

# North Somerset Council

## REPORT TO THE ADULT SERVICES AND HOUSING POLICY AND SCRUTINY PANEL

**DATE OF MEETING: 19 SEPTEMBER 2014**

**SUBJECT OF REPORT: ALLIANCE HOMES GOVERNANCE ARRANGEMENTS - UPDATE**

**TOWN OR PARISH: DISTRICT WIDE**

**OFFICER/MEMBER PRESENTING: MARK HUGHES**

**KEY DECISION: YES**

### RECOMMENDATIONS

That the Panel consider and comment on Alliance Homes proposed revised governance arrangements in the light of additional information provided, prior to any consideration of this issue by Full Council.

#### 1. SUMMARY OF REPORT

At its meeting on 13 June 2014 the Adults Services and Housing Policy Scrutiny Panel considered a report concerning proposed changes to Alliance Homes governance arrangements. Panel members raised a number of issues and concerns (minute ASSH 3 refers) and it was agreed that officers would obtain further clarification from Alliance Homes.

This report sets out the additional information obtained from the discussions with Alliance Homes, including areas in which feedback from the Panel has enabled the proposals to be further developed.

#### 2. POLICY

The Corporate Plan sets out a priority of “work(ing) with communities to better meet housing needs”. The Council’s Housing Strategy sets out our priority outcomes and key actions for housing in North Somerset. Both strategies identify the importance of partnership working in delivering our (Housing) priorities for North Somerset.

#### 3. DETAILS

As set out in the previous report the Alliance Homes Board recently reviewed their governance arrangements in the light of a report they commissioned in 2013 from an external consultancy. This review identified a need to strengthen governance

arrangements in the light of the changing environment in which they work. The proposed revised board structure, as set out in the previous report is as follows:

- A reduced board size – 10 places with an additional maximum 2 co-optees
- All places on the board (not just independent members) appointed to on the basis of the required skills and competencies needed to support the delivery of Alliance Homes' objectives
- Tenant membership of the board would be maintained - 3 places would be reserved for Alliance Homes tenants.
- Appointment of the group Chief Executive to the board as a full member.

As a result the Council would no longer nominate Councillors to sit on the board of Alliance Homes. No changes to the share holding arrangements are proposed which would mean that no decisions of a constitutional nature could be made without the approval of North Somerset Council. It is also proposed that the Council continues to make its contribution to the governance of Alliance Homes by nominating a Councillor to join the Alliance Homes "Scrutiny" group – 'Spotlight on Quality'.

The issues/concerns raised at the June Panel meeting have been discussed further with Alliance Homes representatives including at a meeting attended by the Executive Member for Housing, Strategic Planning, Highways and Economic Development, the Chair of the ASSH Scrutiny Panel and the Head of Strategic Housing. A summary of the information obtained is set out below.

**i). Arrangements for recruiting tenants to the boards**

**Q.** How will tenants be recruited to the board in particular will they need to demonstrate technical skills as well as skills/knowledge associated with being a tenant of Alliance Homes.

**A.** **Selection process** - Tenants and all other board members would be recruited using a process similar to that used since Alliance Homes inception. Key features would be as follows:

- Spaces for tenants on the board would continue to be advertised using Alliance Homes Newsletters, through tenants groups etc.
- National and/or regional adverts for other board members with particular skills would continue to be posted
- Tenants who express an interest in becoming a board member would be invited to an information session where they could find out more about the role and what is involved.
- Tenants and other people who are interested in becoming board members would then be interviewed by a selection panel comprising the chair or vice chair and a tenant board member and the company secretary (advisory role).
- Recommendations of the selection panel for appointment would be submitted to the board for approval.
- The board would recommend appointments to the share holders for approval.

The main change is that currently where following the selection panel there are more suitable tenant candidates than places an election occurs, where all tenants can vote. The tenant(s) with the most votes then become a Board member(s). In future it is proposed there would be no election process and the final decision on appointments to the board would be made by the share holders, based on the

selection panel and board recommendation. This change would bring the selection process for tenants in line with that followed for other board members.

