



RBH Board and Committee Member

Technical skills and competency framework

Date: DECEMBER 2022

The Technical Skills and Competency Framework provides a skills strategy which will enable the Board to review its composition against individual and collective talents which are best suited to the business needs of RBH.

Part 1 - Technical Skills: provide an outline of skills and experience that the collective Board should aim to have as well as an areas of ‘essential skills’ which must be present on the Board. It is for the Board to annually review this framework to determine whether these skills areas continue to meet the needs of RBH to ensure that the Board is effective and can deliver its Corporate Strategy. As part of the annual review, consideration should be given to how many of its Members should have a particular skill which are deemed as an ‘essential skill’ for example finance will always be an essential skill required by the Regulator but it is for the Board to determine whether this is adequately fulfilled by having 1 ‘expert/score 5’ in this area (**1**: depicts the number of Members required to have this particular skill or specialism scoring a 3, 4 or 5).

This is particularly important given that the Board, as outlined in the Rules, is unable to co-opt Members to the Board however it may engage an independent person to provide advice in particular areas for example Mergers and Acquisitions would not be required for business as usual, but may be required if this was something that the Board were considering. If when developing the Corporate Strategy, the Board determines that it would benefit from having different ‘essential skills’ (with legal experience for example), it may utilise the re-appointment and/or recruitment process to meet this requirement.

Board and Committee Members will be asked to complete a self-assessment against both the Technical Skills and Competency Framework which will be mapped to provide an overall skills matrix which will highlight any skills gaps and identify areas for training and development. This will also help inform the annual re-appointment and recruitment processes. The following self-assessment ratings will be applied:

1 – have limited skills and experience

2 – have some skills and experience but would benefit from further development and training

3 – have a good level of skills and experience in the area and require no further development or training

4 – have a high level of skills and experience in the area (*this would be where you can talk confidently about the subject matter and provide a professional opinion to the discussion*)

5 – would consider this to be an area of specialism (*this would be deemed as an area of activity through work or study that someone concentrates on or is an expert in for example having a legal or finance qualification*)

It is not expected that Board or Committee Members will score 3, 4 or 5’s across each element, but when assessed collectively, the scores should broadly cover the wide range of skills and knowledge elements. This will also be mapped against individual Committees to ensure that their collective membership meets the skills and experience requirements outlined in their Terms of Reference and therefore is effective in carrying out its role and responsibilities and highlight whether additional Membership is required by way of co-optees.

Part 2 – Competency Framework: outlines the various competencies outlined in the Role Profiles for all Board and Committee Members and outlines various measures which could be applied to fulfil the competency requirements. Non-Executive Directors and Committee Members will be asked to self-assess using the following ratings: **1** = Strongly Agree, **2** = Agree, **3** = Disagree **4** = Strongly Disagree and will be referenced as part of the Appraisal, re-appointment and recruitment processes as well as informing any development areas.

Part 1 - Technical Skills - Skills and experience required collectively from the Group Board and its Committees

Skill Area	Skill / Competency	Board	MGC	Audit	Growth	P&R
General Business	Leadership – Experience of Strategic Leadership, Strategic or Business Planning;					
	Non-Executive Director/Executive Director – Experience of being a NeD or ED.					
	Change Management – Experience of implementing organisational change or transformation programmes;					
	HR and Organisational Development – Experience of delivering HR services and Organisational Development programmes;					1
	Performance Management – Knowledge and experience of analysing performance information and taking appropriate action;					
	Marketing and Communications – Experience of reputational management, dealing with the press and publicity and stakeholder surveys and analysis;					
	Mutuality - knowledge of the mutual/co-operative sector and the role they have to play in improving the lives of its members;		1			
	Strategic Information Technology – Knowledge and experience of how strategic ICT can help to drive and transform business. Understanding of the business risks in relation to data protection and ICT security principles;					
	Equality and Diversity - knowledge of E & D which demonstrates an understanding of how to embed successfully so that inclusion is effective and valuable;			1		
Mergers and Acquisitions – Knowledge and experience of mergers and/or acquisitions;		Independent advice if required				
Finance (Essential Skill)	Financial – Qualified to CIMA/ACCA/CIPFA. Recent and relevant finance experience and knowledge and experience of analysing financial information and taking appropriate action;	1		1		
	Funding and Treasury – Knowledge and experience of treasury management, grant regimes and financing options;					
	Contract Management and Procurement – Experience of setting up tenders, contracts and formulating bids. Experience of monitoring and enforcing contracts and developing and operating “partnership contracts”;					
Risk and Audit Management	Risk Management – identification and effective management of risk. Able to effectively oversee risk management frameworks and assurance procedures and appropriate control and mitigation mechanisms;			1		
	Audit – Experience of audit processes and internal controls and assurance frameworks;			1		

