

# Board Skills Mix

## Purpose

- To ensure a diverse mix of Board members across all skill areas and to avoid over-indexing in one or a few skills areas.
- To aid with identifying skills gaps to drive Board recruitment priorities.
- To better understand the training and development opportunities for existing Board members.
- To ensure a minimum baseline expertise for **all directorships**.
- To ensure a minimum level of experience for Board members based specifically on **Board role, other designated roles** and **reason for appointment** that exceeds the baseline.

## Baseline Skill Areas

“Key Skill Areas” are skill areas that map to liabilities which the Board are beholden to such as legal and regulatory. This pertains to things like Health and Safety and Employment laws, insurance and other compliance, company reporting and other Companies House liabilities (this is a non-exhaustive list).

All “other skill areas” are still essential and recognised as important, however they map to best practice and normal business skills rather than liabilities and they enhance the effectiveness of the Board, therefore the higher the proficiency level the more beneficial the enhancement.

Not all skill areas need an aggregate proficiency of the top level (*see Proficiency Chart in Appendix 1*). There **must** be an aggregate **level 5** for each Key Skill Area at the Board level, however for all other skill areas an aggregate minimum proficiency **level 3** is acceptable. Whilst it is recognised that level 5 is an ideal, the Board can be effective with a lower than level 5 aggregate score in non-key skill areas. *Aggregate proficiency level means that across the individuals on the Board there is a combined level of experience that meets the baseline requirements – 3 for non-key skill areas and 5 for key skill areas.*

## Responsibilities

1. **Chair + Deputy Chair** to define baseline proficiency for all skill areas.
2. **Chair + Deputy Chair** to define baseline experience for **all directorships** and minimum level of experience for Board members based specifically on **Board role, other designated roles** and **reason for appointment**.
3. **All Board members** self-assess their experience and understanding across the skill areas and key competencies.
4. **Chair + Deputy Chair** to regularly review and update to align with organisational needs at a **minimum annually**.

### Skill Area + Key Competencies + Baseline Required for Directorships

See Board Skills Mix Matrix for minimum level of experience based specifically on **Board role, other designated roles and reason for appointment**). Key Skill Area = indicated with **yellow highlight**.

| Skill Area                    | Key Competencies   | Baseline Required for Directorship | Baseline Board Level Required |
|-------------------------------|--|------------------------------------|-------------------------------|
| Diversity & Inclusion         | <ul style="list-style-type: none"> <li>- Experience in engaging with diverse communities.</li> <li>- Understanding of accessibility and inclusion best practices.</li> </ul>   | 3                                  | 3                             |
| Governance & Leadership       | <ul style="list-style-type: none"> <li>- Charity governance and compliance (Charity Commission).</li> <li>- Corporate and company governance (Companies House etc.).</li> <li>- Experience serving on a board or in leadership roles.</li> <li>- Board governance and structure.</li> <li>- New director onboarding.</li> <li>- Strategic planning and organisational development skills.</li> </ul> | 3                                  | 5                             |
| Finance & Fundraising         | <ul style="list-style-type: none"> <li>- Financial management and accounting expertise (budgeting, risk management, financial reporting).</li> <li>- Fundraising strategy, grant applications, and donor relations.</li> <li>- Social enterprise or income generation experience.</li> <li>- Insurance.</li> </ul>   | 3                                  | 5                             |
| Legal & Regulatory Compliance | <ul style="list-style-type: none"> <li>- Charity law and regulatory compliance knowledge.</li> <li>- General corporate and company law that pertains to being a public operation and also an employer.</li> <li>- Data protection and compliance understanding.</li> <li>- Public liability.</li> <li>- Understand personal liability.</li> </ul>  | 3                                  | 5                             |
| Health and Safety             | <ul style="list-style-type: none"> <li>- General all areas of Health and Safety.</li> <li>- Fire and fuel safety.</li> <li>- Electrical safety.</li> </ul>   | 2                                  | 5                             |

|   |   |          |          |
|---|---|----------|----------|
|   | <ul style="list-style-type: none"> <li>- Understand personal liability.</li> </ul>  |          |          |
| <b>HR &amp; People Management</b>                       | <ul style="list-style-type: none"> <li>- People (HR) &amp; Talent (Recruitment) strategy.</li> <li>- Recruitment, performance management and retention.</li> <li>- Diversity, equity/equality, inclusion and belonging (DEI&amp;B) knowledge and skills.</li> <li>- Employment law and contract management (IR35) expertise.</li> <li>- Wellbeing.</li> <li>- General employment processes and procedures.</li> <li>- Understand personal liability.</li> </ul> | <b>2</b> | <b>5</b> |
| <b>IT &amp; Digital</b>                                 | <ul style="list-style-type: none"> <li>- Knowledge of IT infrastructure and cybersecurity.</li> <li>- Digital transformation and online service delivery.</li> <li>- Knowledge of information security.</li> <li>- General tech savviness.</li> <li>- Understand personal liability.</li> </ul>   | <b>3</b> | <b>5</b> |
| <b>Marketing, Communications &amp; Public Relations</b> | <ul style="list-style-type: none"> <li>- Marketing &amp; Communications strategy.</li> <li>- Branding, public relations, and stakeholder engagement.</li> <li>- Advertising and income generation.</li> <li>- Digital marketing and social media expertise.</li> <li>- Media relations and crisis communication skills.</li> <li>- CRM / ticketing system, data analytics, and technical marketing.</li> </ul>  | <b>1</b> | <b>3</b> |
| <b>Sector-Specific Expertise</b>                        | <ul style="list-style-type: none"> <li>- Knowledge of the charity's mission, beneficiaries, and sector.</li> <li>- Lived experience or professional expertise in the charity's field.</li> <li>- Experience in public policy, advocacy, or campaigning.</li> </ul>  | <b>0</b> | <b>3</b> |
| <b>Partnerships &amp; Networking</b>                    | <ul style="list-style-type: none"> <li>- Government, corporate, and community partnership experience.</li> <li>- Ability to leverage networks and influence decision-makers.</li> <li>- Experience in collaboration and cross-sector partnerships.</li> </ul>   | <b>0</b> | <b>3</b> |
| <b>Risk &amp; Crisis Management</b>                     | <ul style="list-style-type: none"> <li>- Identifying and mitigating strategic risks.</li> <li>- Experience managing crises and reputational risks.</li> <li>- Business continuity and safeguarding expertise.</li> </ul>  | <b>3</b> | <b>3</b> |

|                            |  |          |          |
|----------------------------|--|----------|----------|
| <b>Volunteer Community</b> | <ul style="list-style-type: none"> <li>- Volunteer management and engagement.</li> <li>- Volunteer recruitment.</li> <li>- Volunteer wellbeing.</li> </ul> | <b>1</b> | <b>3</b> |
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## ***Appendix 1***

### **Proficiency Chart**

|   |                                    |   |
|---|------------------------------------|---|
| 0 | No experience                      | You have <b>no</b> experience in the skill area.  |
| 1 | Basic understanding                | You have <b>limited and basic</b> knowledge of the skill area.  |
| 2 | Reasonable understanding           | You have <b>some</b> experience and understanding across <b>some</b> of key competencies for the skill area.      |
| 3 | Intermediate knowledge             | You have <b>good</b> experience and understanding across <b>a lot of</b> key competencies for the skill area.     |
| 4 | Strong expertise                   | You have <b>great</b> experience and understanding across <b>most</b> of the key competencies for the skill area. |
| 5 | Specialist/professional experience | You have <b>professional</b> level experience across the <b>whole</b> skill area.                                 |