



# **BOARD AND COMMITTEE 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 Board is made up of individuals with diverse backgrounds and experience, development needs will be carried out for each Non-Executive Director through the annual appraisal process. Board Competencies and are based on best practice, to cover the range of roles and responsibilities which the Board requires. Non-Executive Directors 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 delivery through the Chief Executives Update Report. Separate sessions may be arranged or delivered through Board Away Days, Strategic Briefing Sessions or information packs.

## AIMS

The overall aim of the programme is to continuously develop professional and effective Boards and Committees that can manage the business successfully.

The main objectives of the programme are:

- For RBH to have a strong, integrated and effective team
- To strengthen the role of the Board to steer RBH to a successful future
- To equip Non-Executive Directors to make 'wise' decisions and address challenging problems
- To ensure the Board works within its legal framework
- To achieve the expectations of the Regulator of Social Housing
- To establish the Board 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](mailto:joanne.goodall@rbh.org.uk)

## COLLECTIVE TRAINING AND DEVELOPMENT PROGRAMME

No	Recommendation/Action:	How this will be delivered	Lead Officer	Dates and Times	Progress Update
1.	Understanding Mutuality (Joint session with the Representative Body)	Face to Face / Via Zoom	Head of People, Culture & Communications		MGC to agree date
2.	Legal <ul style="list-style-type: none"> <li>- Understanding the Board's legal responsibilities and relevant legislation</li> <li>- Knowledge and understanding of legal and regulatory compliance requirements</li> </ul>	Guidance / Information Booklet	Head of Legal and Compliance / Legal and Governance Manager (delivery by outside source)	Q1 2021	End June 2021
3.	Human Resources <ul style="list-style-type: none"> <li>- Delivering HR Services</li> <li>- Organisational Development</li> </ul>	Face to Face / Via Zoom	Head of People, Culture & Communications	Q1 2021	Dates TBA
4.	Housing Development / Regeneration <ul style="list-style-type: none"> <li>- Understanding development/investment programmes and associated issues including property sales and marketing</li> <li>- Understanding regeneration / improvement projects</li> <li>- development and regeneration processes such as land banking, s109s, CILs and BRIXX</li> </ul>	Face to Face / Via Zoom	Director of Growth / Head of Development & Regeneration	Q2 2021	Dates TBA
5.	Property Management / Maintenance <ul style="list-style-type: none"> <li>- Understanding of property management services</li> <li>- Understanding of maintenance services</li> </ul>	Face to Face / Via Zoom	Director of Customer and Community	Q2 2021	Dates TBA
6.	Risk Management <ul style="list-style-type: none"> <li>- Understanding of effective risk management.</li> <li>- Understanding of effective oversight of risk management frameworks and assurance procedures</li> </ul>	Face to Face / Via Zoom	Head of Legal and Compliance / Assurance Manager	TBA	Dates TBA
7.	Treasury Management <ul style="list-style-type: none"> <li>- Financial markets and access to capital to help manage the decision process to finance our development or regeneration plans</li> </ul>	Face to Face / Via Zoom	Director of Resources / Delivered by Chatham	TBA	Dates TBA

## BITE SIZE COLLECTIVE TRAINING AND DEVELOPMENT SESSIONS

No	Subject Matter:	How this will be delivered	Lead Officer	Dates and Times	Progress Update
1.	Board /Committee <ol style="list-style-type: none"> <li>1. Effective scrutiny and challenge</li> <li>2. Difference between assurance and re-assurance</li> <li>3. Regulators expectations of Boards (eg stress testing)</li> <li>4. Key elements of a high performing board</li> </ol>	Via Zoom 1, 2 & 3 – 2 hours 4 – 1 hour	S Wigley	1,2&3 – March / Early April  4 - TBA	Dates to be agreed with Board Members
.	RBH Subsidiaries <ul style="list-style-type: none"> <li>- Role and Responsibilities</li> <li>- How they link to the Parent Board</li> </ul>	Guidance Note/Information booklet	S Wigley	Q4 2020	In Progress
3.	Social Housing Regulatory Landscape (as required)	30 minute session	Chief Executive	TBA	As required
4.	Political and market context (annual)	30 minute session	Chief Executive	Q4 2021	In Progress
5.	Risk Appetite and Risk Review (annual)	1 hour session	S Wigley	28 April 2021	Scheduled