**Skills and competencies** - When someone joins the Alliance Homes Board they take on the legal responsibilities of a director of a privately trading organisation. In order to ensure that any potential board member would be able to fulfil their duties as a director effectively the Alliance Homes Board has established minimum criteria for all candidates which are tested during the interview process. The interview also enables candidates to consider whether they are prepared to take on the responsibilities and expectations associated with becoming a director and board member.

The skills and competencies established by the board are divided into 3 categories (ref Appendix 1) which are summarised below.

**Personal qualities** - All board members need to be able demonstrate key personal qualities e.g. integrity, high ethical standards, sensitive, open and honest.

**Behavioural competencies** - board members are expected to be able to demonstrate certain “behavioural” competencies, albeit to differing levels, such as

- Sound judgement
- Interpersonal/team skills
- Critical thinking
- Competent management

**Skills/knowledge** - Tenant board members would only be required to demonstrate skills and knowledge in relation to customer focus i.e. that they are able to demonstrate a clear service user perspective, able to consider a broad range of customer feedback and understand the current and future customer base. Information to help support tenants in meeting these requirements would be provided through the information session for prospective tenant board members and through the broad range of tenant training Alliance Home provide, as set out below. Other board members would need to be able to demonstrate the specific technical skills sought, for example, governance, strategy development, risk management, change management etc.

Some suggestions to further develop the competency framework were made by the Executive Member at the meeting with Alliance Homes. The Chair and Chief Executive were supportive of these suggestions which will be considered by the Board at their October meeting

- Q.** Obtaining confirmation that tenant board member places would be filled providing there are sufficient interested tenants.
- A.** Tenant places on the board would be filled providing applicants could demonstrate their ability to meet the minimum personal qualities/behaviours/skills. Alliance Homes have confirmed their commitment to tenant membership of their board and their revised draft rules propose that there should always be a minimum of 3 tenants

on the board, and a maximum of 4 (in compliance with charities law which stipulates that majority of board members cannot be service beneficiaries).

Alliance Homes provide a number of ways to develop and encourage tenants to become board members. This includes the 'Spotlight on Quality' scrutiny group, three 'Think Aloud' groups (which report to the scrutiny group) and a "100 Club" for tenants who do not wish to attend a regular meeting but are willing to provide views on a range of subjects by phone/email including mystery shopping. The Think Aloud groups focus on specific areas of services provided by Alliance Homes (property, support, housing) and look at how these services are delivered and developed and monitor standards.

Alliance Homes also provide a range of structured and ad hoc community training for their tenants to develop the skills and knowledge to be able to effectively engage in and contribute to groups and committees, as well as improving confidence etc. Currently this includes a programme of 8 half day training sessions comprising 14 modules.

## **ii). Future Arrangements for recruiting all Board Members**

**Q.** To provide a list of the skill areas which have been sought from board members

**A.** Details of the skill areas sought from board members are set out in Appendix 1 and above. The board would regularly audit the skills of board members and where vacancies arose seek to fill any gaps.

**Q.** To clarify the proposed processes for appointing board members including who will undertake the interviews and what involvement is proposed for board members/share holders.

**A.** Arrangements for recruiting board members are set out above (Q i). In consideration of the feedback from ASSH Panel, Alliance Homes have proposed to strengthen governance arrangements. All appointments to the board would be subject to the approval of share holders, providing an additional layer of accountability. Share holding membership will remain constituency based, comprising a single Council share holding; independent share holders; and tenant share holders. Independent and tenant share holding numbers will vary depending over time however the weighting of the votes will continue to remain constant for each constituency, as set out in the Alliance Homes rules i.e. one third for each of the 3 constituencies. A 75% majority is required for a decision to be approved by shareholders, meaning that the support of the council is required

## **iii). Future Council involvement in Alliance Homes**

**Q.** To clarify whether Councillors would be able to become board members in a private capacity in future and whether there are any legal issues concerning this.

