

First Ark: Board Behaviours

Behaviour	Definition	Behaviour descriptors
CORE: Willingness and ability to govern within the First Ark culture and operating environment	A member who understands the culture and operating environment of First Ark and demonstrates a fit with the ethos of the organisation	<ul style="list-style-type: none"> • Understands and proactively engages in the board's responsibility to shape the culture of the organisation • Is able to balance effective risk management with a desire to be innovative and to develop best practice • Demonstrates a commitment to enabling others to develop and thrive • Is able to horizon scan and apply future thinking to First Ark's strategy and delivery plans
1	Effective communication and engagement with colleagues	<p>Ability to communicate effectively and respectfully with Executive and Non-Executive colleagues</p> <ul style="list-style-type: none"> • Communication is concise - sticks to the point and does not waste discussion time • Contributes at an appropriate time • Allows other to contribute – does not dominate the discussion • Demonstrates the ability to actively listen • Respects the roles and views of others – inside and outside of the Board and Committees • Is aware of the effect of own behaviour, feelings and actions on others and manages this sensitively to get the best from interactions with others • Reaches a conclusion based on a rational interpretation of the available information • Compromises where appropriate – is able to display collective responsibility for decision making • Responds to situations in a clear open and professional manner • Builds, fosters and sustains effective working relationships • Recognises the strengths and contributions of other team members • Actively contributes to the effectiveness of the Board and Committees • Able to solve problems, identify and navigate through potential conflicts to build effective relationships with colleagues • Acts as a critical friend to First Ark

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2 Working as part of an effective team	<p>Board and committee decision making is usually done by consensus and influencing skills play an important part. The ability to challenge constructively is key to maintaining good working relationships while fulfilling the role.</p>	<ul style="list-style-type: none"> • Can confront and challenge with independent thinking without appearing aggressive • Challenges established thinking to ensure long term value and sustainability • Works collaboratively to secure consensus decisions • Influences others through persuasive, thoughtful contributions • Respects corporate responsibilities and takes collective responsibility • Able to identify strengths and weaknesses in their own and others points of view • Raises issues in a way that is not personal and does not seek to attribute blame • Accepts and supports collective decisions
3 Leadership	<p>The extent to which a Board or Committee leads and motivates an organisation influences its success and is a key indicator from a regulatory perspective of effective governance. Within a Board and Committee, effective leadership from the Chair is equally important.</p>	<ul style="list-style-type: none"> • Takes personal responsibility and encourages others to do the same • Actively promotes the interests of First Ark outside the organisation • Demonstrates high standards of honesty, ethics, integrity and probity, including understanding the impact on others • Is consistently fair and equitable in the treatment of colleagues, staff and stakeholders • Applies the principles and understanding of equal opportunities, diversity and First Ark's values at all times • Able to make independent and critical judgements, providing challenge to executive • Keeps the Board and Committees focussed on reaching decisions • Is willing to make difficult decisions • Seeks to develop others and offers constructive support • Demonstrates personal resilience and the ability to help others through challenges and set backs • Understands, is committed to and is able to articulate the short, medium and long term strategic objectives of First Ark

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4	Analysing and scrutinising	A key role of the Board and Committees is to monitor performance, requiring effective analysis of information in various formats. Board and Committee members also need to seek out information, giving them the context within which to knowledgably and confidently assess performance.	<ul style="list-style-type: none"> • Assimilates information effectively • Identifies any major gaps in information • Self-confident enough to not be right and certain all the time but have a willingness to bring questions to explore • Able to read between the lines and weighs up the pros and cons • Adapts own behaviour appropriately to support and facilitate change • Explores the implications of a proposal or action • Able to analyse and interpret sometimes conflicting information to reach conclusions and choose an appropriate course of action • Offers appropriate and relevant comparisons • Keeps to the appropriate level of detail • Actively seeks facts, data and information necessary to ensure focus on management of risk and delivery of business performance is in line with regulatory, legal and other key factors • Able to draw correct conclusions from complex information • Pays attention to detail without losing sight of wider strategic goals
5	Directing strategy	Effective performance in this area means that a Board and Committee member adds value to First Ark's framework for setting future plans and action.	<ul style="list-style-type: none"> • Able to take an overview, considering all factors • Offers creative ideas or perspectives - believes in change and scans the environment to see the bigger picture and the longer term future • Applies specialist knowledge appropriately • Evaluates risks and likely outcomes when reaching decisions • Keeps up to date with internal and external operating environment • Recognises major/potential influences on the organisation's future and its strategic plans • Balances commercial and social principles • Focused on results and outcomes for customers and the organisation • Delegates responsibility appropriately • Contributes to setting, prioritising and monitoring delivery strategic objectives • Flexible mind set, willing to adapt to plans in response to changes affecting the business

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6	Customer focused	The Board and Committees need to align their approach with the requirements and priorities of customers.	<ul style="list-style-type: none"> • Shows constant awareness of the various customers of the First Ark Group as the primary business driver • Listens to, understands and responds to the needs, views and aspirations of First Ark's customers • Uses qualitative and quantitative lines of assurance to inform board decision making in an open and transparent way • Understands the impact of the digital agenda in relation to customer services • Demonstrates a clear tenant perspective and an ability to understand and articulate tenants' needs
7	Self-management and development	It is imperative that a Board and Committee member takes ownership of their own personal development and commits fully to the role they have been given.	<ul style="list-style-type: none"> • Prepares in advance, regularly attends and participates fully in Board and Committee meetings • Uses delegated powers appropriately • Demonstrates enthusiasm, energy and commitment to the work of the Board and Committee • Respects confidences • Participates fully in appraisals and Board and Committee effectiveness reviews • Actively seeks feedback • Passionate about continuous learning to develop effectiveness as a Board and Committee member and demonstrates this learning • Seeks opportunities to be exposed to new thinking, experiences and insights • Is up to date and in touch with relevant issues
8	Partnerships and relationships	Committed to partnerships and relationships which support the delivery of First Ark's strategy.	<ul style="list-style-type: none"> • Acts responsibly and appropriately • Demonstrates loyalty to First Ark • Able to bring value to the Board or Committee as a result of involvement in other partnerships, networks and activity • Demonstrates an awareness of stakeholder and partner roles and their value to First Ark • Actively develops appropriate networks on behalf of First Ark • Establishes a rapport and commands the respect of other board and committee members • Effective ambassador and advocate, enhancing First Ark's reputation and profile