



Competency Framework

Competency Framework

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Crown Simmons Competency Framework

Introduction

- We have designed this competency framework to set out the behaviours we expect our people to display at work, and identify the level of professional or technical competency required in the different types of work we do across the organisation. It breaks down into two main sections:
 - ✓ **Our People Core competencies** (or behavioural/‘people focus’), which all staff are expected to display; and which describe the behaviours that underpin The Crown Simmons Standard (values).
 - ✓ **Professional and Technical competencies** (the technical or ‘task focus’), which are the competencies required to do the job effectively; roles may have one or more selected dependant on the job.
- The levels build on each other cumulatively – this means someone working at Level 2 is expected to display the behaviours and competence of Level 1 as well as Level 2 and so on.
- All roles which manage or supervise others will have the Managing and Leading People competence.
- This framework is a tool to be used in a number of people management activities from the recruitment of new staff and helping to set objectives and monitor and manage performance, informing training and development needs, and being used to develop career pathways.

Levels	Staff
One	All staff
Two	Managers
Three	Directors

Level One

Our People Core Competencies

Our Core Commitments – *How we will behave to put our values into action.*

Level 1

Collaboration

- Is polite, respectful and courteous to others, listens carefully and gives their full attention; goes out of their way to be friendly and caring.
- Communicates openly, clearly and positively; shows awareness of and sensitivity for views and ideas which are different to their own.
- Joins in and displays a positive approach to team-building activities.
- Is helpful, supportive and welcoming to new team members to ensure they settle in quickly.

Delivery

- Displays a positive attitude at all times and focuses on what they CAN DO, particularly when seeking to resolve issues and problems.
- Identifies training requirements in order to develop new skills.
- Takes ownership and responsibility for issues, states clearly what they will do personally to respond and is pro-active about doing it.
- Works hard and does everything possible to get things right first time, and to put things right if necessary.
- Does what they say they will do, is honest, keeps promises and keeps others informed about what they are doing and why; gives regular progress updates.

Customer Focus

- Understands and works to the organisation's equality and diversity commitments.
- Treats people with dignity and respect, and uses appropriate language.
- Is open to getting feedback and receives complaints graciously and non-defensively; commits to getting things put right and says sorry where appropriate.

Value for Money

- Understands the principle of value for money and implements this in their day-to-day work.
- Looks for ways to work more efficiently, and highlights potential cost savings and efficiencies to the relevant manager.

Innovation

- Adopts a positive attitude towards change
- Contributes new ideas and looks for ways to improve things

Managing Risk – *understanding and acting upon potential risks relevant to your work*

Level 1	<ul style="list-style-type: none">• Understands basic principles of risk within own area of work and how risk can impact the organisation.• Is alert to and flags any identified risks to the relevant Manager.• Is aware of the company risk register.• Considers potential risks when making decisions at work.
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Health and Safety – *Working in a way that ensures the health and safety of all and being alert to potential hazards*

Level 1	<ul style="list-style-type: none">• Understands basic health and safety requirements and own responsibilities within the workplace.• Is able to identify basic health and safety hazards (such as trip hazards, heavy loads, spillages or leaks etc) and report them to a supervisor or Health and Safety Officer.• Is able to set up own workstation in line with display screen equipment (DSE) guidelines and adjust equipment to a safe and comfortable working position, with guidance if required.• Makes proper use of any personal protective equipment (PPE) and other safety equipment required for the job.• Is alert to identifying health and safety risks and takes action to deal with more straightforward issues.
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Professional and Technical Competencies

Managing & Leading People – all managers	
Level 1	<p>Supervises a small team of people and/or oversees the work of outside contractors, volunteers or agency staff</p> <ul style="list-style-type: none"> • Ensures that work is completed on time and to the required standards. • Keeps open communication with people to ensure everyone knows what is required and feels they can ask for help and guidance. • Encourages a team spirit, aims to bring fun into the workplace, where appropriate, and ensures positive interactions between individuals and groups. • Ensures people are aware of the relevant health and safety requirements and adheres to them.

