



**Saint John of God Community Services clg**  
("the Company")

**Competency Framework for Board of Directors**

**Goal**

The goal of the Board of Directors is to ensure that the Company is headed by an effective board which is collectively responsible for the long-term success of the Company.

The board and its committees should have the appropriate balance of skills, experience, independence and knowledge of the Company to enable them to discharge their respective duties and responsibilities effectively.

There should be formal, rigorous and transparent procedures for the appointment of new directors to the board whose work will then be in keeping with the mission, values and ethos of the Order and is of benefit to the clients of St John of God services and its funder.

**Number of Directors**

The Company's Constitution has recently been amended to allow for up to eleven Directors, with the selection Board authorised to determine the actual number of directors so appointed.

**Competency Framework**

In addition to expertise in each of the fields detailed above, as an entity the Board should demonstrate the following competencies:

**Knowledge**

- *corporate governance*
- *corporate finance and accounting*
- *quality, safety and risk management in health and social care settings*
- *safeguarding*
- *property and estates management*
- *human resources*
- *engaging with the public service*
- *legal affairs*
- *media relations*

**Skills**

- *Communication*
- *Leadership*
- *Strategic Thinking*

**Mindset**

- *Ethical*
- *Committed to the aims and ethos of the Company in support of its service users and the long-term success*
- *Professional*

## **Good Governance**

- *Responsibility and accountability*
- *Financial probity*
- *Independent thinking*
- *Questioning*

## **Competency Framework expanded**

### **Strategy**

The Board should be experienced in strategy development and the factors involved in both devising and implementing successful strategies. The Board should be able to identify opportunities and threats to the functioning of the Company. The Board should be able to demonstrate a broad range of views and perspectives, challenge orthodoxy and be able to propose creative innovations that may be pursued to the Company's benefit.

### **Governance**

The Board should demonstrate a solid understanding of best practice in governance, particularly in healthcare settings with a vulnerable population.

### **Communication**

The Board should demonstrate transparency and openness, and should be able to communicate their perspectives clearly and concisely.

### **Leadership**

The Board should be able to inspire and motivate one another and the members of the Company and should also demonstrate flexibility and adaptability with an ability to achieve compromise when necessary. The Board should demonstrate a willingness to work constructively and positively with the Chief Executive of the Company and, through her, the executive team tasked with implementing the Board's strategies.

In Line with best practice: 'The board's role is to provide entrepreneurial leadership of the company within a framework of prudent and effective controls which enables risk to be assessed and managed. The board should set the company's strategic aims, ensure that the necessary financial and human resources are in place for the company to meet its objectives and review management performance. The board should set the company's values and standards and ensure that its obligations to its stakeholders and others are understood and met. All directors must act in what they consider to be the best interests of the company, and consistent with their statutory duties.'

## **Mindset**

### *Ethical*

The Board should demonstrate a commitment in keeping with the ethos and values of Saint John of God and its dedication to its service users. The Board should always protect the interests of the service users of Saint John of God and ensure that their rights and wellbeing are prioritised in all activities.

### *Professional*

The Board should maintain high standards of care and diligence and demonstrate honesty and integrity. They should advocate for the Organisation.

### *Good Governance*

The directors or the Board should demonstrate their commitment to the highest standards of governance, in the light of the Board's responsibilities under the Company Acts and to the Health Services Executive, the Charities Regulator and the various codes to which the Company subscribes.

### *Responsibility and accountability*

Directors should have the time and commitment to attend meetings of the Board and accept their responsibilities as directors of a charitable company under Irish law and as part of a governance structure under canon law.

### *Financial Probity*

The Board should demonstrate a commitment to prudent financial management and accountability.

### *Appointment of directors*

The Board should demonstrate a commitment to the appointment of and renewal of directors with the necessary competence to carry out the responsibilities of the company.