



REPRESENTATIVE BODY DEVELOPMENT PROGRAMME

DATE: MARCH 2021

INTRODUCTION

The training and development programme is designed to build on current skills and develop other essential skills and knowledge identified through the appraisal process and effectiveness reviews.

As the Representative Body is made up of individuals with diverse backgrounds and experience, development needs will be carried out for each Representative Body Member through an annual appraisal process. Representative Body Members should refer to their appraisal report to guide them to which development needs are essential to update their knowledge and skills, other sessions can be optional.

Development sessions will be delivered in a variety of ways, for example at special Briefing Sessions prior to Meetings as well as separate sessions or delivered through an Away Day or briefing and information packs.

AIMS

The overall aim of the programme is to continuously develop professional and effective Representative Body that can manage its responsibilities successfully.

The main objectives of the programme are:

- For the Representative Body to be a strong, integrated and effective team
- To strengthen the role of the Representative Body to steer RBH to a successful future
- To equip Representative Body Members to make 'wise' decisions and address challenging problems
- To ensure the Representative Body works within its legal framework
- To establish the Representative Body as leaders with the vision and skills to guide RBH and its colleagues

If there is any particular subject or topic not covered by the Development Programme which you would like to be included, please contact the Governance Manager joanne.goodall@rbh.org.uk

Collective Training and Development Plan

No	Recommendation/Action:	How this will be delivered	Lead Officer	Dates and Times	Progress Update
1.	Anthony Collins Solicitors Programme – Building Stronger Mutual Governance: <ul style="list-style-type: none"> • Working out from the platform of the rules of RBH • Building capacity and understanding in the Rep Body • Increasing communication between the membership, the Rep Body, the Board, and senior management • Strengthening mutuality and mutual decision making as a key distinctive of RBH 	Face to Face / Via Zoom	Anthony Collins (D Alcock and Sarah Patrice)	8 January 20 12 February 20 4 March 20 20 July 20	Complete
2.	Understanding Mutuality (Joint session with the Board)	Face to Face / Via Zoom	Head of People, Culture & Communications	21 April 2021	Part of Corporate Strategy Development
3.	Housing Support (2.5 hours)	Face to Face / Via Zoom	Director of Customer & Community / Head of Business Development Health & Wellbeing	TBA	
4.	Financial Statements (annual)	Face to Face / Zoom	Head of Finance & Procurement	26 August 2020	Complete
4.	Business Planning (annual)	Face to Face / Via Zoom	Director of Resources / Head of Finance & Procurement	31 March 2021	Complete
5.	Corporate Strategy Planning (Triennial)	Face to Face / Via Zoom	Chief Executive / Director of Resources	2021 in line with new Corporate Strategy	In Progress

Bite Size Collective Training and Development Topic Sessions

No	Subject Matter:	How this will be delivered	Lead Officer	Date and Times	Progress Update
1.	Business Plan	30 Minute Session prior to RB Meeting	Treasury & Business Planning Accountant	25 March 2020	Complete
2.	Dashboard Session	30 Minute Session prior to RB Meeting	Chief Executive	17 June 2020	Complete
3.	Understanding Financial Accounts (annual)	1 hour Session prior to RB Meeting	Senior Management Accountant	26 August 2020	Complete
4.	Wellbeing / Sickness Absence	30 Minute Session prior to RB Meeting	Head of People, Culture & Communications	21 October 2020	Complete
5.	Improving the effectiveness of meetings	1 hour Session prior to RB Meeting	Secretary/Governance Manager	Following RB Review	Guidance note to be developed
6.	New Development Opportunities and working with Housing Support Providers	1 Hour Session prior to RB Meeting	Director of Growth / Head of Development & Regeneration	16 February 2021 at 6.30pm	Complete
7.	Annual Accounts Explained	2 hour session via zoom	Head of Finance & Procurement	14 April 2021 at 6.30pm	Scheduled
8.	Contribution, questioning, seeking assurance and applying greater scrutiny	1 hour session	Secretary	Following RB Review	

