

	PAPER NO: Nom05(12)	
Board/Committee:	Nominations Committee	
Date:	23 August 2012	
Paper title:	Skills Matrix for Independent Governors	
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors	
Executive sponsor:	James Stevenson, University Secretary and Clerk to the Board of Governors	
Recommendation by the Executive:	<p>The committee are asked to:</p> <ul style="list-style-type: none"> • discuss the proposed skills that are required by the Board as a whole and by governors individually and to recommend any additional skills. • discuss the proposed “desired total” and to recommend any changes • use the proposed skills matrix to identify areas which need strengthening on the Board with regard to the long-list of candidates 	
Aspect of the Corporate Plan to which this will help deliver?	Effective governance of the University	
Matter previously considered by:	N/A	N/A
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?	N/A	

Executive summary

Why is the paper coming to the committee?

The committee are asked to consider the proposed skills matrix for independent governors. It is intended as a resource to identify areas which need strengthening on the Board and to aid the selection of independent governors.

What particular issues does the committee need to give its attention?

The skills matrix attempts to list the skills that are required of independent governors and is intended to help in identifying suitable candidates to be appointed as governors and complement the existing skills on the Board.

The first section consists of skills which are proposed as “essential skills that all governors should possess”, including skills such as strategic thinking, policy development and financial awareness.

The second section consists of skills which are proposed as “essential skills for the Board to possess but which are not required of every governor”, including skills such as HR experience and commercial experience.

The grid has been left blank and it is recommended that governors be asked to “score” themselves based on the following scoring:

- Expert – 3 points
- Good knowledge – 2 points
- General awareness – 1 point

A “desired total” using this system has been suggested with a red dot indicating where this area may need strengthening on the Board.

Current governors’ remaining terms have been included to facilitate succession planning.

The paper also includes diversity statistics for the Board by gender, ethnicity and age. The committee are asked to be aware of these when considering the candidates.

The committee are asked to:

- discuss the proposed skills that are required by the Board as a whole and by governors individually and to recommend any additional skills.
- discuss the proposed “desired total” and to recommend any changes
- use the proposed skills matrix to identify areas which need strengthening on the Board with regard to the long-list of candidates

Independent Governors - Skills Matrix

Confidential

Professional skills (Collective)

Skill Area	Description	DL	SM	SB	DDSP	KD	DM	AM	AO	DP	JS	Total	Desired total	On target?
		2015	2015	2013	2015	2015	2013	2015	2013	2015	2015			
	Term ends	2015	2015	2013	2015	2015	2013	2015	2013	2015	2015			
	Term	2	2	1	1	2	1	2	1	2	1			

Essential Skills that all governors should possess

Strategy	Ability to think strategically and identify and critically assess strategic opportunities and threats and develop effective strategies in the context of the strategic objectives of LSBU and relevant government policy												All govs	
Policy Development	Ability to identify key issues for LSBU and develop appropriate policies to define the parameters within which the organisation should operate												All govs	
Financial Performance	The ability to analyse key financial statements												All govs	
	The ability to critically assess financial viability and performance												All govs	
	The ability to contribute to strategic financial planning												All govs	
	The ability to oversee budgets and the efficient use of resources												All govs	
	The ability to oversee funding arrangements and accountability												All govs	
Risk and Compliance oversight	Ability to identify key risks to the organisation in a wide range of areas including legal and regulatory compliance and monitor risk and compliance management frameworks and systems												All govs	
Executive management	Experience at an executive level including the ability to appoint and evaluate the performance of the CEO and the senior executive managers												All govs	

Essential Skills for the Board to possess but not required of every governor

Corporate Governance	Knowledge and experience in best practice corporate governance structures, policies and processes (particularly in the not-for-profit context).												9	
Qualifications	Qualifications and experience in accounting												9	
	Qualifications and experience in the legal profession												3	
Human Resources	The ability to oversee strategic HR management including workforce planning and employee and industrial relations												9	
Commercial Experience	A broad range of commercial/business experience												20	
Public sector / not for profit experience	A broad range of experience in the public or not-for-profit sectors												20	
Entrepreneurship	Demonstrable track record as a successful entrepreneur ship												9	

Industry Skills (Collective)

Education	Knowledge, experience and networks in higher education												9	
	Knowledge, experience and networks in education												6	
Estates management	Experience in developing estates strategies and managing estates projects												3	
Community links	Links to LSBU's local community												9	
Health	Knowledge and experience in health and networks in health and the NHS												6	

Personal Attributes (individual)

- A. Legally eligible to be a director and a charity trustee
- B. A commitment to understanding and fulfilling the duties and responsibilities of a governor, and maintaining knowledge in this regard through professional development
- C. Strong personal commitment to higher education and to the aims and values of LSBU
- D. Experience of operating at a strategic and/or corporate level
- E. The ability to negotiate outcomes and influence others to agree with those outcomes
- F. The ability to analyse complex and detailed information, readily distil key issues, and develop innovative approaches and solutions to problems
- G. Ability to operate as an effective member of a team with fellow governors
- H. Ability to communicate effectively with a broad range of stakeholders
- I. Ability to establish constructive and supportive yet challenging working relationships with the University Executive
- J. Ability to evaluate and monitor the work of LSBU
- K. Willingness to devote the time needed to be an effective governor
- L. Commitment to continuous personal improvement, including appraisal by the Chairman of the Board from time to time
- M. Commitment to equal opportunities

Diversity of the Board of Governors

Gender

	Male	Female	% Male	% Female
Independent Governors	7	3	70%	30%
Internal Governors	3	2	60%	40%
Total	10	5	67%	33%

Ethnicity

	White	BME	% White	% BME
Independent Governors	10	0	100%	0%
Internal Governors	4	1	80%	20%
Total	14	1	93%	7%

Age

	20-29	30-39	40-49	50-59	60+	% 20-29	%30-39	%40-49	% 50-59	%60+
Independent Governors	0	0	0	6	4	0%	0%	0%	60%	40%
Internal Governors	1			2	2	20%	0%	0%	40%	40%
Total	1	0	0	8	6	7%	0%	0%	53%	40%