Corporate Services	
Level 1	<p>Governance</p> <ul style="list-style-type: none"> • Has a basic understanding of the information and reporting requirements of the regulatory and legal framework. • Able to assist with audit requirements and produces reports, information and statistics within established protocols. • Has an awareness of the key information required for governance purposes and who requires it, and assists with its production. <p>HR and L&D</p> <ul style="list-style-type: none"> • Has an awareness of the key Human Resources (HR), learning and development (L&D), and recruitment functions and the services delivered, e.g. employee relations, reward and development. • Able to give basic guidance and support on more straightforward queries around HR, recruitment and L&D policy and procedure. • Able to process administrative HR, recruitment and L&D tasks including, starters and leavers, selection and recruitment, staff contract changes, payroll administration, booking and administering training courses, and maintaining HR systems and databases.

Office Management – admin, support & facilities

Level 1	<ul style="list-style-type: none"> • Provides effective and efficient clerical/support services to a team within established procedures and simple systems. • Has a general overview and understanding of the work of the team/function that they support in order to provide the best service. • Is numerate and literate and produces clear, accurate and timely work. • Proficient in clerical skills relevant to the role, which may include, typing, photo-copying, filing, sorting and delivering post. • Able to answer simple queries and provide a first point of contact and/or reception service. • Can update and access basic fields in function-specific databases. • Able to arrange meetings and take notes. • Has a basic understanding and awareness of the services provided and the departments within the organisation in order to answer simple queries and know who to refer staff and visitors to. • Able to sort and deliver post and carry out courier services to the organisation. • Able to deal with very simple office maintenance and repairs. • Able to ensure buildings and equipment are secure.
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Finance and Treasury Management

Level 1	<ul style="list-style-type: none"> • Applies knowledge of basic financial management and accountancy procedures, relevant to the area of finance supported, this could be cashbook, purchase ledger, sales ledger and insurance. • Completes tasks that support the Financial Accountant with the preparation of management accounts. • Deals with invoices and updates financial and administrative records accurately. • Understands the context of figures and data collated/manipulated and is numerate. • Able to provide guidance to others on financial procedures relevant to their area.
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Information Technology & Systems

Level 1	<ul style="list-style-type: none"> • Uses basic information systems and technology functions, applications and processes. • Provides support and advice and undertakes straightforward maintenance of IT systems. • Knowledge of the IT infrastructure and the IT applications used within own department, may train/coach other staff or setup systems for other staff to use. • Awareness of the standards associated with the use of technology in their own department.
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Stock Investment and Asset Management

Level 1	<ul style="list-style-type: none">• Basic awareness and understanding of the key areas of asset management, maintenance and repairs in order to answer general queries and provide advice to simple queries.• Is able to name common housing maintenance problems (e.g. condensation, dry rot, rising damp etc), fixtures and fittings repairs, and utilities servicing repairs, and has a basic awareness of their resolution.• Is able to broadly explain the key types of maintenance, planned, planned preventative, and cyclical, responsive, adaptations, works to empty properties, and works to communal areas.• Keeps accurate records and can provide basic reports.
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Customer Access and Response

Level 1	<ul style="list-style-type: none">• Has basic understanding and awareness of the housing and other services provided, and the departments within the organisation to deal with a wide range of queries to the 'right first time' principle.• Has an awareness and understanding of customer service and complaints practices, policies and procedures.• Has knowledge of the lone working procedure and domestic abuse line and how to handle such calls.• Identifies when and who to pass customers onto for further assistance.• Adopts a courteous, helpful and positive approach to all customers.• Knows the Customer Service Standards which apply to them, and what they need to do to meet them.• Use techniques to deal with difficult customers effectively.
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Neighbourhood Management