**A.** If the changes to the governance arrangements are agreed Councillors would be able to become board members in a private capacity in future (although the current restrictions on officer membership would be unchanged). The constitution of Alliance Homes would however set the maximum number of councillors who could be board members (3) and would exclude the council's nominated shareholder from being a board member. This is needed to limit the degree of potential local authority

influence on decision making; particularly given the Council has a strong shareholding interest. Similarly, it is not unusual for housing associations to limit the number of Board members that are executives of neighbouring housing associations (this is referenced in the NHF Code of Governance).

**Q.** To clarify potential conflicts of interest for Council members/staff sitting on the Alliance board.

**A.** Where Councillors are nominated to sit on a board of a company they are required by law to act in the best interests of that company and also in the best interests of the council. In some circumstances this could create a conflict of interest. If Councillors join a company board in a private capacity there is only a requirement to act in the best interest of the company.

There is also a risk that conflicts of interest could arise for Councillor board members where the organisation concerned contracts with the council. Alliance Homes have a large (approximately £2.4M per annum) Supporting People contract and regularly contract with the Council to deliver housing solutions for North Somerset Council customers with care and support needs e.g. learning disabilities.

Alliance Homes have also recently acquired a registered domiciliary care provider which has a significant commissioning relationship with the council, as one of our 5 main providers of domiciliary care. This has considerably increased staff numbers engaged in care and support functions funded by North Somerset Council. A total of approximately 165 of Alliance Homes 414 staff are now funded through contracts with North Somerset Council. Increasing the range of services which Alliance Homes group is commissioned to provide by the Council could increase the potential for conflicts of interest to arise for council board members.

In addition, traditionally board members have been nominated from the ASSH Panel membership because of the skills and interest in housing. However a conflict of interest could arise if the ASSH Panel needed to scrutinise a decision made in respect of or by Alliance Homes.

Whilst the council has robust arrangements in place to manage conflicts of interest for staff and councillors the proposed changes to Alliance Homes governance arrangements would reduce the potential for any conflicts of interest in the future.

**Q.** How Alliance Homes manage potential conflicts of interest

**A.** Board members are required to sign up to the NHF code of conduct and to declare any potential conflicts of interest which are reviewed annually. Where a conflict of interest arises the nature of the conflict is assessed and appropriate measures implemented to mitigate the conflict. This can include the board member not taking part in any discussions relating to the potential conflict of interest. Whilst this currently happens infrequently in relation to Council membership of the board it is likely to increase in the future given the scale of contracts between Alliance Homes and the Council following their expansion into the care provision market.

**iv). Scrutiny arrangements**

- Q.** Provision of further information about the scrutiny arrangements and the powers of the scrutiny group. Provision of further information about Alliance Homes proposals to develop their scrutiny function.
- A.** As set out above the Alliance Homes ‘Spotlight on Quality’ group is one of a number of groups where tenants can become involved in the provision of their housing service. The group comprises Alliance Homes tenants supported by an external facilitator. The purpose of the group is to challenge Alliance Homes in its provision of services in the role of a critical friend focussed on improving services and monitoring outcomes. The group is relatively new and the independent facilitator is working with the panel to help it develop its effectiveness. The group has full rights of audience with the board and 4 members of the panel attended the June meeting.

The chair/vice chair of the Alliance Homes board have also agreed to attend Panel meetings at its request. In discussions with Alliance Homes the opportunity for the ‘Spotlight on Quality’ group to receive details of board decisions following each meeting was identified and has been implemented. This provides an opportunity for the group to scrutinise and where appropriate challenge board decisions. This arrangement facilitates scrutiny arrangements similar to those which exist in the Council.

In addition the Think Aloud groups are consulted about policy and service changes and are involved in contractor selections. Through the ‘Spotlight on Quality’ group the Think Aloud groups can make representations directly at board meetings.

- Q.** To confirm whether there could be any conflict of interest if an ASSH Panel Councillor were nominated to the ‘Spotlight on Quality’ group.
- A.** Legal services have advised that it is unlikely any conflict of interest would arise because both functions are concerned with scrutiny. As set out in Q (iii) this would be an improvement on the current position.