Topical Sessions

No	Subject Matter:	How this will be delivered	Lead Officer	Date and Times	Progress Update
1.	Representative Body Review Scoping Meeting	2 hour via zoom	RB Chair and Vice Chair	24 September 2020	Complete
2.	Representative Body Review Session 1	2 hour via zoom	RB Chair and Vice Chair	25 November 2020	Complete
3.	Workshop on Access to Housing	1 hour session via zoom	Director of Customers and Communities	14 December 2020	Complete
4.	Representative Body Review Session 2	2 hour session via zoom	RB Chair and Vice Chair	3 March 2021	Scheduled
5.	Workshop on Homelessness Service and Allocations Policy	2 hour session via zoom	Director of Customers and Communities	17 March 2021 at 6.30pm	Scheduled

Individual Representative Body Personal Development Plans (taken from Individual Review records)

<These will be added following the annual appraisal and effectiveness review questionnaires>

RB Member	Development Requirement	How this will be delivered	Lead Officer	Date and Times	Progress Update
Corporate Strategy Champions	Tailored training / development opportunities in specific champion areas	With EMT Lead and Board champions	EMT Leads		

MANDATORY TRAINING PROGRAMME

The following sessions are mandatory for regulatory or policy reasons. Therefore attendance/completion is compulsory.

Note: If Representative Body Members have completed the same or a similar type of training, Members will not be required to complete again however certificates and dates of completion will be required to be submitted to evidence completion.

Session	Who should attend	How will this be done	Date and Times	Venue	Lead Officer(s) / Facilitator
Corporate Induction To include access to Strategy and Policies and MGEF Suite	All Representative Body Members upon appointment.	Face to Face / Via Zoom	Upon Appointment / Prior to First Meeting	Via Zoom / St Albans / Sandbrook House	Governance Team
Equality and Diversity - Essential Skills and Knowledge	All Representative Body Members upon appointment/re-appointment.	Face to Face / Via Zoom Approx 2 hours	January – March 2021	Via Zoom / Sandbrook House	Governance Team / HR
Data Protection - Essential Skills and Knowledge	All Representative Body Members upon appointment/re-appointment.	E-learning Approx 45 mins	December - February	At home	E-Learning via https://r-b-h.litmos.com?C=4493393
Safeguarding – Adults and Children Essential skills and knowledge	All Representative Body Members upon appointment/re-appointment.	E-learning There are two modules - approx 30 mins per module	December - February	At home	2 x E-Learning Modules: Adults: https://r-b-h.litmos.com?C=2476992 Children: https://r-b-h.litmos.com?C=2476997
Cyber Security - Essential skills and knowledge	All Representative Body Members upon appointment/re-appointment.	E-learning Approx 20 mins	December - February	At home	E-Learning via https://r-b-h.litmos.com?C=2448175

CONFERENCES / SEMINARS

Attendance at conferences can help raise awareness of a particular issue and help with personal development and expand knowledge. Conferences which are advertised throughout the year will be sent to Representative Body Members to see if they are of interest following approval by the Representative Body Chair.

Ideally, attendance would be for one Representative Body Member attending and resources and learning feedback shared to ensure there is a collective/shared learning approach which will be provided via the reporting in/information item on the Meeting Agenda. Additional events may be included where they are found to be relevant for improving Representative Body skills, knowledge and development.

<These will be added throughout the year as Members attend>

Session	Who should attend	Date and Times	Venue
CIH Housing Conference	All Representative Members	7-11 September 2020	Virtual

ADDITIONAL DEVELOPMENT OPPORTUNITIES

The sessions outlined below are additional development opportunities which may be suitable for some Representative Body Members. The following opportunities will not be planned as matter of course but can be arranged on request to address a specific development need:

- Service Overviews or shadowing specific teams – provided on request
- One off, individual training needs specific to Representative Body Members
- We have a range of e-learning modules which Representative Body Members can access online from home <https://r-b-h.litmos.com/home/dashboard> (see below for further information)

'BUDDY' PROGRAMME

Having a 'buddy' can make a huge difference to the speed at which new Representative Body Members manage to settle into the role of the Representative Body. A 'buddy' will be a current or former Representative Body Member who will partner with you for up to 6 months of your membership and will be able to offer advice and guidance regarding the day-to-day aspects of the Representative Body and RBH as well as practical tips for reading papers and attending meetings. If you are interested in having a 'buddy' please get in touch with a member of the Governance Team.

TECHNICAL AND DIGITAL SUPPORT

RBH are able to provide a wide range of support mechanisms to help Representative Members with the use of technology which could include providing devices, second screens and/or making a contribution towards home internet connection. All devices would remain the property of RBH and users would be expected to adhere to RBH's Acceptable Use Policy.

