

Lincolnshire Co-operative Limited (“the Society”)

Competency Framework

Competence category	Description of category
Limited (1)	Minimal knowledge or experience of the competency and specific competency elements.
Moderate (2)	Relevant professional qualification but limited operational experience or have relevant operational experience but no professional qualification
Considerable (3)	Relevant professional qualification with experience at an executive or senior leadership team level or Relevant experience at a board level as a board member or in a trustee capacity

1. Director/Board skills

		Limited	Moderate	Considerable	Notes
1.1	Finance – experience of assessing financial positions, interpreting financial statements and accounts, steering financial performance				
1.2	Strategy – experience developing strategic priorities and direction and ensuring the necessary resources are in place to implement them				

1.3	Governance – understanding of Companies Act 2006 director duties, democratic governance structures, policies and processes; Co-operative Governance Code; Co-operatives UK website, guidance on an effective board				
1.4	Risk management – experience identifying, assessing and managing risks through the use of robust internal controls and systems.				
1.5	Stakeholder relations – experience overseeing effective stakeholder engagement				
1.6	Partnership working – experience building partnerships with individuals and organisations with shared purposes				
1.7	Personal resilience – Able to assimilate substantial amounts of information forming fact-based conclusions over a sustained period of time				
1.8	Environmental and social responsibility – Environmental awareness including opportunities to innovate, attract new Members and reduce costs				

2. Relevant Professional Skills

		Limited	Moderate	Considerable	Notes
Desirable					
2.1	HR / Remuneration				
2.2	Sales & Marketing				
2.3	Change management				
2.4	Legal				
2.5	Operational resilience				
2.6	Business continuity/ Crisis management				
2.7	Property				
2.8	IT & Digital				
Desirable					
2.9	Communications and Social media				
2.10	Networking/ Campaigning				
2.10	Cyber risk awareness				