**TOPICAL SESSIONS**

<b>No</b>	<b>Subject Matter:</b>	<b>How this will be delivered</b>	<b>Lead Officer</b>	<b>Dates and Times</b>	<b>Progress Update</b>
1.	Board Deep Dive Session with Chatham Financial on Refinancing Strategy	1 hour session	N Hallard	12 January 2021 at 1pm	Complete
2.	Board Deep Dive Session on Fire Safety	1 hour session	G Swarbrick	14 January 2021 at 11am	Complete
3.	Board Tilt Session (as discussed as the Board Effectiveness Review in January)	TBA	Archipelo	TBA	Board to agree dates for delivery

## MANDATORY TRAINING PROGRAMME

The following sessions are mandatory for regulatory or policy reasons. Therefore attendance/completion is compulsory. **Please Note:** If 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 delivered	Date and Times	Venue	Lead Officer(s) / Facilitator
<b>Corporate Induction</b> To include access to Strategy and Policies and MGEF Suite	All Non-Executive Directors upon appointment (prior to 1st Board or Committee meeting)	Face to Face / Via Zoom	To be arranged Q2/Q3 2021	Sandbrook House / Zoom	Governance Manager / Company Secretary
<b>Equality and Diversity</b> Essential Skills and Knowledge - Leading Equality and Diversity	All Non-Executive Directors upon appointment and at re-appointment	Face to Face / Via Zoom Approx 2 hours	Q3/Q4 All Board/ Committee Members (link to induction)	Sandbrook House/Zoom	Governance Team / HR
<b>Data Protection</b> Essential Skills and Knowledge	All Non-Executive Directors upon appointment and at re-appointment	E-learning Approx 45 mins	Q3/Q4 All Board/Committee Members	At home	E-Learning via <a href="https://r-b-h.litmos.com?C=4493393">https://r-b-h.litmos.com?C=4493393</a>
<b>Safeguarding – Adults and Children</b> Essential skills and knowledge	All Non-Executive Directors upon appointment and at re-appointment	E-learning There are two modules - approx 30 mins per module	Q3/Q4 All Board/Committee Members	At home	2 x E-Learning Modules: Adults: <a href="https://r-b-h.litmos.com?C=2476992">https://r-b-h.litmos.com?C=2476992</a> Children: <a href="https://r-b-h.litmos.com?C=2476997">https://r-b-h.litmos.com?C=2476997</a>
<b>Cyber Security</b> Essential skills and knowledge	All Non-Executive Directors upon appointment and at re-appointment	E-learning Approx 20 mins	Q3/Q4 All Board/Committee Members	At home	E-Learning via <a href="https://r-b-h.litmos.com?C=2448175">https://r-b-h.litmos.com?C=2448175</a>
<b>Managing Risk</b> Essential skills and knowledge	All Non-Executive Directors upon appointment and at re-appointment	Face to Face / Via Zoom Approx 2 hours	Q3/Q4 21 All Board/ Committee Members (linked to induction)	Sandbrook House / Zoom	Head of Legal and Compliance
<b>Leading Health and Safety - IOSH</b> Essential Skills and Knowledge	All Non-Executive Directors upon appointment. To be completed quinquennial with a refresher every 2.5/3 years	E-learning Approx 8 hours	Q3/Q4 All Board /Committee Members	At home	E-Learning via: <a href="https://www.hsqe.co.uk/course/iosh-safety-executives-directors/">https://www.hsqe.co.uk/course/iosh-safety-executives-directors/</a>