If you are require any equipment or support in order to carry out your Representative Body role, please advise a member of the Governance Team.

EXTERNAL OPPORTUNITIES

Hopwood Hall College, Rochdale Training and EOA Connect are able to provide a wide range of courses and accredited qualifications (see below for further information).

Hopwood Hall College



Please Note: These links external to the Hopwood Hall. If you would like to access these courses, please contact Tracey Wood tracey.wood@hopwood.ac.uk who can arrange for login details to be sent to you.

Course	Duration	Information
Introduction to Governance	1 Hour	https://www.virtual-college.co.uk/courses/leadership/organisational-governance
Budget Control	Not specified	https://www.virtual-college.co.uk/courses/leadership/effective-budget-controls
Finance for Non-Finance Managers	Not specified	https://www.virtual-college.co.uk/courses/leadership/financial-updates-and-reporting
Introduction to planning and strategy	Not specified	https://www.virtual-college.co.uk/courses/leadership/team-strategy-and-planning
Introduction to listening	Not specified	https://www.virtual-college.co.uk/courses/leadership/introduction-to-listening

Accredited qualifications for members can be delivered by flexible learning. These resources are delivered online with the support of a designated tutor who will be able there to guide learners throughout their studies.

Course	Duration	Information
Digital Skills Certificate	Not specified	https://www.hopwood.ac.uk/part-time-short-courses/flexible-learning/certificate-digital-skills-work
Principals in business	Not specified	https://www.hopwood.ac.uk/part-time-short-courses/flexible-learning/certificate-principles-business-administration
Understanding Tenant Support in Social Housing - NCFE Level 2	Up to 12 Weeks	<ul style="list-style-type: none"> • Introduction to the social housing sector; • Understand the principles of safeguarding and equality and diversity; Understand mental and physically ill health; • Understand reasons for problematic behaviour; • Understand issues affecting isolated tenants

Course	Duration	Information
RBH Governance/Vision/Values Bespoke Programme	Duration 6 Weeks distance learning with dedicated tutor support	This is a bespoke programme and includes: <ul style="list-style-type: none"> • Introduction to RBH Governance / vision / Values – co delivered by a member of RBH • Introduction Governance • Budget Control • Finance Updates • Introduction to planning and strategy • RBH Governance and reporting
NCFE CACHE Level 2 Certificate in Understanding Tenant Support in Social Housing	Not specified	Upon completion of the bespoke Governance course, this can be followed by an opportunity to achieve an accredited NCFE CACHE Level 2 Certificate in Understanding Tenant Support in Social Housing (funded). This qualification is designed for learners who want to improve their knowledge of the functions of housing associations and ways in which their tenants can be supported. It will support learners within the housing sector to develop their knowledge of how to better support tenants. This would provide an introduction to the sector and understand from the grass roots the part the governance plays. The objectives of this qualification are to support the learner to: <ul style="list-style-type: none"> • gain an understanding of the social housing sector • understand the principles of customer service in the social housing sector • understand how to identify, record and report potential issues experienced by tenants. Topics include: <ul style="list-style-type: none"> • Introduction to the social housing sector • Understand the principles of safeguarding and equality and diversity • Understand mental and physical ill health • Understand reasons for problematic behaviour • Understand issues affecting isolated tenants Please see the full link for the assessment and breakdown of each topic https://www.qualhub.co.uk/media/11752/l2-tenancy-qual-spec-v11.pdf

Greater Manchester Volunteer Academy - Rochdale Training

These are fully-funded volunteer courses. If this is something that you would be interested in, please contact Mark Whittaker MWhittaker@rochdaletraining.co.uk



VOLUNTEERING	Level	Duration (Months)	Training Option
Safeguarding	1	1	Workshops
Award in Volunteering	2	1	Workshops
Certificate in Counselling Skills	2	6	Work Based and Workshops
Volunteer Team Leader/Coordinator	2	6	Work Based and Workshops
Mental Health Awareness	1	1	Workshops
Stress Awareness	1	1	Workshops
BUSINESS/CUSTOMER SERVICE/SALES	Level	Duration (Months)	Training Option
Digital Inclusion	2	1	Workshops
Business Administration	2	6	Work Based and Workshops
Customer Service	2	6	Work Based and Workshops
Sales	2	6	Work Based and Workshops
LEARNING & DEVELOPMENT/RECRUITMENT	Level	Duration (Months)	Training Option
Recruitment	2	6	Work Based and Workshops
MANAGEMENT	Level	Duration (Months)	Training Option
Team Leading	2	6	Work Based and Workshops
HEALTH & SOCIAL CARE	Level	Duration (Months)	Training Option
Health and Social Care Diploma	2	6	Work Based and Workshops