**v.) Additional information requested**

- Q.** Clarify whether the 4 year rule relating to Councillors is a legal requirement or only part of Alliance Homes rules.
- A.** Under the existing Alliance Homes rules councillors cannot join the Alliance Homes board other than through the annual nomination process by the Council and continue to be unable to do this for a period of 4 years after ceasing to be a Councillor. This rule originated from the former Housing Corporation registration criteria for housing associations. The registration criteria no longer include such prescriptive wording although most stock transfer organisations continue to adopt the 4 year rule. There would however be no requirement to continue with this rule should the Council decide to stop nominating Councillors to the board and it is proposed that it is removed in these circumstances.
- Q.** Whether it is common practice to include CEO on Registered Provider boards
- A.** Registered Providers (RP’s) are required by the Homes and Communities Agency (HCA) to subscribe to a code of governance. Alliance Homes, in common with many RP’s, subscribe to the NHF code “Excellence in Governance”. This code makes provision for staff to be members of an RP board providing the RP rules identify

those issues which a staff member should be excluded from participating in e.g. remuneration.

Research into the arrangements of 11 local RP's established that in 4 cases the Chief Executive was a board member, in 3 cases the Chief Executive was co-opted to the board and in 4 cases the Chief Executive was not a board member or co-opted. The proposal to include the Chief Executive as a full member of the Alliance Homes board was a recommendation in the 2013 governance review. Including the Chief Executive on the board of Registered Providers helps ensure that they are part of and support decisions taken by board members and as such are more likely to ensure such decisions are implemented in full.

- Q.** Providing details of the processes that will be used to co-opt board members
- A.** The proposal to retain the power to co-opt board members is primarily included to allow for a transition from the existing to a smaller skills based board and also to enable people to be co-opted to fill board vacancies that arise between annual general meetings when shareholders decide on board appointments. Alliance Homes acknowledge that it could also provide an option to co-opt specialist skills required in the future on a short term basis but indicate it will be used "very sparingly (if ever)" as use of co-option powers is not normally advisory.
- Q.** To clarify the maximum time that a person can sit on the board
- A.** The maximum time that the board member can sit on the Alliance Homes board is 9 years. The maximum term appointment for the chair is normally 6 years although this can be extended to 7 years in exceptional circumstances.

## **4. CONSULTATION**

The proposed changes to Alliance Homes' governance arrangements have been subject to consultation with Alliance Homes' tenants. An article in Alliance Homes' quarterly newsletter was published to seek feedback on the proposed changes, although none was received. Guidance from the consultants who undertook the governance review indicates that this is often the case as tenants are primarily concerned with the quality of services delivered.

Consultation has also been undertaken with the Alliance Homes 'Spotlight on Quality' group. The group has indicated that it would welcome a council member being nominated to join the group and that attendance at their quarterly meetings when service performance and scrutiny style activities will take place would be particularly valuable.

A tenant session on governance, including details of the proposed governance changes, was held on 27<sup>th</sup> May 2014. The event was attended by 12 tenants. Generally there were no strong views expressed.

The proposals were also discussed at Leaseholders consultation meeting attended by approximately 15 leaseholders. The proposals to appoint board members on the basis of skills and competencies were generally supported other than by one attendee who was less satisfied with the proposals and was referred to the Company Secretary, although no further contact has been received to date.

Tenants that have expressed a desire to be involved / consulted about topical issues at Alliance Homes were contacted. No responses to the consultation have been received to date.

All existing shareholders were contacted with a briefing paper outlining proposed governance changes. Feedback was received from two shareholders (x1 Tenant and x1 Independent) who indicated strong support for proposed changes.

## **5. FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from this proposal. The council however contracts with Alliance Homes for the provision of Supporting People services, new affordable/supported housing solutions and commission's domiciliary care from the registered care provider that it has recently acquired. Enhancing the governance arrangements at Alliance Homes will provide additional confidence to the Council when contracting.

