

NON-EXECUTIVE DIRECTORS

SKILLS, KNOWLEDGE, EXPERIENCE AND PERSPECTIVES



Accent Group has prioritised the essential skills, knowledge, experience and perspectives it optimally needs from its board members collectively. The Board is clear that these should not mirror the skills of the senior management team and that it is looking for added value of complementary skills including from outside the housing sector. Accent Group has concluded that the Board will add more value by bringing a breadth of perspectives that complement the professional staff – rather than duplicating it. The priority skills are likely to be different for the Board, each committee or subsidiary, and for any individual vacancy.

The Board will, at least biennially, review and determine an 'optimum' mix of skills etc. Board members will be required to self-assess their skills and any gaps will be used to inform board training, board member recruitment and also those areas where the Board may, from time to time, require additional, paid-for advice. The Board recognises that it will not be practicable to meet every gap, but that it is important that it understands the nature of those gaps in relation to its decision making and overall effectiveness.

The following provides a checklist of skills which the Board believes it needs:

ORGANISATIONAL SKILLS

Ability to take a strategic view, drive the strategy setting process and fulfil the corporate objectives, including:

- Accountability and stakeholder relationships
- Business development/ management
- Equality and diversity
- Governance good practice
- Human resources and Organisational Development
- Information technology management
- Internal controls, audit & assurance
- Marketing/PR/communications
- Political acumen
- Probity good practice standards
- Regulation and compliance (any sector)
- Risk management
- Understanding of political and economic operating environments

PRODUCTS AND SERVICES/BUSINESS DELIVERY

Demonstrable experience of issues pertinent to delivering social housing activities, including:

- Asset management
- Commercial housing management
- Community development
- Customer services
- Digital and ICT strategy
- Environmental issues
- Housing design and construction
- Housing management
- Knowledge/strategic understanding of the housing world
- Partnership working
- Private sector house building
- Property management
- Regeneration
- Social enterprise

BUSINESS AND COMMERCIAL SKILLS

Expertise and understanding of financial risk to challenge the financial running and viability of the business, including:

- Business performance management
- Efficiencies/Value for money
- Financial management
- Mergers and Acquisition
- Procurement and contract management
- Treasury management including money and capital markets