

**PARADIGM HOUSING GROUP
BOARD SKILLS MATRIX AS AT OCTOBER 2019**

- a. **Expert** - the Board member has specialist, up-to-date knowledge and experience in this area. He or she is likely to be working, or to have worked, in this field as a profession and may have a relevant qualification.
- b. **Proficient** - an area in which the Board member has confidence, would understand all the detail of a Board paper and could contribute significantly to Board discussion and decision-making on the subject, including providing relevant challenge to the executive team.
- c. **Working knowledge** - the Board member understands the basics of the subject. Although s/he may not feel able to contribute significantly to discussion or to challenge the executive on the subject, s/he would understand sufficiently to be able to evaluate options and appreciate the implications of a board decision.

A. GENERAL BUSINESS SKILLS		
A1	Strategic planning	Proficient level of skill required from all members.
A2	Managing organisational risk	Expert level of skill required from one or more members. Proficient level of skill required from all members.
A3	People management / organisational development	Working knowledge required from all members.
A4	Performance and data management	Working knowledge required from all members.
A5	Strategic business management and growth	Expert level of skill required from one or more members.
A6	Mergers and acquisitions	Proficient level of skill required from one or more members.
A7	Governance / non-executive leadership	Proficient level of skill required from all members.
A8	Stakeholder management and strategic partnerships	Working knowledge required from all members.
A9	Information technology, process definition, data governance and digital services	Expert level of skill required from one or more members.
A10	Systems and process change management and business transformation	Expert level of skill required from one or more members.
A11	Procurement, technical deployment and customisation.	Expert level of skill required from one or more members.

B. FINANCE AND AUDIT		
<i>B1</i>	Financial strategy, planning and monitoring	Expert level of skill required from one or more members. Proficient level of skill required from all members.
<i>B2</i>	Treasury management and financial markets	Expert level of skill required from one or more members.
<i>B3</i>	Accounting	Expert level of skill required from one or more members.
<i>B4</i>	Audit and risk governance	Expert level of skill required from one or more members.

C. HOUSING, PROPERTY AND DEVELOPMENT		
<i>C1</i>	Residential property development	Expert level of skill required from one or more members.
<i>C2</i>	Strategic asset management	Expert level of skill required from one or more members.
<i>C3</i>	Social and supported housing	Expert level of skill required from one or more members.
<i>C4</i>	DLO and contractor management	Proficient level of skill required from one or more members.

D. CUSTOMERS AND COMMUNITIES		
<i>D1</i>	Provision of customer services	Proficient level of skill required from two or more members.
<i>D2</i>	Knowledge of areas/communities served by the organisation	Proficient level of skill required from one or more members.
<i>D3</i>	Political/lobbying insight and influence	Proficient level of skill required from one or more members.
<i>D4</i>	Grant making, community engagement/investment in non-housing activities	Proficient level of skill required from one or more members.