## **6. RISK MANAGEMENT**

1. There is a risk if the proposal is not agreed that Alliance Homes will not be able to put the robust level of governance in place that it requires to the detriment of service provision, its future development and its viability. It may also be open to regulatory challenge through the HCA.

2. There is a risk if the proposal is agreed that North Somerset Council's influence over the strategic direction and service provision at Alliance Homes will be reduced however, this can be mitigated largely through the nomination of a Councillor to the Alliance Homes 'Spotlight on Quality' group and the retention of the one third share in Alliance Homes.



3. There is a risk that the nominated council shareholder would not continue to be well informed about Alliance Homes governance issues if the council ceased nominating board members. This could impact on the shareholders ability to undertake their role effectively. This risk could be largely mitigated through proposed regular briefings to be provided by the Chair of the Board and the council's nominee to the 'Spotlight on Quality' group alongside continuing briefings provided by the Head of Strategic Housing.

## **7. EQUALITY IMPLICATIONS**

Alliance Homes will need to continue to ensure that their board membership properly reflects the community which they serve and that proper support and development is provided for different groups in the community who may find it harder to succeed in an application to become a board member.

## **8. CORPORATE IMPLICATIONS**

This proposal supports the delivery of the Councils Housing Strategy and Corporate Plan in that it strengthens the governance arrangements at Alliance Homes.

Should the proposals for the changes be agreed by Council the transfer contract will need to be amended.

## **9. OPTIONS CONSIDERED**

See section 6

## **AUTHOR**

Mark Hughes, Head of Strategic Housing, People and Communities Directorate

## **BACKGROUND PAPERS**

Reports to Council, Executive and ASSH Panel – various – re: establishment and monitoring of Alliance Homes

“Excellence in Quality” - NHF Code for members and good practice guidance”

ASSH Panel report – 13 June 2014 - Alliance Homes Governance Arrangements (Agenda Item 6)

## **APPENDICES**

Appendix 1 - Alliance Homes board member competency and skills matrix

Appendix 2 - Alliance Homes Spotlight on Quality Group

**APPENDIX 1 - Competency and Skills Matrix for Board Members**



The Board has established a Competency and Skills Framework that sets out what the Board will require in order to meet the challenges of delivering the Corporate Plan within a higher risk environment and under a strengthened regulatory regime.

It is not expected that all Board members will possess all of the attributes, but in order to achieve a balanced Board containing an appropriate range of skills and qualities, every effort will be made to ensure the collective constituency of the Board achieves an optimum fit with the requirements set out below.

<p><b>Personal Qualities</b></p> <p><i>(Must be demonstrated by all Board members)</i></p>
<p><b>Competency area</b></p>
<ul style="list-style-type: none"> <li>• Strong commitment to the Vision and Values of the Alliance Homes Group</li> <li>• Ability to place the business needs of Alliance Homes before personal interests</li> <li>• Integrity</li> </ul>

- High ethical standards
- Confidence
- Sense of responsibility
- Pragmatic, independent and impartial
- Sensitive, open and honest
- Commitment to service improvement and customer excellence

## Behavioural Competencies

*(Not all of these competencies will necessarily be demonstrated at the same level by each individual Board member)*

This section sets out the key behavioural competencies required from Board members. They represent the personal attributes that support a Board member's approach to a Board related situation. They are intended to support good governance and effective decision-making.