Skill Area	Skill / Competency	Board	MGC	Audit	Growth	P&R
Governance, Legal and Regulatory Environment	Legal – Legal Qualification and/or extensive understanding of relevant legislation to ensure all compliance obligations are met;	Preferable but Independent advice if required				1 (employment Law)
	Governance - Understanding of good governance practices;		1			1
	Regulation – Understanding of the requirements of the current regulatory environment and compliance reporting to statutory and regulatory bodies;		1			
	Compliance – Knowledge and understanding of compliance requirements including Health and Safety. Experience of overseeing assurance in these areas;					
Asset Management, Development /Regeneration (Essential Skill)	Strategic asset management – Knowledge and experience of managing a portfolio of properties in line with strategic objectives;	1			1	
	Development and Investment – Experience of overseeing development/investment programmes and knowledge of associated issues including property sales and marketing;	1			1	
	Regeneration – Knowledge and experience of overseeing large scale regeneration or improvement projects;	1			1	
Social Housing (Essential Skill)	Housing management – Knowledge of service delivery, service improvement and housing and tenancy related issues;	1		1		
	Customer service – Experience of engaging with and looking after the interests of external and internal customers to ensure their wants, needs and expectations are understood, met and exceeded;					1
Working with Residents/ Employees and Local Connection	Social value – Experience of community led and social enterprise organisations, customer engagement, participation and community development;					
	Digital and technological transformation – Experience of delivering digital solutions to enhance the customer experience;					
	Customer insight – Knowledge and understanding of the needs of current and future customers;					
	Local area – Understanding of the challenges facing communities in which RBH operates;					
	Customer service – Understanding of customer services and continuous improvement of services for customers;					
Health and Social Care (Optional)	Sector knowledge - Extensive experience of working within/with the health or social care sectors;					
	Health - Understanding of the likely health impacts of social housing on our local communities;					
	Delivery of Services - Delivery of health and social care services to communities similar to those within Rochdale;					
	Safeguarding - Experience of issues such as safeguarding and identification of issues likely to affect RBH communities and possible resolutions to such issues;					

Part 2 - Competency Framework

Competency	Measures (choose from)
Technical Competencies	<ul style="list-style-type: none"> • Highly developed commercial experience or high level of experience of working in a business enterprise or regeneration environment; • High level experience and skills working with stakeholders/residents/communities; • Sound knowledge of corporate governance and understanding and acceptance of the legal duties, liabilities and responsibilities of Non-Executive Directors; • An understanding of the challenges facing RBH and the communities we serve.
Personal Competencies	<ul style="list-style-type: none"> • A commitment to the mutual vision, values, principles and ethos; • A people focus with an empathy for others demonstrating common sense, diplomacy, commitment and enthusiasm to fulfil the role; • Ability to attend Board meetings, Representative Body meetings, training and development events and other corporate activities which may be held in the evening and at weekends; • Ability to assume an independent perspective based upon the legal responsibilities of a Board Member and otherwise from that held for the day to day management of the Society (Executive Directors only)
Leadership and Commitment <i>Summary: Providing appropriate leadership and encouraging, supporting and inspiring others to develop confidence and capability in order to realise their full potential.</i>	<ul style="list-style-type: none"> • Focusing on the strategic issues – those that are the most important for RBH and monitoring high level progress towards RBH objectives, focusing on outcomes and making timely decisions to drive RBH forward; • Planning ahead to ensure risks, opportunities and threats are anticipated and responded to positively and create an environment to enable RBH and its colleagues to develop and learn; • Respecting all and working with consistency, displaying integrity and accountability and demonstrating this by being positive and professional at all times; • Acting as ambassadors for RBH and its aspirations and championing corporate ethical, environmental, and social responsibility; <p>Board Chair Only:</p> <ul style="list-style-type: none"> • Ability to demonstrate leadership to the Board and Executive Management in line with RBH values; • Able to command the respect of other Board members, employees and external stakeholders; • Ability to work constructively with others to identify and achieve corporate objectives; • Ability to chair meetings impartially, encourage all participants to make a contribution and to reach a consensus; • Ability to create and develop strong working relationships with partners and stakeholders;