Level 1	<ul style="list-style-type: none">• Basic understanding and awareness of the purpose and content of tenancy and estate agreements and contractual terms and conditions.• Broad understanding of the statutory and regulatory requirements in providing tenancy and estate management services.• Broad knowledge of the services provided in order to provide assistance on straightforward queries and knows who to pass more complex or specialist queries onto.• Able to process and deal with the complete debts process – service charges, rent arrears (and housing benefit/universal credit payments) and former tenant arrears – from start to finish. <p>Lettings</p> <ul style="list-style-type: none">• Has a good understanding of the general lettings and allocations, and voids procedures and the documentation surrounding the process.• Able to explain to tenants and applicants the basic provisions of the lettings policy and procedure, and their consequent housing or re-housing options.• Able to give advice on straightforward enquiries around tenancy applications and transfers, and keeps applicants informed of their position.• Able to deal sympathetically with the public and current customers on potentially sensitive matters relating to their housing needs. <p>Community Development</p> <ul style="list-style-type: none">• Able to deal sensitively with and communicate clearly with members of the community from varying backgrounds.• Awareness of the specific needs of different groups in our communities.• Has a general knowledge of other outside agencies and services (e.g. citizen's advice bureau, health visitors, social services etc), who can provide support and assistance to customers and uses this information to refer customers on to get the most effective advice and help. <p>Resident Involvement</p> <ul style="list-style-type: none">• Able to deal sensitively and communicate clearly with members of the community from varying backgrounds.• Has a range of knowledge around good practice with regards to resident involvement activities.• Assists with community and resident activities and initiatives and encourages residents to get involved.• Has an understanding of the Customer Panels/Service Improvement Groups and other resident involvement forums and contributes at meetings.• Has an awareness of the differing needs of various residents and service-users.• Using this knowledge, carry out meaningful engagement with residents.
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Level Two

Our People Core Competencies

Our Core Commitments – *How we will behave to put our values into action.*

Level 2	<p>Collaboration</p> <ul style="list-style-type: none">• Is proficient at networking beyond their local team, actively seeking and involving others within the organisation with tasks, projects and team-building activities.• Encourages team spirit so teams work effectively together and all members feel part of the team.• Ensures all staff and customers are treated with dignity and respect. <p>Delivery</p> <ul style="list-style-type: none">• Promotes and encourages a positive and can-do attitude across the team.• Takes ownership and responsibility for services provided by the team/function and empowers staff to take responsibility for their own areas of work, including training.• Encourages staff to take ownership of problems and issues and ensure they follow through on promises made.• Ensures staff get things right first time, and if they don't that they are committed to putting things right. <p>Customer-Focus</p> <ul style="list-style-type: none">• Ensures the team address customer and quality issues in a pro-active and creative way.• Promotes equality and diversity across teams and regions and is proactive in addressing any unacceptable behaviour, bullying or harassment.• Manages complaints, and deals with more complex cases to ensure customer's expectations are met and exceeded; using feedback positively to improve services. <p>Value for Money</p> <ul style="list-style-type: none">• Is pro-active in assessing costs of services and/or resources and identifying ways to improve on value for money.• Develops and implements clear and robust proposals for meeting efficiency targets and improving value for money across own team. <p>Innovation</p> <ul style="list-style-type: none">• Encourages and positively challenges different views and perspectives and uses these to improve ways of doing things.• Encourages new ideas and tries out new approaches suggested by self or others.
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Managing Risk – *understanding and acting upon potential risks relevant to your work*

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| Level 2 | <ul style="list-style-type: none">• Contributes to reviewing the current, or developing new, risk register for changes to working practices or when involved in new projects and contracts etc.• Has full understanding of the risks associated with the work of their own team and the potential impact of their work on the team and the organisation. |
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Health and Safety – *Working in a way that ensures the health and safety of all and being alert to potential hazards*

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| Level 2 | <ul style="list-style-type: none">• Understands the range of health and safety requirements and regulations and their practical application in the workplace.• Ensures that others comply with these requirements, and challenges actions or behaviour, which is not compliant.• Able to give guidance, advice and provide training for staff on all relevant health and safety related matters.• Able to carry out workplace risk assessments and audits and keeps these under review.• Able to deal with accident reporting and monitoring, and the collation of statistics and information.• Provides a positive example in all health and safety related practices. |
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Professional and Technical Competencies