CHILD CARE	Level	Duration (Months)	Training Option
Supporting Teaching & Learning In Schools	2	6	Work Based and Workshops
Play worker	2	6	Work Based and Workshops
Children Young People Workforce/Early Years	2	6	Work Based and Workshops
ENGINEERING	Level	Duration (Months)	Training Option
Business Improvement Techniques	2	6	Work Based and Workshops
Performing Manufacturing Operations	2	6	Work Based and Workshops
CLEANING & FACILITIES SERVICES	Level	Duration (Months)	Training Option
Facilities Management Supervisor	2	6	Work Based and Workshops
Facilities Services L2	2	6	Work Based and Workshops
Cleaning and Support Services	2	6	Work Based and Workshops
FUNCTIONAL SKILLS	Level	Duration (Days)	Training Option
Maths	1,2	10-14	Workshops and Online
English	1,2	10-14	Workshops and Online
HEALTH & SAFETY	Level	Duration (Days)	Training Option
Emergency First Aid at Work	2	1	Workshops
Food Safety	2	1	Workshops
Fire Marshall	2	1/2	Workshops
Manual Handling	2	1/2	Workshops

Employee Ownership Association (EOA)

EOA represent organisations which are employee owned.

RBH is a member of EOA and therefore Representatives are able to access a wide range unique learning and networking opportunities across a diverse range of companies.



Employee Director and Employee Trustee Course (<https://employeeownership.co.uk/eolearn/ea-learn-eoa-employee-director-employee-trustee-course/>)

This highly practical course provides new Employee Trustees and Employee Directors with a solid understanding of the requirements of their new role as well as demonstrating how they can maximise their performance as a trustee or director. The course also educates new employee trustees and directors on how to understand the financial and operational reports they are likely to be presented with, while also showing how they can support the development of a successful employee ownership culture within their organisation.

With a focus on case studies and real-world examples to ensure participants can learn through practical application, this five-day digital course is delivered by experienced Course Director Ken Lindsay.

Leadership Apprenticeship Programmes by Grant Thornton and Activate Apprenticeships (Level 3 and 5)

<https://employeeownership.co.uk/eolearn/>

Activate Business School, Grant Thornton and the Employee Ownership Association have designed two exciting leadership programmes that are fully apprenticeship funded. Both programmes are leadership and management apprenticeships and eligible for full funding in England. Following the 15-18 month programmes, participants can gain chartered manager status and diploma from the Chartered Management Institute.

They hold a number of networking events throughout the year including an annual conference which are available here: <https://employeeownership.co.uk/events/>

E-LEARNING

The RBH Colleague E-learning site is <https://r-b-h.litmos.com/home/dashboard> which allows Representative Body Members to access online learning from home. There are 924 courses available - below is list of some of the courses available:

