46%)	50%	
Female	7 (6) (54%)	50%	
Age 18-25	0 (0) 0%	20%	Y
Age 26-40	2 (2) 15%	20%	Y
Age 41-55	2 (2) 15%	20%	Y
Age 56-65	5 (5) 39%	20%	
Age 65+	4 (3) 31%	20%	
Ethnic origin – white Scottish/British	11 (85%) Not yet known (2)	72%	
Ethnic origin – other	0 Not yet known (2)	8%	Y
Disabilities	4 (31%) Not yet known (2)	20%	

Summary

It is clear that there continues to be considerable MC training undertaken. However, slight gaps have appeared in terms of the need for updated tenant participation, procurement and wider role training and there appears to be an interest in all these

activities from information derived from the recently completed skills needs assessments received.

Internal group training has now been scheduled per the meeting and training schedule version 3 and individual training courses for committee who have identified specific training needs out with the above will be organised.

In terms of Management Committee membership I propose to again directly target tenants from an ethnic minority background (preferably under 25) in the first instance, to fill the two remaining co-opted vacancies on the Management Committee.