## SUBSCRIPTIONS AND USEFUL RESOURCES

Title of resource and how to access	How this will be delivered
Colleague and Tenant Updates and Briefings	The Governance Team will forward any communications with colleagues and tenants
Inside Housing – we can arrange for you to have a subscription	On request – please contact the Governance
National Housing Federation <a href="https://www.housing.org.uk/email-updates/">https://www.housing.org.uk/email-updates/</a>	Self register
Chartered Institute of Housing <a href="https://mycih.cih.org/mycih/registration.aspx">https://mycih.cih.org/mycih/registration.aspx</a>	Self register
Northern Housing Consortium <a href="https://www.northern-consortium.org.uk/events/">https://www.northern-consortium.org.uk/events/</a>	Self register
24Housing <a href="https://www.24housing.co.uk/">https://www.24housing.co.uk/</a>	Useful Resource/Self Register
Chartered Institute of Housing <a href="http://www.cih.org/">http://www.cih.org/</a>	Useful Resource
Housing Quality Network <a href="https://hqnetwork.co.uk">https://hqnetwork.co.uk</a>	Useful Resource
Regulator of Social Housing <a href="https://www.gov.uk/guidance/about-the-regulator-of-social-housing">https://www.gov.uk/guidance/about-the-regulator-of-social-housing</a>	Useful Resource
Anthony Collins Solicitors <a href="https://www.anthonycollins.com/newsroom/">https://www.anthonycollins.com/newsroom/</a>	Useful Resource
BDO Auditors <a href="https://www.bdo.co.uk/en-gb/home">https://www.bdo.co.uk/en-gb/home</a>	Useful Resource
RSM Auditors <a href="https://www.rsmuk.com/">https://www.rsmuk.com/</a>	Useful Resource

## NATIONAL HOUSING FEDERATION RESOURCE LIBRARY

The National Housing Federation have a range of resources which we can arrange for you to receive digitally:

- Housing Sorp
- Board Appraisals – the importance of honest conversations
- Developing Affordable Housing
- Countering Fraud
- Board Members Resource Pack – Governance / Induction
- Board Members Resource Pack - Operational Set
- Board Members Resource Pack
- Housing Jargon
- Housing Standards Handbook
- Understanding Development Appraisal
- Service Charges
- Understanding Assurance
- Finance Demystified
- Risk Management
- Code of Conduct
- Leadership and Control
- Board Member Pay

## **CONFERENCES/SEMINARS 2020 / 2021**

There are general conferences that Board and Committee Members could attend to expand their knowledge. Conferences which are advertised throughout the year will be sent to Board and Committee Members to see if they are of interest following approval by the Board Chair.

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

## **ADDITIONAL DEVELOPMENT OPPORTUNITIES** (The sessions below are additional development opportunities which may be suitable for some Non-Executive Directors)

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 Board or Committee Members
- Board and Committee Members may also access Colleague training including E-Learning Programmes (see below)

## **MENTORING / BUDDY**

Having a ‘Mentor’ or ‘buddy’ can make a huge difference to the speed at which new Non-Executive Directors and Committee Members manage to settle into the role as well as providing ongoing support. A ‘Mentor’ or ‘buddy’ could be a current or former Non-Executive Director or Committee Member or an external person who will partner with you and will be able to offer advice and guidance regarding the day-to-day aspects of the Board and RBH as well as practical tips for reading papers and attending meetings. If you are interested in having a ‘mentor’ or ‘buddy’ please get in touch with a member of the Governance Team.



## E-LEARNING

The RBH Colleague E-learning site is <https://r-b-h.litmos.com/home/dashboard> which allows Board and Committee 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 - Practising 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

## **APPRAISALS AND REVIEW MEETINGS**

You will be supported in your role as a Non-Executive Director through the annual appraisal process as well as through regular review meetings conducted with the Board Chair. The appraisal and review processes aim to provide support to individual Non-Executive Directors to ensure their contribution is maximised and provides a mechanism to assess how the Board proactively carries out its functions and to reflect on the internal and external changes in the operating environment.

The process allows the opportunity to describe the business challenges through objective setting, reflection on your performance over the past year, provide feedback in support of improvements in performance and future working and seek to establish objectives for the forthcoming year. Any areas of personal development identified through the appraisal process will feed into the Board and Committee Development Programme. Your individual performance appraisals including attendance figures will be taken into account when you are considered for re-appointment at the end of your 3 year term of office.

## **EFFECTIVENESS REVIEWS**

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 Non-Executive Director, you will be asked to take part in the annual effectiveness review to ensure that the Board and its Committees remain fit for purpose and are carrying out their 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.