- Affordable and Social Housing
- Agenda Setting
- Alcohol and Drugs at Work
- Alcohol at Work
- Anti-Money Laundering
- Applying Management Styles in an Organisation
- Asbestos Awareness
- Asking Questions
- Barriers to Communication Success, Part One
- Barriers to Communication Success, Part Two
- Be Active
- Be Assertive the Right Way
- Become an Effective Leader - Part One 2019
- Become an Effective Leader - Part Two 2019
- Bribery Act
- Budget Like A Boss
- Build Your Team
- Business Report Writing Skills
- Business Writing Tips - Edit, Rewrite and Say It Right
- CBT and Mental Health - Anxiety and Panic Attacks
- Changing Organizational Culture
- Changing the Culture of Your Organization
- Coaching Skills
- Communicating Effectively 2.0
- Communication and Ethics
- Communication and Social Skills - Giving Feedback
- Communication and Social Skills - Receiving Feedback
- Communication and Social Skills - Resolving Conflict
- Communication Barriers
- Communication Styles and Emotional Intelligence
- Conducting Effective Meetings
- Conflict Management
- Connect with the Customer
- Contract Management
- Creating Value Through Diversity and Inclusion - Strategies for Tackling Unconscious Bias
- Creating Value Through Diversity and Inclusion - Understanding Diversity and Inclusion
- Creative Problem Solving
- Culture Series - Valuing Diversity
- Cyber Security - How to Stay Safe Online
- Cyber Security Overview
- Cyber Security Risks and Social Media
- Decision Making Excellence
- Delegating Authority
- Demystifying Management
- De-stressing your Inner and Outer World
- Developing Management Skills
- Developing Resilience
- Disability Awareness in the Workplace
- DSE Awareness
- Duty of Care
- Effective Delegation
- Effective Listening
- Equality and Diversity - Care Certificate 2.0
- Equality and Diversity in the Workplace
- Start Using Excel
- Excel 2016 Basic
- Excel 2016 Intermediate
- Excel 2016 Advanced
- Excellence in Customer Service
- Facebook, LinkedIn and Twitter Policies Every Employee Should Know
- Finance for Non-Finance Managers
- Fire Safety Awareness
- Five Steps to Problem-Solving and Diffusing Upset Customers
- Five Ways to Well-being
- Freedom of Information
- Gain Control of Work Life Balances
- GDPR Express
- General Data Protection Regulations (GDPR)
- Giving and Receiving Feedback
- Good Communication
- Group Decision Making
- Group Dynamics
- Handling Conflict and Negotiation Ethically
- Handling Conflicts in High-Value Relationships
- Harassment and Bullying at Work
- Health and Wellbeing - Positive Thinking
- Health and Wellbeing - Avoid Burning Out
- Health and Wellbeing - Importance of Sleep
- Health and Wellbeing - Letting Things Go
- Health and Wellbeing - Relaxation Techniques
- Health and Wellbeing - Switching Off From Work
- Health and Wellbeing - Work and Life Balance
- Health and Well-Being in the Workplace
- How to Avoid and Manage Conflict
- How to Influence
- HR for Non-HR Managers
- Human Resources - The Cornerstone of Successful Organisations
- Implementing the Strategic Plan
- Inclusive Leadership
- Increasing Team Effectiveness
- Information Security 101
- Inspirational Leadership 2019
- Internet of Things
- Interview Skills
- Introducing Human Resource Management
- Introduction to Health and Safety
- Introduction to NLP
- Introduction to Performance Appraisals and Appraisal Systems
- Introduction to Working Safely
- IT Security for the Remote Worker and Business Traveller
- Keys to Lively and Effective Meetings
- Key Tools and Knowledge for Team Leading
- Lead by Listening
- Leadership and Management - Coaching Others
- Leadership and Management - Innovation and Culture
- Leadership and Management - Learning Styles
- Leadership and Management - Stress Management
- Leadership and Management - Team Activities
- Leadership versus Management 2019
- LGBTIQ+ Inclusion in the Workplace
- LinkedIn - The Basics
- LinkedIn - Creating an Effective Profile
- Maintaining Organisational Culture
- Making Effective Decisions
- Making Meetings Matter
- Manage Meeting Personalities
- Management Skills - What Does it Take?
- Management, Communication and Growth
- Managing Conflict
- Managing Stress
- Mental Health Awareness
- Mobile and Portable Device Security
- Modern Slavery
- Negotiation and Influencing People
- Nonverbal Communication and Listening
- Start Using Word
- Word 2016 Basic
- Word 2016 Intermediate
- Word 2016 Advanced
- Office 2016 Basic
- Office 2016 Intermediate
- Office 2016 Advanced
- Operational Plans - Budgeting
- Start Using Outlook
- Outlook 2016 Basic
- Outlook 2016 Intermediate
- Personal Development - Memory Skills
- Personal Development - Mentoring
- Personal Development - Networking
- Personal Development - Personal Branding
- Personal Development - Practicing Patience
- Personal Development - Self-Esteem
- Personal Social Media Use at the Workplace
- Privacy and Online Behavior - How to Protect Yourself
- Productive Conflict Resolution - An Introduction
- Rational Decision-Making
- Recruitment - Process and Strategy
- Reducing Stress - Techniques to Relax
- Reducing Stress - Meditation and Visualization
- RIDDOR
- Risk and Compliance in the Housing Sector
- Risk Management - Part 1 (Introduction to Risk Management)
- Risk Management - Part 2 (Risk Assessment)
- Risk Management - Part 3 (Risk Treatment)
- Safeguarding Adults - Care Certificate
- Safeguarding Adults for Housing
- Safeguarding Children - Care Certificate
- Social Media Awareness
- Speaking and Listening
- Strategic Planning at its Best
- Stress Management - Taking Care of Yourself
- Stress, Emotions, and Ethics
- Subject Access Requests
- Taking Care of Yourself First
- The Balance Sheet Explained
- The Cash Flow Statement
- The Decision-Making Process, Part One
- The Decision-Making Process, Part Two
- The Mindful Leader
- The Public Speaking Guru - Confidence Builder
- The Public Speaking Guru - Presenting with Impact
- The Public Speaking Guru - Speech Writing
- Twitter
- Unconscious Bias
- Understand Your Role
- Understanding Communication
- Understanding Emotion
- Understanding Motivation
- Understanding the Impact of Culture in Your Organisation
- Vulnerable Customers
- What is Stress
- What Makes a Great Place to Work
- Whistleblowing
- Working Safely and Securely