Managing & Leading People – all managers	
Level 2	<p>Line Manages one or more teams</p> <p>1:1 Focused</p> <ul style="list-style-type: none"> • Takes time to coach staff and is supportive and approachable, being both a great communicator and listener. • Gives regular time and communication on a one to one basis, so the manager really gets to know each person. • Values and appreciates the efforts of each individual and always remembers to say thank you for a job well done. <p>Team Focused</p> <ul style="list-style-type: none"> • Sets a clear direction for the team so everyone knows how the team contributes to wider organisational goals. • Creates a sense of team spirit, identity and belonging through regular team meetings and provides opportunities for the team to develop skills and learn new things to broaden their experience. • Drives forward the “one team” culture by encouraging open communication and supporting working between teams and departments. <p>Performance Focused</p> <ul style="list-style-type: none"> • Sets and agrees objectives which are realistic, but challenge, develop and stretch individuals to lift their game and feel great about what they achieve. • Monitors performance and identifies any training and development needs through the 1:1 meetings framework. • Challenges negative behaviours and under-performance robustly and encourages everyone to be optimistic with a “can-do” focus. • Delegates work appropriately taking into account capacity, and skills. <p>Role Model</p> <ul style="list-style-type: none"> • Leads by example; communicates a positive vision of the future and how everyone can contribute. • Lives and breathes the mission, vision and values, demonstrates trust and commitment, values diversity and takes clear ownership and responsibility. • Communicates openly, honestly and pro-actively and is receptive to ideas and feedback. • Earns trust and respect by being fair, consistent and honest, and by being positive at all times.

Corporate Services	
Level 2	<p>Governance</p> <ul style="list-style-type: none"> • Has sufficient knowledge of the legal, regulatory and constitutional framework that governs the organisation in order to provide advice and guidance on governance issues. • Able to administer the company seal in accordance with policy and procedure.

Crown Simmons Competency Framework

	<ul style="list-style-type: none">• Services Board and Committees in line with agreed standards.• Contributes to the drafting and review of Governance policy and procedures.• Has an understanding of company secretarial matters and associated administrative procedures. <p>HR and L&D</p> <ul style="list-style-type: none">• Has basic knowledge of employment law and the legislative frameworks surrounding the main HR, recruitment and L&D processes.• Able to give advice on straightforward employment law issues and apply the correct policy and procedure effectively.• Supports managers and staff at the initial stages of performance management and other HR processes (e.g. disciplinary, grievance, absence management).• Able to deliver straightforward briefing and training sessions, in collaboration with others.
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Office Management – admin, support & facilities

Level 2	<ul style="list-style-type: none">• Prioritises own workload to meet service levels required.• Has a broader understanding of the work and policies and procedures of the team/function they support and can deal with more complex queries.• Able to use more complex administrative and IT systems, such as spreadsheet design and manipulation, interrogating databases, developing presentation materials etc.• Able to service more complex/senior meetings and panels.• Has broad knowledge and understanding of FM practice and the legislative and regulatory frameworks, including, property maintenance, space allocation, office moves and refurbishments, health, safety and security, courier services and procurement.• Able to deal with more straightforward office moves and other FM initiatives.• Able to procure office equipment and supplies to meet customer need and obtain best value for money.• Able to monitor contractors to oversee and ensure works are being carried out to required standard.
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Finance and Treasury Management

Level 2	<ul style="list-style-type: none">• Has a broad knowledge of financial management and accountancy procedures and/or a deeper knowledge of a particular discipline (e.g. payroll, purchase ledger, management accounts, and rents).• Knowledge of and ability to use computerised accounting systems.• Able to give advice and guidance to others in the organisation in implementing the relevant financial procedures.• Able to prepare straightforward financial accounts and returns.• Ensures financial information is processed in accordance with procedures and in order to provide information for statutory returns.
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Information Technology & Systems

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| Level 2 | <ul style="list-style-type: none">• Applies a range of IT knowledge and skills to ensure IT systems are secure, reliable and available for use by the organisation.• Understands, selects and uses appropriate methods, tools and applications to solve business problems.• Appreciates the wider field of information systems and how their own role relates to other roles and business objectives |
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Stock Investment and Asset Management

