

## Crown Simmons Housing Board Member Competencies and Behaviours

This document sets out the core competencies that Crown Simmons Housing requires from its non-executive members.

Competency	Indicators/Expected behaviours
a) Applying specialist knowledge	<ul style="list-style-type: none"><li>• Applies specialist knowledge appropriately and in a range of contexts. Specialist knowledge might be one of the following:</li><li>• of being a customer</li><li>• social housing</li><li>• financial,</li><li>• community,</li><li>• development,</li><li>• IT,</li><li>• policy,</li><li>• legal and regulatory requirements,</li><li>• human resources,</li><li>• asset management.</li><li>• This list is not exhaustive and the Board will regularly review the skills it requires.</li></ul>

b) Self management

- Attendance and punctuality
    - Attends 100% at all calendared meetings unless unable to attend through illness or similar reason
    - Gives an early apology if unable to attend a meeting
    - Arrives before the start of meetings
    - Rings if delayed giving reason
    - Always stay to the end of the meeting.
  - Preparation
    - Reads papers thoroughly in order to ask pertinent questions or identify that no further discussion is required.
    - Studies papers in advance so that it is possible to ask for clarification of any items you are not sure of before the meeting and thereby avoiding irrelevancies.
  - Participation
    - Ensures questions and concerns are raised appropriately, including clarifying points prior to the meeting and raising substantive issues in the meeting
    - Monitors and self regulates own contributions
    - to ensure: Reasonable share of agenda time
    - Focus on relevant points
  - Balances between expressing opinion and seeking clarification
  - Appropriate constructive challenge of others views
  - Support and respect for others' views
  - Creates space for the contribution of others
  - Governs – does not manage (avoids acting operationally)
  - Avoids purely personal issues
- IT Skills
- Confident using technology (training will be given on specialist software)
  - Able to use email, basic Microsoft packages
  - Self servicing
  - Able to receive and interpret information electronically without over-reliance on paper copies

Competency	Indicators/Expected behaviours
c) Personal development	<ul style="list-style-type: none"> <li>• Is in touch and up to date with relevant issues</li> <li>• Undertakes any learning required for the role including being :                             <ul style="list-style-type: none"> <li>- Open to learning</li> <li>- Completing learning actions or projects</li> </ul> </li> <li>• Retains and uses learning</li> <li>• Prepares for appraisal interviews with the Chair</li> <li>• Identifies and agrees development needs through appraisal process with Chair.</li> <li>• Actively particulates on the appraisal of board colleagues and the board as a whole.</li> <li>• Actively participates in development by attending training, conferences and away day events.</li> <li>• Attends calendared Board development events unless unable to attend through illness or similar reason.</li> <li>• Actively participates in discussions about Board development needs.</li> <li>• Regularly reviews personal contributions and ongoing membership of the Board and Committee:</li> </ul>
d) Leading and motivating	<ul style="list-style-type: none"> <li>• Demonstrates commitment to the aims of the Association</li> <li>• Leads by example by reflecting values in own behaviour</li> <li>• Sets and maintains standards</li> <li>• Expresses a view about appropriate behaviours</li> <li>• Develops and maintains appropriate relationships with people e.g. leadership team members</li> <li>• Delegates responsibility appropriately</li> </ul>

Competency	Indicators/Expected behaviours
e) Directing strategy	<ul style="list-style-type: none"> <li>• Understands organisational values and how they need to be practically reflected in our work.</li> <li>• Sees the long term implications and takes a broad overview</li> <li>• Understands the Group’s objectives and the role of the Board in helping to achieve them.</li> <li>• Offers creative ideas or perspectives</li> <li>• Challenge reports and recommendations which do not seem to further strategic objectives and to ensure that decisions are well founded.</li> <li>• Contributes to activities that involve planning, controlling and monitoring</li> </ul>
f) Representing	<ul style="list-style-type: none"> <li>• Attends events in addition to board meetings</li> <li>• Acts responsibly and appropriately</li> <li>• Makes contact with people in the organisation through appropriate channels</li> <li>• Makes contact with people outside the organisation through appropriate channels</li> <li>• Demonstrates loyalty to the organisation and is positive about the organisation and its people.</li> <li>• Creates and maintains a good image of the organisation</li> <li>• Does not express own views which are contrary to organisation values and policies</li> <li>• Does not speak to media unless agreed in advance with Chief Executive.</li> </ul>

Competency	Indicators/Expected behaviours
g) Team working	<ul style="list-style-type: none"> <li>• Supports the Group's aims and goals</li> <li>• Respects the roles of others – inside and outside of the board Is open and honest with colleagues but respects the feelings of others</li> <li>• Challenges freely and constructively</li> <li>• Compromises when appropriate</li> <li>• Does not let personal relationships interfere with fulfilling the board's purpose</li> <li>• Adheres to the board's decisions</li> <li>• Respects the authority of the Chair.</li> <li>• Know when not to speak and avoid irrelevancies.</li> <li>• Recognise efforts by Leadership Team as well as being a critical friend.</li> </ul>
h) Group decision making	<ul style="list-style-type: none"> <li>• Adopts 'cabinet responsibility'. Once a decision has been taken at Board support the decision even if you personally disagree with it.</li> <li>• Influences others through persuasive discussions</li> <li>• Sticks to the point – does not waste discussion time</li> <li>• Allows others to contribute – does not dominate the discussion and contributes at the appropriate time</li> <li>• Can confront and challenge without appearing aggressive and can express opinions that contradict those of others (e.g. the Chair)</li> <li>• Reaches conclusions based on rational interpretation of the available information</li> <li>• Does not jump to a decision under pressure</li> </ul>

Competency	Indicators/Expected behaviours
j) Managing Diversity	<ul style="list-style-type: none"> <li>• Promotes and appreciates the principles of diversity</li> <li>• Considers and seeks to address diversity issues when making decisions</li> <li>• Consistent in treatment of others</li> <li>• Recognises when the organisation develops processes that fail to address diversity needs</li> <li>• Privately points out inappropriate behaviour to fellow Board Members and request change.</li> </ul>
k) Other Expectations	<p>Members of the Board are expected to familiarise themselves with the chosen Code of Conduct. Crown Simmons Housing has adopted the NHF Code of Conduct for Board Members.</p> <p>This sets out the expectation on:</p> <ul style="list-style-type: none"> <li>• Declarations of interest</li> <li>• Confidentiality</li> <li>• Grievance</li> <li>• Whistle blowing</li> <li>• Gifts &amp; hospitality</li> <li>• Fraud, theft and bribery</li> </ul>

Approved by Governance & Remuneration Committee: 2<sup>nd</sup> February 2015

Date of next review: By 2018