Competency Area	Characteristics
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Knows when to take a lead and when to follow the lead of others.</li> <li>• Ability to overcome barriers and identify solutions that support the delivery of corporate objectives.</li> <li>• Ability to inspire and motivate others to maximise their talents and abilities</li> <li>• Displays integrity and leads by example</li> <li>• Maintains a focus on reaching the decisions required</li> <li>• Takes personal responsibility and encourages others to do the same</li> <li>• Seeks to develop others and offer constructive support</li> <li>• Acts as an ambassador of the organisation, including representation at external events (where appropriate)</li> <li>• Provides a clear vision for the Alliance Homes Group</li> </ul>
<b>Interpersonal / Team Skills</b>	<ul style="list-style-type: none"> <li>• Ability to solve problems, identify potential conflict, and build constructive relationships with fellow Board members</li> <li>• Strength of character to seek out and obtain satisfactory responses to Board matters</li> <li>• Is able to understand the written and spoken word, as well as understand the spirit and intention behind proposals</li> <li>• Communicates with clarity, objectivity and brevity, articulating views without dominating discussions and respecting the views and feelings of others</li> <li>• Supports principles of collective decision-making</li> <li>• Promotes trust and effective working relationships with Board members, Executive Team, staff and external bodies</li> <li>• Encourages and promotes effective relationships with third parties</li> </ul>
<b>Sound Judgement</b>	<ul style="list-style-type: none"> <li>• Ability to consider information from a range of sources, without drawing rash conclusions</li> </ul>

	<ul style="list-style-type: none"> <li>• Considers arguments, interpreting and analysing sometimes conflicting information, to form conclusions and an appropriate course of action</li> </ul>
<b>Critical thinking and constructive challenge</b>	<ul style="list-style-type: none"> <li>• Ability to identify strengths and weaknesses in the views of self and others</li> <li>• Provides thoughtful and reasoned contributions to Board debate</li> <li>• Questioning of consistency of assumptions, policy and approach</li> <li>• Ensures that information presented is clear, coherent accurate, and complete, seeking out additional information (to be available in different formats as required to ensure diverse needs are met)</li> <li>• Assertively questions in a constructive manner without aggression or attribution of blame</li> </ul>
<b>Conflict Management</b>	<ul style="list-style-type: none"> <li>• Ability to anticipate potential conflict situations and engineer constructive solutions when such situations arise</li> </ul>
<b>Strategic Thinking and Continuous Improvement</b>	<ul style="list-style-type: none"> <li>• Considers matters for immediate consideration within the context of medium and long term plans</li> <li>• Introduces knowledge from wider environmental scanning into debate based on awareness of operating context</li> <li>• Demonstrates business acumen in considering new opportunities</li> <li>• Has a sound grasp of the need to evaluate and balance risks and benefits when reaching decisions</li> <li>• Raises innovative and creative suggestions for Board consideration</li> <li>• Understands and is able to articulate how Board decision-making supports the delivery of the group's medium and long term goals</li> <li>• Takes personal responsibility for ensuring knowledge remains up to date, particularly relating to Continuous Professional Development where professional level expertise exists</li> </ul>

## Skills and Knowledge

*(Not all of these competencies will be required from each individual)*

The following have been identified as the key areas of skills and knowledge that the Alliance Homes Group will require on the Board if it is to successfully deliver its corporate objectives. No one individual is likely to possess all of these skills, but it is anticipated that they will be met collectively. The balance of skills will change from time to time in line with shifting corporate priorities.

<b>Skill / Knowledge area</b>	<b>Characteristics</b>
<b>Governance</b> (Min x 2 BMs)	<ul style="list-style-type: none"> <li>• Knowledge of good governance practice</li> <li>• Direct experience of undertaking non-executive governance roles</li> </ul>
<b>Strategy Development</b> (Min x 3 BMs)	<ul style="list-style-type: none"> <li>• Ability to match organisational capability and capacity to long term corporate vision and objectives</li> <li>• Examines strengths, weaknesses, opportunities and threats to evaluate future options and develop a strategic route forward</li> <li>• Monitors and reviews plans and strategies to ensure continued relevance and delivery of objectives and targets (performance monitoring)</li> </ul>