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| Level 2 | <ul style="list-style-type: none">• Has awareness and understanding of the legislation and regulatory frameworks relating to asset management, maintenance and repairs: Landlord and tenant act (statutory notices, tenancy agreements / leases), loss and damage claims, environmental health notices, houses in multiple occupation, housing health and safety rating system and Decent Homes Standards (DHS).• Understands a range of housing maintenance problems and has technical ability to solve the standard issues, and more complex with advice and guidance.• Able to inspect properties, carry out defects analysis and produce technical reports on the state of the stock, specifying the repairs and refurbishments required. |
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Customer Access and Response

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| Level 2 | <ul style="list-style-type: none">• Has broad knowledge of housing and other services offered by the organisation and customer service and complaints policies and procedures.• Able to deal with more difficult customers and complex queries.• Deals with difficult customers effectively and with empathy to diffuse situations.• Able to give basic training to others.• Monitors calls and responses, giving feedback, where appropriate.• Able to collate and do basic analysis of survey data and present information to others. |
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Neighbourhood Management

Level 2	<ul style="list-style-type: none">• Applies the relevant Landlord and Tenant legislation in day-to-day work, and demonstrates an awareness of associated acts such as protection from harassment, environmental protection and crime and disorder, housing and welfare benefits etc, seeking advice for more complex queries• Able to deal with the most common/straightforward cases of rent recovery, anti-social behaviour (ASB) and nuisance, disputes, evictions and repossessions, including preparing for and attending court, sometimes acting as the sole representative for the organisation in straightforward cases.• Able to manage a varied caseload in a flexible manner.• Has an understanding of debt management and budgeting to support customers. <p>Lettings</p> <ul style="list-style-type: none">• Has full knowledge and understanding of housing legislation as well as lettings and allocations policies and procedures and uses this to deal with more complex and/or difficult cases.• Understands the legal and regulatory framework surrounding lettings and allocations including an awareness of case law and precedent; uses this to make decisions on matching nominations to vacancies and other issues.• Understands issues around voids management, illegal occupants, sex offenders and other less routine cases.• Able to assess the urgency and options for various types of moves with varying complexity.• Develops relationships and networks with other partners and providers in order to provide rounded and effective services. <p>Community Development</p> <ul style="list-style-type: none">• Has an awareness of regeneration and community issues.• Has knowledge of other agencies and service-providers working alongside the organisation in the community and their main role and responsibilities.• Co-ordinates their approach to community issues with other professionals/service providers.• Is able to work with and present information to a community audience from different backgrounds.• Able to deal with more straight forward issues of conflict in the community, with help and guidance as required. <p>Resident Involvement</p> <ul style="list-style-type: none">• Has full knowledge and understanding of resident involvement issues, and sector-wide and government initiatives relating to this area.• Develops innovative and creative approaches to resident involvement and promotes involvement across own 'patch'.• Able to get actively involved in Customer Panels/Service Improvement Groups and other resident involvement forums.• Able to build good rapport and relationships with all residents and gain their trust and commitment to resident involvement activities• Able to develop and deliver training programmes to residents to facilitate their involvement.• Identifies resources needed for resident involvement activities and sources these and/or makes recommendations for them to be granted.• Carry out meaningful engagement with residents.
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Level Three

Our People Core Competencies

Our Core Commitments – *How we will behave to put our values into action.*

Level 3	<p>Collaboration</p> <ul style="list-style-type: none">• Promotes a culture of open and effective communication across teams and the organisation, and provides the platform for different perspectives to be valued and considered.• Provides the framework for, and encourages participation in organisation-wide and local team-building activity; promotes and coaches on the benefits of networking and has a solid base of own networks.• Gets involved in induction programmes and gets out and about to welcome new staff and ensure they feel part of the organisation.• Promotes honesty and respect as key values across the organisation/directorate. <p>Delivery</p> <ul style="list-style-type: none">• Ensures people are clear about their role within the organisation and know how their work contributes to organisational success.• Promotes positivity and a can-do attitude across the organisation and/or directorate• Empowers teams and staff to take ownership and responsibility for their own actions; provides leadership and ensures they keep promises to staff and customers.• Holds people to account for delivery of promises and ensures quality standards are met. <p>Customer-Focus</p> <ul style="list-style-type: none">• Sets service levels and performance indicators in respect of customer service, which reflect the needs of our customers and any feedback provided.• Ensures equality and diversity standards are set and monitored.• Takes overall responsibility and ownership for wider and/or most difficult issues and problems and ensures managers are empowered to take ownership for their own team.• Promotes a culture of seeing and using complaints as useful feedback in pursuit of continuous improvements. <p>Value for Money</p> <ul style="list-style-type: none">• Develops and implements clear policies and fully effective processes for reviewing and improving value for money.• Continually reviews the scope for improving cost-effectiveness and employs innovative approaches where appropriate. <p>Innovation</p> <ul style="list-style-type: none">• Actively seeks new and better ways of doing things.• Learns from other organisations and embraces new approaches.• Promotes a culture of innovation.
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Managing Risk – *understanding and acting upon potential risks relevant to your work*

