



HOMES BOARD MEMBER KNOWLEDGE, EXPERIENCE & SKILLS

Below are the knowledge, experience and skills that are essential for the Homes Board to operate effectively.

Knowledge

Sustainability and the eco / green agenda

Equality and Diversity including vulnerability

Human resources, organisational development

Communications, marketing, branding

Social profit

Awareness/knowledge of external/political environment & impact forecasting
(National and Local)

Experience

Housing and neighbourhood management

Property maintenance services

Development and physical regeneration

Community and social regeneration and investment

Provision of customer focused services

Risk management, control and mitigation

Working with local authorities and other partners

Care and support

Skills

Asset management

Focus on performance, efficiency and improvement

Commercial, business planning & financial management skills

Funding and treasury management

Corporate governance, compliance and best practice

Project appraisal management and financial modelling

Planning and delivering change in large organisations

Legal skills

Objective/collective decision making

Knowledge, Experience & Skills: Individual self-evaluation

The table below outlines the skills and competences that are desirable for the Board to operate effectively. Please assess your own level of competence against each area by entering a number from 1-4 in the end column in line with the description that is the closest match to your own experience and competence level.

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Level 4</u>	<u>Your Score 1-4</u>
KNOWLEDGE					
Sustainability & Eco/Green Agenda	Little or no knowledge of Sustainability & Eco/Green Agenda	Basic knowledge of issues relating to this area	Good knowledge of the subject including its potential benefits and drawbacks	Thorough knowledge of sustainability and the eco/green agenda, how it impacts on the housing sector and any relevant legislation to be adhered to	
Equality & Diversity	Little or no knowledge of E&D	Some knowledge of E&D and its relevance for customers and staff	A solid knowledge of E&D including the company's obligations under the Equality Act 2010	In depth knowledge of E&D which demonstrates an understanding of how to embed it successfully so that inclusion is effective and valuable	
HR & OD	Little or no HR and OD knowledge	A broad understanding of HR and OD acquired in a non-specialist role	A capable, qualified HR and OD professional who uses their knowledge to provide a range of advisory services	A dynamic, qualified HR and OD leader who is able to operate and influence at the top level of the organisation so that people are at the heart of the company and are supported by a range of leading edge policies and procedures	
Marketing & Communications	Little or no marketing and communication knowledge	A general level of marketing and communication knowledge for example promoting events and services	Marketing and communication knowledge which can be used to effectively promote the organisation via a range of relevant media channels	An extensive range of marketing and communication knowledge including the creation and development of a brand identity which showcases the very best of the organisation via all media channels	
Social Profit	Little or no knowledge of social profit	Some knowledge of social profit and its impact	Knowledge of social profit, the principles behind it and how it can make a positive difference	In depth knowledge of social profit including relevant research and a understanding of how it can be quantified to measure outcomes	
External/political environment & impact forecasting (National and Local)	Little or no knowledge of the external political environment	A general level of knowledge around the subject and its impact on the business	A sound knowledge of how the external political environment both nationally and locally affects Calico and the measures to be taken to avoid any adverse effect	An extensive knowledge and understanding of the national and local landscape gained either through first hand experience or a network of key contacts which enables you to	

			on the company	make informed decisions about legislation and policy changes	
EXPERIENCE					
Housing & Neighbourhood Management	Little or no experience in housing and/or neighbourhood management	Some basic experience in housing and neighbourhood management	Experience of working closely with tenants to meet their needs, offering guidance and support to deal with a wide range of issues	Considerable experience in housing and neighbourhood management at a senior level with responsibility for developing and delivery business plans and strategies	
Housing Maintenance Services	Little or no experience of housing maintenance services	General experience of the work of a housing maintenance service	Experience of the delivery of housing maintenance services including customer satisfaction and service level agreements	Significant experience in leading a housing maintenance service and the management of multi-million pound budgets to ensure that housing stock is kept in a good state of repair and meets the Decent Homes Standard	
Development & Physical Regeneration	Little or no experience of development and physical regeneration	Basic, general experience of development work and programmes which facilitate regeneration	Broad experience of working in a development and regeneration setting including exposure to working with external partners	A wealth of experience in leading and managing large scale, high value development programmes including the identification of suitable sites, planning applications and project management	
Community & Social Regeneration & Investment	Little or no experience of community and social regeneration	Rudimentary experience of community and social regeneration	Experience of working with community groups and external agencies to improve the quality of life for residents	Wide ranging experience of regenerating communities and developing long lasting social cohesion through varying schemes and partnerships using the support of funding and private investment	
Customer Service	Little or no experience in customer service	Some experience in customer service and how to meet the needs of customers	Sound experience in the delivery of customer service in order to meet specific customer needs	Extensive experience in the delivery and implementation of high level customer service to meet a variety of complex customer needs	
Risk Management	Little or no experience in risk management	General experience in issues relating to risk management	Experience in risk management processes and relevant legislation	Substantial experience in risk management, including the design and implementation of appropriate control and mitigation mechanisms	
Working with Local Authorities / Partners	Little or no experience in working with local authorities / partners	Some experience of working with local authorities / partners at a lower level	Experience of building and maintaining positive working relationships with external partners to benefit a particular	A skilled networker who possesses outstanding experience in cultivating and nurturing lasting, mutually beneficial	

