

## 1. | Skills Matrix

### **GROUP BOARD MEMBER KNOWLEDGE, EXPERIENCE & SKILLS**

Below are the knowledge, experience and skills that are essential for the Group Board to operate effectively.

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#### **Knowledge**

- Provision of customer focused services
- Knowledge of customer needs, including vulnerability
- Risk Management, control, and mitigation
- Social profit

#### **Experience**

- Leadership in large and complex organisations
- Monitoring performance in a large commercial environment
- Working with local authorities/partners
- Planning and delivering change in large organisations
- Strategic planning – experience of planning, evaluating and implementing strategic plans

#### **Skills**

- Budget and financial management
- Business planning
- Project appraisal management / analysis
- Communication, marketing, branding, social media
- Legal skills
- Human Resources/Organisational Development
- Entrepreneurial skills (co-opt in as and when needed?)

### Knowledge, Experience & Skills: Individual self-evaluation

The table below outlines the skills and competences that are desirable for the Board to operate effectively. Please assess your own level of competence against each area by entering a number from 1-4 in the end column in line with the description that is the closest match to your own experience and competence level.

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Level 4</u>	<u>Your Score 1-4</u>
<b>Customer Service</b>	Little or no knowledge of customer service and how to meet the needs of customers	Knowledge of customer service and how to meet the needs of customers.	Extensive knowledge of customer service in order to meet specific customer needs	Extensive knowledge of the delivery and implementation of high level customer service together with experience of engaging and empowering customers	
<b>Risk Management</b>	Little or no knowledge of risk management	A general knowledge of the issues relating to risk management	Knowledge of risk management processes and relevant legislation	High level knowledge of risk management, including appropriate control and mitigation mechanisms	
<b>Social Profit</b>	Little or no knowledge of social profit	Some knowledge of social profit and its impact	Knowledge of social profit, the principles behind it and how it can make a positive difference	In depth knowledge of social profit including relevant research and a understanding of how it can be quantified to measure outcomes	

<p><b>Leadership</b></p>	<p>Little or no leadership experience</p>	<p>Basic leadership experience of a small team or similar</p>	<p>Experience of leading an organisation, including engaging with staff and external partners</p>	<p>Significant leadership experience of a large, complex organisation working across multiple sites and sectors requiring high level interpersonal and transformational skills</p>	
<p><b>Performance Monitoring</b></p>	<p>Little or no performance monitoring experience</p>	<p>General experience of performance monitoring and analysis</p>	<p>Experience in the delivery of performance monitoring systems to effectively inform business decisions</p>	<p>A wealth of experience in performance monitoring in a commercial environment with high level analytical and IT skills which allow performance data to be at the heart of the business</p>	

<p><b>Working with Local Authorities / Partners</b></p>	<p>Little or no experience in working with local authorities / partners</p>	<p>Some experience of working with local authorities / partners at a lower level</p>	<p>Experience of building and maintaining positive working relationships with external partners to benefit a particular service or the organisation in general</p>	<p>A skilled networker who possesses outstanding experience in cultivating and nurturing lasting, mutually beneficial relationships with external partners so that the company is in a strong position to tender for and secure new contracts and other business development opportunities</p>	
<p><b>Planning &amp; Delivering Change</b></p>	<p>Little or no experience in planning and delivering change</p>	<p>Some basic experience in the planning and delivery of change on a small scale</p>	<p>Experience of the planning and delivery of a change programme to meet the needs of an evolving business. Experience of using the change cycle to manage the reactions of those involved.</p>	<p>Considerable experience in planning and delivering change programmes in large organisations which ensure that staff engagement is kept at a high level and the core vision and values of the organisation are protected. Experience of delivering such programmes in various sectors ensuring learning is taken from one cycle to the next</p>	

<p><b>Strategic Planning</b></p>	<p>Little or no experience in strategic planning</p>	<p>Some experience of planning, evaluating and implementing a strategic plan</p>	<p>Experience of strategic planning which analyses the current operating environment to inform future objectives and shape the design of the organisation and how it can meet its aims</p>	<p>Experience of planning, evaluating and successfully implementing a strategic plan including a clear ability to focus on longer term goals and strategic outcomes as opposed to day to day management and operational planning and delivery matters</p>	
<p><b>Finance Management</b></p>	<p>Little or no skills required for financial management and oversight</p>	<p>Some financial management skills including oversight and the ability to understand financial statements</p>	<p>An ability to understand, analyse and interpret financial statements and accounts to inform business decisions and ensure legal compliance</p>	<p>A qualified accountant with significant financial management acumen which enables you to assess the adequacy and effectiveness of budgeting, financial reporting and controlling, to enable to organisation to operate productively without incurring undue risk</p>	

<p><b>Project Management</b></p>	<p>Little or no project management skills</p>	<p>Sufficient skills to allow a small project to be managed appropriately</p>	<p>Project management skills which enable the effectively delivery and appraisal of a number of projects to the satisfaction of key stakeholders</p>	<p>High level project management skills, ideally a PRINCE 2 qualified practitioner who is also able to appraise projects in order to determine the potential risks, returns and viability</p>	
<p><b>Marketing &amp; Communications</b></p>	<p>Little or no marketing and communication skills</p>	<p>A general level of marketing and communication skills promoting events and services</p>	<p>Marketing and communication skills which effectively promote the organisation via a range of relevant media channels</p>	<p>An extensive range of marketing and communication skills including the ability to create and develop a brand identity which showcases the very best of the organisation via all media channels</p>	
<p><b>Legal</b></p>	<p>Little or no legal expertise</p>	<p>Some general familiarity with broad legal requirements</p>	<p>Relevant legal skills and awareness of appropriate regulatory frameworks and legislation</p>	<p>Possession of a legal qualification and a highly skilled individual who has a deep understanding of relevant legislation to ensure all compliance obligations are met</p>	

<p><b>HR &amp; OD</b></p>	<p>Little or no HR and OD experience</p>	<p>A broad understanding of HR and OD acquired in a non-specialist role</p>	<p>A capable, qualified HR and OD professional with experience in providing a range of advisory services</p>	<p>A dynamic, qualified HR and OD leader who is able to operate and influence at the top level of the organisation so that people are at the heart of the company and are supported by a range of leading edge policies and procedures</p>	
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