Level 3	<ul style="list-style-type: none">• Overall responsibility for identifying, assessing and communicating risks across a Directorate and ensuring they are managed and monitored effectively.• Analyses the risks associated with any new business areas and major new projects, takes overall decisions about level of risk and feasibility of going ahead.• Develops, communicates and promotes the risk management strategy.• Promotes a risk management culture across the organisation/Directorate.
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Health and Safety – *Working in a way that ensures the health and safety of all and being alert to potential hazards*

Level 3	<ul style="list-style-type: none">• Embeds health and safety awareness across the organisation, and ensures that all legislative requirements are met and policies are followed.• Acts as a role-model and promotes health and safety good practice.• Considers the health and safety implications of new procedures, equipment, and practices.• Is pro-active in addressing risks and minimizing any health and safety related incidents and accidents at work.• Able to analyse health and safety reports and statistics to identify trends and use this to drive health and safety initiatives and new policies etc.
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Professional and Technical Competencies

Managing & Leading People – all managers

Level 3	<p>Leads and manages at a functional/directorate level</p> <p>1:1 Focused</p> <ul style="list-style-type: none"> • Empowers Managers and other people to take the initiative and take ownership for relevant areas and decisions. <p>Team Focused</p> <ul style="list-style-type: none"> • Provides opportunities for team-building and team celebration. <p>Performance Focused</p> <ul style="list-style-type: none"> • Contributes to the formulation of the Strategic Plan and any local service plans. • Ensures that Managers set targets and objectives which support the Strategic Plan, as well as Operational Plans. <p>Role Model</p> <ul style="list-style-type: none"> • Communicates a positive vision of the future and the organisation’s goals to get people engaged. • Inspires people to ensure they are working towards the values and organisational goals. • Provides leadership and support through change management. • Offers coaching to assist the team to make decisions. • Mentors staff to develop and progress.
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Corporate Services

Level 3	<p>Governance</p> <ul style="list-style-type: none"> • Is an authority on the relevant governance legislation, regulatory and constitutional framework and ensures accurate and quality advice and guidance is provided to the organisation. • Promotes compliance with governance and with legal and regulatory requirements across the organisation. • Ensures legal knowledge is up-to-date, and policies and procedures are up dated and relevant. • Takes responsibility for the statutory and regulatory compliance of the organisation. <p>HR and L&D</p> <ul style="list-style-type: none"> • Provides advice, guidance and support, to managers and staff in managing the full range of HR processes, ensuring the advice is relevant to the area of the business. • Contributes to the review and development of policies and procedures, including those related to change management, organisational development, and pay and reward. • Able to develop and deliver training courses, usually around skills-based areas. • Able to deal with more complex casework and support managers with performance management issues at higher stages of the process; may attend and contribute at employment tribunals with a more senior practitioner.
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Office Management – admin, support & facilities

Level 3	<ul style="list-style-type: none"> • Manages an administrative function to support the team/service. • Ensures that the work and support provided is of the highest quality, and is delivered on time and to the required standard. • Makes decisions around improvements and changes to systems and processes. • Draws on networks and/or examples of best practise across the organisation and externally to make improvements to services. • Has full range of knowledge and application of FM practice and the legislative and regulatory frameworks. • Contributes to the development of FM policies and procedures and ensures they are implemented effectively. • Manages FM projects, such as office moves, refurbishments, and health and safety initiatives and manages contractors completing works. • Develops and delivers training to others on managing FM issues. • Deals with most complex FM issues, logistics and complaints.
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Finance and Treasury Management

