

# TEMPLATES AND TOOLKITS



## BOARD MEMBER COMPETENCIES, SKILLS, KNOWLEDGE AND EXPERIENCE

This exemplar is the first of two documents that can be used as part of a Board skills audit – the second is the Board Skills Audit Form. It is an example of a list of the competencies, skills, knowledge and experience that a balanced, skilled and inclusive Board will need in order to effectively lead and manage the organisation. The list reflects the functions and responsibilities of the Board. The list can also be adapted for committees. You can add, delete or amend the list for your organisation, using the comment column to align each area with your strategy.

Once you have agreed the list that best reflects your organisation's needs, you will need to prioritise these – it is not possible, or even necessary, for a Board to offer expertise in every single area. The Board, or a subset of the Board, which might a governance committee or working group, can review the list and rate each area as high, medium or low priority. These ratings should reflect the organisation's mission and strategic priorities in the short and medium term, as they will inform Board recruitment and succession planning.

### CORE COMPETENCIES

The core competencies are behavioural and are expected of every Board member. In demonstrating these, each Director will not only be meeting his/her legal responsibilities, but will ensure the Board is run to the highest professional standards. Core competencies should be visible on appointment or developed in the first few months of Board tenure.



## CORE COMPETENCIES

Understanding of the role of a Director

Listening skills

Analytical skills

Influencing

Communication – oral and written

Demonstration of organisational values

Time

Leadership

Championing diversity and inclusion

Developing self and others

## DESCRIPTION

Prior to, or on, appointment, all Board members should understand their role and responsibilities as a company Director (or Trustee)

Empathetic listening which seeks to understand another's perspective without disruption or interruption

The ability to analyse management information, understand the key issues and contribute to constructive debate

The ability to articulate a message, advocate effectively for the organisation and gain commitment

Clear, constructive and concise communication in meetings, at events and with stakeholders

Consistently leading by example in respect of the organisation's values. These behaviours should be visible to staff, members and stakeholders

Directors must be able to meet the various time commitments required of the role

Experience and visible demonstrations of leadership behaviours as listed in the Board member role description and Governance and Leadership Framework

Understanding the principles of equality, the value of diversity and how they are embedded in all aspects of the organisation's policies, programmes and processes

Commitment to personal and professional development both individually and collectively

**Board Skills, Knowledge and Experience** – required across the whole Board, not necessarily every individual, although a minimum number of Directors should demonstrate expertise in the higher priority areas.

These must be separated into high, medium and low priorities that reflect your current mission and strategy. Sport-specific knowledge and experience are treated as a high priority and listed separately.

## HIGH PRIORITY AREAS

High priority skills, knowledge and experience are those deemed to be essential for the Board as a whole, with a minimum number of Directors who are experts in each field.

SKILLS, KNOWLEDGE AND EXPERIENCE	DESCRIPTION	PRIORITY RATING: LOW/MEDIUM/ HIGH	COMMENT ON RATING AND ITS RELATIONSHIP TO STRATEGY
Sport / voluntary organisation governance	Understanding the governance processes and structures that will enable an organisation to function successfully now and in the future		
Chairing and group facilitation	As a minimum, Chair, Vice Chair and all Committee Chairs will be able to demonstrate effective facilitation and chairing skills		
Finance and accounting	Expertise and experience in accounting practice, financial controls and reporting		
Relationship management – members, partners, investors and regulators	Expertise and experience in identifying key stakeholders and building effective strategic relationships		
Strategic planning and focus	Ability to think strategically, experience of setting mission and values, maintaining a focus on strategy and putting in place effective processes to review progress; an ability to steer clear of operational detail		
Marketing	Skills and experience in creating brands, identifying audiences and targeting potential customers		
Negotiating skills	The ability to recognise different positions and be able to negotiate, compromise or find resolution		
Organisational development and change management	Experience of leading organisational development programmes and preparing organisations to adopt change		

