

BOARD MEMBER COMPETENCIES

Competency Area:

Customer First

Makes sure that the needs of customers are met in a way that benefits both the customer and the organisation:

- Develops an understanding of customer requirements;
- Understands the breadth of services delivered by the Group and each of its various organisations;
- Develops a knowledge of affordable housing and associated issues;
- Demonstrates commitment to the Group's values.

Strategic Leadership

Contributes to defining the strategic direction of the Group:

- Takes a broad non-executive overview of long-term direction, objectives and strategic planning of the Group;
- Sees long-term implications and policy direction;
- Offers creative ideas or perspectives;
- Spots opportunities or possibilities;
- Contributes to activities that involve planning, controlling and monitoring corporate performance;
- Contributes to setting and prioritising objectives;
- Shows willingness to take calculated risks;
- Recommends business directions for the organisation;
- Considers the financial implications of strategic aims and objectives;
- Recognises the difference between strategy and operations;
- Uses own networks/contacts to the benefit of the Group and encourages others to do so;
- Embraces core values and high standards of probity.

Analysing and Scrutinising

Shows insight into identifying the main issues in problems, considering a variety of influencing factors:

- Analyses data to determine key issues;
- Spots omissions (e.g. from the presented information);
- Examines various facets of a problem or issue;
- Explores the implications of a proposal or action;
- Offers appropriate and relevant comparisons or parallels;
- Keeps to an appropriate level of detail;
- Considers social and commercial aspects;

- Weighs up the pros and cons;
- Understands and questions performance

Team Working

Works sensitively and co-operatively with colleagues, both on the Board and across the Group:

- Supports the Board's aims and goals;
- Respects the roles of others – inside and outside the Board;
- Respects the feelings of others;
- Challenges freely and constructively;
- Compromises when appropriate;
- Does not let personal relationships interfere with fulfilling the Board's purpose;
- Sticks to the Board's decisions, supporting and explaining them to others if necessary.

Group Decision Making

Is ready to make decisions and judgements as a group consensus, even though they may be difficult or unpopular:

- Influences others through persuasive discussion;
- Sticks to the point – does not waste discussion time;
- Allows others to contribute – does not dominate the discussion;
- Listens – sees the views of others;
- Puts time and effort into reaching a decision;
- Contributes at an appropriate time;
- Can confront and challenge without appearing aggressive;
- Gives a reasoned, thought-through contribution;
- Reaches conclusions based on a rational interpretation of the available information;
- Does not jump at a decision under pressure;
- Can express opinions that contradict those of others.

Self-management/ Personal Development

Monitors own performance against the requirements of the role and seeks opportunities to develop:

- Prepares for meetings by reading papers provided;
- Clarifies points prior to the meeting;
- Volunteers for a fair share of additional ad hoc commitments (e.g. project groups, appeals, PR/resident events, regulatory meetings etc.);
- Is punctual;

- Uses power appropriately;
- Demonstrates enthusiasm for the work of the Board;
- Respects confidentiality;
- Identifies own areas for training/development, including keeping up to date with sector issues;
- Completes learning actions or projects; and
- Flags any potential conflict of interest.