

**Futures Housing Group
Board Director Skills and Competencies Framework**

Core Competencies	<i>All Board Members should possess all core competencies or have the capacity to achieve them within a 12 month period</i>
Vision and strategic leadership	Demonstrates strategic vision and a strategic perspective; contributes to strategic planning, effective decision making and demonstrates a commitment to improving outcomes for customers
Team working	Works effectively and collegiately, builds positive relationships with Board Directors and the Executive team and accepts collective responsibility for Board decisions
Analysing and scrutinising	Identifies the main issues and factors in reports and debates; evaluates risks and options and takes a balanced approach to problem solving and forming good judgements
Group decision making	Engages in debates constructively, listens to the views of others and is able to make clear, rational judgements
Personal effectiveness	Ensures own performance meets the Board role requirement including sufficient time and energy to devote to the Board, its Committees and wider working. Is open to appraisal, learning and development, takes responsibility for refreshing own knowledge and skills. Shares knowledge with others to build capacity
Integrity	Demonstrates integrity, independence of thought, & maintains appropriate confidentiality. Demonstrates commitment to the values of accountability, openness, transparency and equality.

Specialist skills	<i>The Board as a whole should possess an appropriate balance of these skills. Each individual member should offer at least TWO of these specialist skills at Contributor or Expert level</i>	
	Contributor	Expert
	Good knowledge and understanding, so able to contribute fully to debates	Significant knowledge and/or expertise, so able to lead debates and discussions confidently and competently
Customer and community focus	Lived in experience or particular insight into the needs and aspirations of the diverse residents and communities served by Futures	
Customer engagement	Knowledge of effective methods for gaining understanding of customer views and experience of interpreting information to inform future policy and decision making in relation to customer services	
Service quality, performance and efficiency	Demonstrates current understanding of delivering excellent customer service in a co-regulatory environment, strategic level contribution to the development and enhancement of the performance management framework, critical evaluation of performance indicators and their impact	
Key Stakeholders	Demonstrates knowledge of key stakeholders including local authorities, and communities, and has experience of good practice in relationship management and accountability frameworks	
Regulatory and legal context	Experience of governance, co-regulation, scrutiny, risk and control, compliance and assurance systems, and the legal and regulatory framework in which the Group operates	

Policy and economics	Demonstrates understanding of the prevailing and evolving national economic, social and political operating environment for housing associations; and the broad implications for Futures at a regional or local level, including the impact and consequences of climate changes and mitigations including through new development and asset management.
Housing development	Experience of housing development strategy and delivery, land or property procurement, and contracting
Health & Safety	Understanding of health and safety legislation and responsibility for compliance within the housing sector
Asset Management	Experience of strategic asset management, stock condition, resource optimisation, assessment of social and financial returns, property maintenance and investment
Business and commercial	Contributes general business, entrepreneurial and commercial skills including strategic and financial management at a senior level
Finance and Treasury	Experience of financial accounting, business and long-term financial planning, funding methods and treasury management
Business change	Experience of leading business change including growth, transformation and organisational development; including use of technology, automation and digital tools
Other	Futures may from time to time seek particular skills appropriate to its business needs

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