SKILLS, KNOWLEDGE AND EXPERIENCE	DESCRIPTION	PRIORITY RATING: LOW/MEDIUM/ HIGH	COMMENT ON RATING AND ITS RELATIONSHIP TO STRATEGY
Public relations and public policy	Knowledge of legislative and policy matters affecting the sport, and how to engage decision makers		
HR / people development	Expertise on human resource legislation and policy, and experience of strategic people development		
Legal	Expertise and experience as a qualified legal professional		
Membership organisations	Experience of a range of membership bodies (sporting or non-sporting) and an understanding of how to connect with, and grow, membership		
Team-working	Enabling and contributing to cohesive teams working effectively towards shared goals		
Customer service excellence	A strategic understanding of the customer experience and expertise in developing customer service standards		
ICT / digital communications	Expertise in digital communications and social media, and/or expertise in computer and ICT hardware and data security		
Fundraising and income generation	Expertise and a track record of generating income from a range of sources including commercial and fundraising		
Project management	Knowledge and experience of applying processes, methods, resources and skills to achieve project objectives		
Property / facilities	Expertise in architecture, health and safety, facilities and property management		

## SKILLS, KNOWLEDGE AND EXPERIENCE

## DESCRIPTION

## PRIORITY RATING: LOW/MEDIUM/ HIGH

## COMMENT ON RATING AND ITS RELATIONSHIP TO STRATEGY

Knowledge of the sport – these are examples, however the organisation should agree the areas of greatest significance that reflect strategy and are required on the Board

Understanding of the sport – adult (female/male/disability)

Understanding of junior sport and talent pathways

Sports development - helping the sport reach new audiences and markets

Elite performance

Sphere of influence at national, UK and international levels

Other...

# BOARD MEMBER COMPETENCIES, SKILLS, KNOWLEDGE AND EXPERIENCE

This exemplar is the second of two documents that can be used as part of a Board skills audit – the first is the Board Competencies, Skills, Knowledge and Experience List. Having prioritised skills, knowledge and experience against your organisation's mission and strategy, you can present these to Board members using the Board Member Audit Form as part of a skills audit.

Board members can self-assess or work through the form with the Chair or independent professional. Once completed, the results can be analysed and a summary report produced that will inform future appointments and succession planning.

The priority ratings here (high/medium/low) are for example only. You can use the Board Member Skills Audit Template to create your own audit form.

## BOARD MEMBER NAME

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The aim of the skills audit is to establish team and individual strengths on the Board. In addition, it will help us identify where there may be gaps in knowledge and we can priorities these when we are seeking new Board members. The audit will also build a picture of any development needs and we can tailor the Board learning and development programme reflect these.