Level 3	<ul style="list-style-type: none"> • Develops financial and key partnerships. • Analyses complex financial and strategic information to make decisions and evaluate risk for the organisation. • Expert knowledge and leadership of the financial and/or treasury functions. • Develops financial and/or treasury strategies for the organisation, which will ensure sustainability and minimize risk
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Information Technology & Systems

Level 3	<ul style="list-style-type: none"> • Demonstrates capability to solve business problems using technology. • Deep understanding of a technical specialism e.g. operations, business analysis, service management, or application development • Applies the knowledge and understanding of their technical specialism to make choices for the business. • Has knowledge of best practice standards and advises on the setting and application of standards associated with their role. • Can communicate complex technical information to a variety of audiences. • Rapidly absorbs new technical information and applies it effectively. • Has knowledge of the wider field of information systems and their use in relevant areas of the business. • Maintains an awareness of developing technologies and actively seeks to identify ways to use these in the business.
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Stock Investment and Asset Management

Level 3	<ul style="list-style-type: none">• Has full knowledge and application of the legislation, regulatory and technical frameworks relating to asset management, maintenance and repairs, and can provide advice and guidance to others on most complex cases.• Uses data relating to stock condition to decide on priorities and strategically manage resources.• Able to make strategic decisions regarding stock investment and maintenance works within their region.
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Customer Access and Response

Level 3	<ul style="list-style-type: none">• Has full and applied knowledge of the key housing and other services provided, and customer service and complaints policies and procedures, and ensures the team implement these.• Develops strategy and oversees performance against SLA targets/KPIs ensuring this is aligned with the organisation's strategy and goals.• Makes strategic decisions about how the service is implemented and developed.• Draws on internal/external networks and contacts to build best practice into the service and strive for continuous improvements in customer service.
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Neighbourhood Management

Level 3	<ul style="list-style-type: none">• Has full knowledge and application of tenancy and estate management legislation, case law, good practice and other regulatory frameworks and uses this to ensure compliance with tenancy agreements.• Develops a strategic approach to tenancy and estate management, ensuring the organisation has good quality, effective and appropriate tenancy management services, which promote sustainable tenancies.• Develops effective partnerships and relationships with other agencies to create a strong multi-pronged approach to effective tenancy, income and ASB management.• Helps service users in arrears to stay in their homes by providing advice and assistance on debt management and pursuing debt collection strategies which sensitively balance the pursuit of debt against the needs of vulnerable tenants. <p>Lettings</p> <ul style="list-style-type: none">• Develops a strategic approach to lettings and allocations, ensuring all legislative, performance and best practice measures are met.• Draws on networks and best practice from other providers to improve the lettings and allocations service, and to encourage collaborative working in order to maximise opportunities to secure permanent accommodation..• Assesses lettings procedures with a view to considering sustainability issues and utilising stock and resources efficiently. <p>Community Development</p> <ul style="list-style-type: none">• Has applied knowledge and understanding of regeneration and sustainable community issues, such as social exclusion, stigma, low-demand housing etc.• Understands and has experience of working with and advising community groups (e.g. resident associations) and how they contribute to sustainable communities; ensures local people are empowered to make their own decisions on things which affect them.• Ability to deal with conflict in the community using a range of tested and innovative approaches, such as mediation, chairing community meetings and organising other activities to remove barriers.• Able to communicate effectively with all members of the community, including older people, young people and people from black and minority ethnic groups etc using a range of approaches. <p>Resident Involvement</p> <ul style="list-style-type: none">• Promotes a culture of involvement and consultation with residents across the organisation.• Leads on Customer Panels/Service Improvement Groups and at other resident involvement forums.• Draws on best practice from across the organisation and externally to ensure a relevant and dynamic programme of activities is delivered.• Evaluates and analyses the impact of resident involvement activity across the organisation and can show how it has made a positive difference.• Leads projects which promote sustainable communities.
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