<p>Communicating and Influencing</p> <p><i>Summary: Communicating with others in an appropriate, clear, thoughtful and timely manner</i></p>	<ul style="list-style-type: none"> • Agreeing clear and consistent messages that reinforce RBH strategic priorities and underpin what everyone is working to achieve and programming Board and Committee information so that all relevant individuals and groups can give issues proper consideration; • Explaining clearly the reasons for decisions and change so that colleagues, stakeholders and customers are aware of why things are being done and ensure all decision making follows RBH consultative and feedback processes with colleagues, stakeholders and/or customers as appropriate; • Listening carefully, reading written materials thoroughly and asking questions to develop understanding. Actively contributes at meetings and being constructive when suggesting change and improvements; • A people focus with an empathy for others, being approachable and friendly and thanking people for their efforts. Using appropriate body language and eye contact and communicating using the most appropriate method – oral, written, electronic etc;
<p>Customer Focus and Respect</p> <p><i>Summary: Has the commitment to putting customers first and ability to deliver a consistently high quality service</i></p>	<ul style="list-style-type: none"> • Developing a strategic understanding of customers’ diverse needs and preferences and shaping services around them and promoting equality and diversity through inclusive, tolerant behaviour. • Create a working culture and practices that recognise, respect, value and harness diversity for the benefit of the RBH and all individuals and demonstrate a customer focus respecting internal and external customers at all times and empathising with their circumstances; • Thinking laterally and weighing decisions to take account of the range of people who may be affected which encourages and enables participation by internal and external customers (includes residents, RBH colleagues and stakeholders); • Stimulating creativity and ideas that will improve RBH and its services and learning from a range of other organisations/housing associations to improve the customer focus of RBH;
<p>Team Working</p> <p><i>Summary: Uses interpersonal skills to work co-operatively with colleagues, internal and external partners, working pro-actively across cultures and organisational boundaries, sharing information, new knowledge, innovation and ideas</i></p>	<ul style="list-style-type: none"> • Participate helpfully in debates and making decisions to help the Board reach agreement and behaving as a team and taking strategic responsibility for RBH’s future development and success; • Collaborating with and supporting RBH colleagues (especially the Chief Executive and Executive Team) to ensure best possible outcomes; • Working with customers, contractual partners and stakeholders (such as police, social services etc) in a proactive and mature manner using partnerships to further RBH’s and partners’ objectives, sharing knowledge and information with others because working with partners and stakeholders is good for RBH;

<p>Embracing Change and taking Ownership and Responsibility Summary: <i>Taking personal and collective responsibility and the ability to plan for, adapt to and work with a variety of situations, individuals and groups. It is having a positive attitude to change and the ability to identify opportunities to improve performance</i></p>	<ul style="list-style-type: none"> • Being creative and imaginative to find solutions to problems and improve performance and probing performance information to understand its strategic implications for RBH’s future; • Monitoring and challenging to ensure the Association is stable and secure and trying to see issues ‘in the round’ rather than only emphasising benefits or problems. Challenge effectively, ask probing questions and hold officers to account sharing collective responsibility for the decisions of the Board and the overall health of RBH; • Taking the role and the conduct, probity and accountability implications of this seriously by following statutory and RBH’s rules and protocols. Declaring conflicts of interest and behaving in the best interests of RBH; • Open to learning and skills development and regularly accesses and reviews housing literature to remain professional and updated in housing matters
<p>Working Efficiently and Effectively Summary: <i>Being creative and practical in developing new ways of working to improve services for customers and partners</i></p>	<ul style="list-style-type: none"> • Fully understands the strategic role of being a Board or Committee Member and able to analyse, digest and understand Board information and to support the role of a Board or Committee Member. Developing awareness of and ensuring compliance with all legislative and regulatory requirements relevant to Board or Committee Member work; • Acquiring and continually maintaining the knowledge and skills required to carry out the role of Board or Committee Member and seeking feedback and exploring ways to develop and enhance personal contributions; • Developing a balanced overview and understanding of the business and proactively engaging professional advice and considering it fully in decision making; • Reviewing the individual and collective needs of the Board and drafting in new or different skills as required and utilising the full range of skills and experiences within the Board; • Preparing thoroughly for meetings and asking probing questions and actively participating in meetings and other events that support and develop Board or Committee Member. IT skills for use with a range of IT applications, systems and processes provided by RBH to carry out the role effectively;