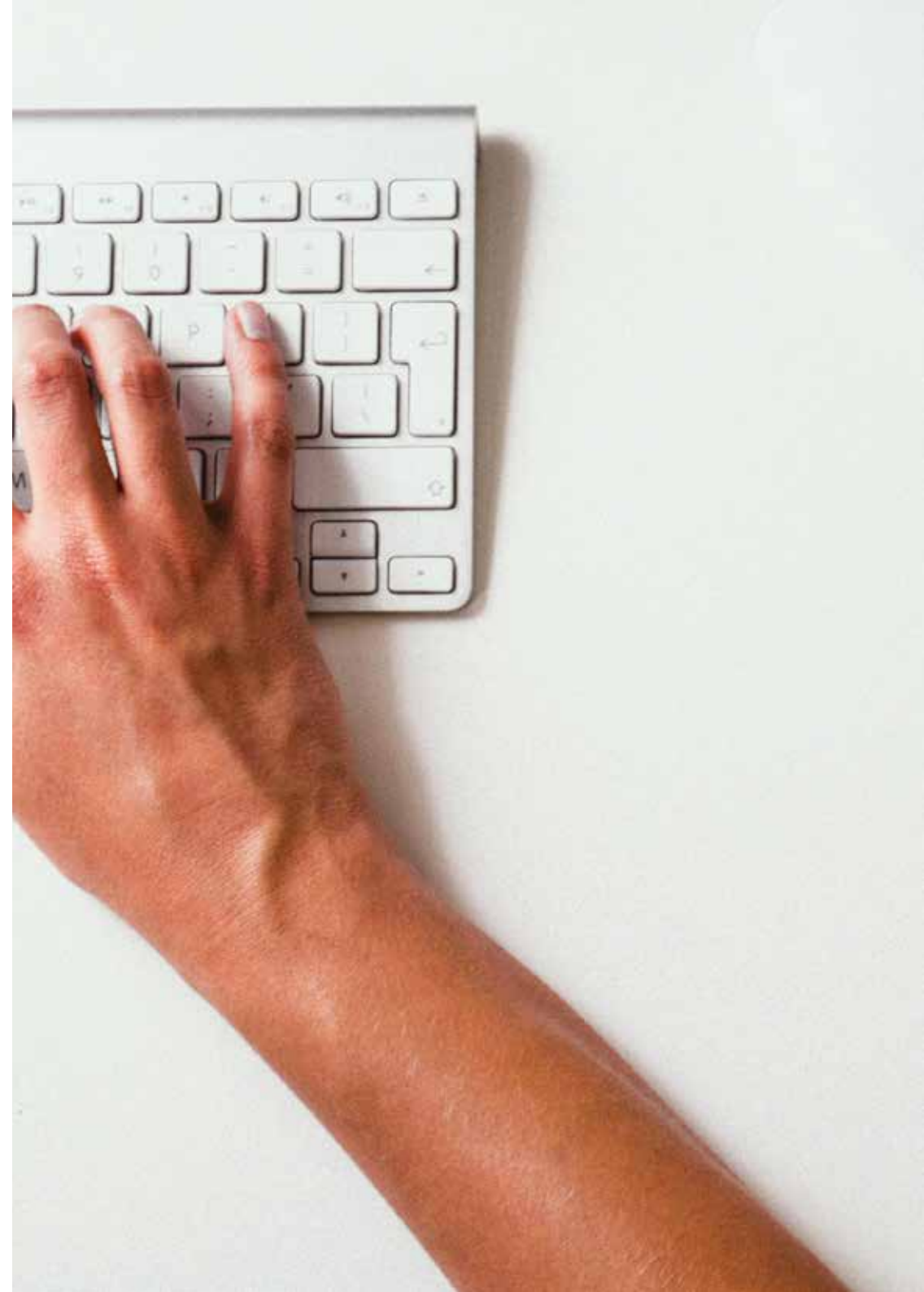
Please review the competencies, skills, knowledge and experience set out below and rate yourself for each one. You can include skills

and experience you have gained in voluntary as well as paid professional roles. It is not necessary to comment on all of the areas but if you have rated yourself 5 or 6, you might want to add some detail such as qualifications, which will help build a more detailed picture of your strengths.

## RATING YOURSELF

Rating is on a scale of 1-6 where:

- 1** = limited or no knowledge or understanding
- 2** = some awareness but not able to express an informed view
- 3** = some knowledge and can engage in debate
- 4** = reasonably well-informed and can actively contribute to discussions and decisions
- 5** = qualified in this area, with great experience in the field
- 6** = a recognised expert in the field, operating at the highest levels



## CORE COMPETENCIES

Listed below are the core competencies expected of every individual Board member. Each person should demonstrate these at Board meetings and whenever she or he is engaged on behalf of.

COMPETENCIES	COMMENT	PERSONAL RATING 1-6
Understanding of the role of a Director	Prior to, or on, appointment every Board member understands his/her role and legal responsibilities as a Director (or Trustee)	
Listening skills	Empathetic listening which seeks to understand another's perspective without disruption or interruption	
Analytical skills	The ability to analyse management information, understand the key issues and contribute to constructive debate	
Influencing skills	The ability to articulate a message, advocate effectively for the organisation and gain commitment	
Communication – oral and written	Clear, constructive and concise communication in meetings, at events and with stakeholders	
Demonstration of organisational values	Consistently leading by example in respect of values. These behaviours should be visible to staff, Board colleagues and stakeholders	
Time	Directors must be able to meet the various time commitments required of the role	
Leadership	Experience and visible demonstrations of leadership behaviours as listed in the Board member role description and the Governance and Leadership Framework	
Championing equality and diversity	Understanding the principles of equality, the value of diversity and how they are embedded in all aspects of the organisation's policies, programmes and processes	
Developing self and others	Commitment to personal and professional development both individually and collectively	



**Board Skills, Knowledge and Experience** – required across the whole Board, not necessarily every individual, although a minimum number of Directors should demonstrate expertise in the higher priority areas.