<b>Customer Focus</b>  (Min x 3 BMs)	<ul style="list-style-type: none"> <li>• Understands the current and future customer base (including diverse groups) and has an ability to link business decisions with the needs and aspirations of customers</li> <li>• Is able to consider a broad range of customer feedback to inform a view on customer service expectations</li> <li>• Demonstrates a clear service user perspective (derived from being a tenant / leaseholder / service user), articulating their needs and how the group can meet these</li> </ul>
<b>Risk Management</b>  (Min x1 BM)	<ul style="list-style-type: none"> <li>• Ability to identify, assess and review key critical risks facing the organisation and develop strategies to mitigate these</li> <li>• Ability to develop and set an organisational risk appetite, balancing social and commercial imperatives</li> </ul>
<b>Finance</b>  (Min x1 BM)	<ul style="list-style-type: none"> <li>• Formal Finance and/or Audit qualifications</li> <li>• Experience of social housing finance and funding arrangements</li> <li>• Knowledge and understanding of treasury management practice</li> </ul>
<b>Business Planning</b>  (Min x1 BM)	<ul style="list-style-type: none"> <li>• Experience of business planning through development of corporate objectives and financial plans</li> <li>• Has skills and knowledge of financial planning, scenario planning and sensitivity analysis</li> </ul>
<b>Change Management</b>  (Min x1 BM)	<ul style="list-style-type: none"> <li>• Experience of implementing and managing major change / improvement programmes</li> <li>• Knowledge and experience of organisational development / human resource planning</li> </ul>
<b>Operational Delivery</b>  (Min x1 BMs in each area)	<ul style="list-style-type: none"> <li>• Knowledge and experience of:             <ul style="list-style-type: none"> <li>○ social housing policy / regulation</li> <li>○ partnership working</li> <li>○ social housing management</li> <li>○ asset management and/or maintenance</li> <li>○ care and support*</li> <li>○ environmental / sustainability activities</li> <li>○ property development</li> </ul> </li> <li>• Has knowledge of key influencers both within the organisation and within external stakeholders with an ability to engage them as required</li> </ul>
<b>Commercial acumen</b>  (Min x1 BM)	<ul style="list-style-type: none"> <li>• Possesses strong commercial knowledge and business acumen drawn from a track record of delivery (e.g. property development; regeneration; procurement; law; general business)</li> </ul>

\* - Where specialist care and support services are considered necessary, decisions also need to take into account whether this is needed on the main Board or whether a subsidiary Board is required

### Overall Board Skills Balance and Assessment

All Board members will be required to self-assess themselves for each Skill area in accordance with the following assessment criteria:

1. = Comprehensive experience and/or knowledge
2. = Moderate experience and/or knowledge (possibly some development needs)

3. = Limited or no experience and/or knowledge

✓ has been used to denote the ideal skills matrix distribution that would be required as a minimum on a self-assessed basis (subject to moderation by the Chair). It can assist the Board to understand the balance of skills and knowledge on the Board and to know when additional advice/support might be required.

<b>Skill area</b>	<b>Comprehensive</b>	<b>Moderate</b>	<b>Limited / None</b>
Governance	✓✓		
Strategy development	✓✓	✓	
Performance Monitoring	✓✓	✓	
Customer focus / neighbourhood knowledge	✓✓✓		
Equality and Diversity		✓	
Risk Management	✓	✓	
Financial Management (technical)	✓	✓	
Treasury & Funding		✓	
Business / Financial Planning	✓	✓	
Change management	✓	✓	
Organisation Development / HR Planning	✓	✓	
Social housing policy / regulation	✓	✓	
Social housing management	✓	✓	
Property Asset Management and Maintenance	✓	✓	
Partnership working	✓		
Property development / Project Appraisal	✓	✓	
Environmental / sustainability initiatives		✓	

Care and Support** (generic only)	✓		
Commercial acumen	✓	✓	
Legal expertise		✓	
Procurement		✓	
Employment initiatives		✓	
Social enterprise		✓	
Communications / PR		✓	

*\*\* - where specialist care and support services are developed, decisions also need to take into account whether this is needed on the main Board or whether a subsidiary Board is required. It would require knowledge of: CQC regulation and compliance; health service knowledge; health commissioning; care and support funding; safeguarding; older persons needs; specialist client group knowledge*

## APPENDIX 2 - Alliance Homes Spotlight on Quality Group