SUBSCRIPTIONS AND USEFUL RESOURCES

Title of resource and how to access	How this will be delivered
TPAS - https://www.tpas.org.uk/	Useful Resource / Self Register
See the Person Toolkit - http://www.cih.org/publication-free/display/vpathDCR/templatedata/cih/publication-free/data/Its_not_okay_a_guide_to_tackling_stigma_in_social_housing	Useful Resource
Work and Skills Newsletter	(Further information to be provided)
Employee Ownership Association https://employeeownership.co.uk/resources/eoa-newsletters/	Useful Resource
Information for Local Government http://www.info4local.gov.uk/	Useful Resource
Confederation of Co-operative Housing (CCH) www.cch.coop	Useful Resource
Joseph Rowntree Foundation www.jrf.org.uk	Useful Resource
Trafford Hall National Communities Resource Centre https://traffordhall.com/community-programmes	Useful Resource / Training
CLG Housing http://www.communities.gov.uk/housing/	Useful Resource
National Tenants Resource Centre www.traffordhall.com	Useful Resource
Volunteering England www.volunteering.org.uk	Useful Resource
Tenant Involvement and Empowerment Regulatory Standard	Useful Resource
National Housing Federation https://www.housing.org.uk/email-updates/	Self register
Chartered Institute of Housing https://mycih.cih.org/mycih/registration.aspx	Self register
Northern Housing Consortium https://www.northern-consortium.org.uk/events/	Self register
24Housing https://www.24housing.co.uk/	Useful Resource/Self Register
Chartered Institute of Housing http://www.cih.org/	Useful Resource
Housing Quality Network https://hqnetwork.co.uk	Useful Resource
Regulator of Social Housing https://www.gov.uk/guidance/about-the-regulator-of-social-housing	Useful Resource
Anthony Collins Solicitors https://www.anthonycollins.com/newsroom/	Useful Resource
BDO Auditors https://www.bdo.co.uk/en-gb/home	Useful Resource
RSM Auditors https://www.rsmuk.com/	Useful Resource

EFFECTIVENESS REVIEWS AND PERSONAL DEVELOPMENT

The Representative Body, Board and Committees/Commission play a vital role in delivering the long-term success of RBH both through shaping its purpose and values and in ensuring sound performance on an ongoing basis. The composition and evaluation of performance of RBHs governing bodies is central to excellent corporate governance practices.

The annual effectiveness review will enable the Governing Bodies to assess their strengths and areas for development and to identify the changes that will enable them to achieve their full potential. The Effectiveness Reviews of the Governing Bodies may take the form of a discussion at a meeting or away-day, or another form as the Board sees fit. As a Representative Body Member, you will be asked to take part in the annual effectiveness review to ensure that the Representative Body remains fit for purpose and is carrying out its Role and Responsibilities in line with the Rules.

As part of the review process, you will be asked to review your own skills and knowledge and to identify areas for development to enhance both individual and collective skills and knowledge which will feed into future iterations of the Development Programme.

There will also be formal Effectiveness Review at least every three years which will involve a more structured consideration. The Board may engage the help of an independent third party to demonstrate transparency and invite challenge to how RBHs governance is performing with any areas identified for improvement mapped into an action plan. If there are any collective development areas identified, these will form part of the Board and Committee and Representative Body Development Programmes.