			service or the organisation in general	relationships with external partners so that the company is in a strong position to tender for and secure new contracts and other business development opportunities	
Care & Support	Little or no care and support experience	Basic experience of providing care and support to customers	Experience of providing care and support to customers with varying needs through effective support planning, risk assessment and regular contact	Significant experience of leading a care and support service including the development of relationships with commissioners and other key stakeholders so that you provide innovative services which meet customer demand whilst also providing value for money	
Asset & Property Management	Little or no asset and property management skills	Some basic asset and property management skills	An ability to effectively manage assets and property to ensure they are protected and generate income	High level skills and a relevant qualification (MRICS) so that you can effectively interpret reports and carry out financial modelling to create new income streams which add value through the best use of capital expenditure	
Performance, Efficiency & Improvement	Little or no performance, efficiency and improvement skills	General skills which enable some analysis of performance and identification of efficiencies and improvements	Skilled in the delivery of performance monitoring systems to effectively inform business decisions and future planning	The possession of varying skills in performance monitoring in a commercial environment with high level analytical and IT skills which allow performance data to be at the heart of the business to drive efficiencies and provide a road map for improvements	
Commercial, business planning and financial management skills	Little or no skills required for commercial, business planning and financial management	Some financial management skills including oversight and the ability to understand financial statements as an understanding of strategic planning	An ability to understand, analyse and interpret financial statements and accounts plus skills in strategic planning which help you to analyse the current operating environment to inform future objectives and shape the design of	A qualified accountant with significant financial management acumen which enables you to assess the adequacy and effectiveness of budgeting, financial reporting and controlling, to enable the organisation to operate productively without incurring	

			the organisation and how it can meet its aims	undue risk whilst also having the skill to plan, evaluate and successfully implement a strategic plan including a clear ability to focus on longer term goals and strategic outcomes as opposed to day to day management and operational planning and delivery matters	
Funding & Treasury Management	Little or no funding and treasury management skills	Some skills in funding and treasury management which enable basic competence	Well developed funding and treasury management skills which demonstrate an ability to manage income and mitigate risk	Highly developed skills which allow you to effectively manage the company's financial assets and cash flow to optimise its liquidity by advising on and making sound investments which reduce financial risk	
Corporate governance, compliance & best practice	Little or no corporate governance and compliance skills	Sufficient skills to ensure good governance is adhered to	Well rounded corporate governance and compliance skills which means the organisation meets its statutory and regulatory requirements	The ability to lead on corporate governance and compliance reporting to statutory and regulatory bodies as necessary ensuring that the organisation is pro-active in its approach to internal and external audits and uses best practice to inform its approach	
Project Appraisal Management and Financial Modelling	Little or no project appraisal management or financial modelling skills	Some skills which enable an understanding of projects presented and the finances involved	Project appraisal skills which allow a thorough evaluation of the project presented and its financial viability to determine whether to proceed with it or not	High level evaluation and modelling skills which enable a project to be appraised in various formats thus providing for a fully informed decision to be made which takes into account all relevant factors and their potential advantages and disadvantages	
Planning & Delivering Change	Little or no skills in planning and delivering change	Some basic skills in the planning and delivery of change on a small scale	An ability to plan and deliver a change programme to meet the needs of an evolving business. Experience of using the change cycle to manage the reactions of those involved.	Considerable skills in planning and delivering change programmes in large organisations which ensure that staff engagement is kept at a high level and the core vision and values of the organisation are protected. Experience of delivering such programmes in various sectors ensuring learning is taken from	

				one cycle to the next	
Legal	Little or no legal expertise	Some general familiarity with broad legal requirements	Relevant legal skills and awareness of appropriate regulatory frameworks and legislation	Possession of a legal qualification and a highly skilled individual who has a deep understanding of relevant legislation to ensure all compliance obligations are met	
Objective/Collective Decision Making	Little or no objective/collective decision making skills	Some skills which allow an individual to participate in objective/collective decision making	Well developed skills which give someone the ability to consider and discuss matters raised to come to the most appropriate collective decision	A skilled and influential communicator who has the ability to analyse information and make well rounded, considered arguments and presentations for or against a matter to facilitate an objective group discussion which leads to a fully informed decision being made	