This skills, knowledge and experience listed here have been separated into high, medium and low priorities by way of example. Each organisation is different and the prioritisation should reflect your current mission and strategy. Sport-specific knowledge and experience are treated as a high priority and listed separately.

## HIGH PRIORITY AREAS

High priority skills, knowledge and experience are those deemed to be essential for the Board as a whole, with a minimum of Directors who are experts in each field.



SKILLS, KNOWLEDGE AND EXPERIENCE	DESCRIPTION	PERSONAL RATING 1-6	COMMENT
Sport / voluntary organisation governance	Understanding the governance processes and structures that will enable an organisation to function successfully now and in the future		
Chairing and group facilitation	As a minimum, Chair, Vice Chair and all committee Chairs must be able to demonstrate effective facilitation and chairing skills		
Finance and accounting	Expertise and experience in accounting, financial controls and reporting		
Relationship management – members, partners, investors and regulators	Expertise and experience in identifying key stakeholders and building effective strategic relationships		
Strategic planning and focus	Ability to think strategically, experience of setting mission and values, maintaining a focus on strategy and putting in place effective processes to review progress; an ability to steer clear of operational detail		

SKILLS, KNOWLEDGE AND EXPERIENCE	DESCRIPTION	PERSONAL RATING 1-6	COMMENT
Fundraising and income generation	Expertise and a track record of generating income from a range of sources including commercial and fundraising		
Membership organisations	Experience of a range of membership bodies (sporting or non-sporting) and an understanding of how to connect with, and grow, membership		
Team-working	Enabling and contributing to cohesive teams working effectively towards shared goals		
HR / people development and executive performance review	Expertise on human resource legislation and policy, and experience of strategic people development		
Organisational development and change management	Experience of leading organisational development programmes and preparing organisations to adopt change		
Customer service excellence	A strategic understanding of the customer experience and expertise in developing customer service standards		

## MEDIUM PRIORITY AREAS

These may be required on the Board or could be designated as essential on a sub-committee or working group.

SKILLS, KNOWLEDGE AND EXPERIENCE	DESCRIPTION	PERSONAL RATING 1-6	COMMENT
Legal	Expertise and experience as a qualified legal professional		
Public relations and public policy	Knowledge of legislative and policy matters affecting the sport, and how to engage decision makers		
Project management	Knowledge and experience of applying processes, methods, resources and skills to achieve project objectives		
Negotiating skills	The ability to recognise different positions on any issue and be able to negotiate, compromise or find resolution		
Relationship management – stakeholders, partners, investors and regulators	Expertise and experience in identifying key stakeholders and building effective strategic relationships		
Marketing	Skills and expertise in creating brands, identifying audiences and targeting potential customers		
Conflict resolution	The ability to diffuse as well as resolve differences for the benefit of the organisation		
ICT / digital communications	Expertise in digital communications and social media, and/or expertise in computer and ICT hardware and data security		

## LOW PRIORITY AREAS

Skills, knowledge and experience that are not essential at Board level and can be sourced through consultants or short term contracts.

SKILLS, KNOWLEDGE AND EXPERIENCE	DESCRIPTION	PERSONAL RATING 1-6	COMMENT
Property / facilities	Expertise in architecture, health and safety, facilities and property management		

## SPORT-SPECIFIC AREAS

Knowledge and experience of the sport that are strategic priorities for XXXX

KNOWLEDGE AND EXPERIENCE (EXAMPLES)	PERSONAL RATING 1-6	COMMENT
Understanding of the sport – adult participation (female/male/disability/clubs)		
Understanding of junior sport and talent pathways		
Sports development - helping the sport reach new audiences and markets		
Elite performance		
Sphere of influence at national, UK and international federation levels		
Other...		