**Board Skills Matrix**

This template board skills matrix has been designed to help you evaluate the current skills, knowledge, experience and capabilities of your board and identify any skill gaps that need to be addressed.

The list of skills is not extensive but covers the most general ones that each sporting organisation should have. The board skills matrix should always be tailored to specific needs and requirements of each entity. The ideal skill set will depend on the size, type, stage and strategic direction of your organisation.

This document will also enable your organisation to identify areas of development for your board members and serve as a form of succession planning.

Director competencies are categorised into two distinct areas:

**Part A: Collective skills**- competencies directly relevant to performing the board’s key function and include: **professional and industry skills**.

**Part B: Skills, knowledge and experience in broader aspects of governance**- relevant to individual directors performing their duties.

**Instructions:**

Each column is compulsory to fill out.

Assess whether a skill is “essential”, “desirable” or “purchasable” by the board (the skill can be bought or brought into the board as and when required, i.e. by co-opting or getting external advice).

Edit the list of skills to create your own template. Add additional skills or mark something as not applicable. It is recommended that you do not delete any skills as you might require them in the future.

It is important to note that each individual director is not expected to hold all professional and industry skills. The skills, rather, should be held collectively by the board as a whole.

**Part A: Collective Skills**

**1. Professional (Director) Skills**

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| **Skill area** | **Description** | **E (Essential)**  **D (Desirable)**  **P (Purchasable)** | **YOUR EVIDENCE/CREDENTIALS FOR YOUR GRADING (GREEN AND AMBER ONLY). BRIEF SUPPORTING EXAMPLES WOULD BE HELPFUL. THIS COLUMN IS COMPULSORY.** | **COLOUR CODED REPLY – GREEN**, **AMBER**, **RED** |
| **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. |  |  |  |
| **Policy Development** | Ability to identify key issues for {name of organisation} and develop appropriate policies to define the parameters within which the organisation should operate. |  |  |  |
| **Financial performance** | Qualifications and experience in accounting and/or finance and the ability to:   * Analyse key financial statements. * Critically assess financial viability and performance. * Contribute to strategic financial planning. * Oversee budgets and the efficient use of resources. * Oversee funding arrangements and accountability. |  |  |  |
| **Governance** | Knowledge and experience in best practice governance structures, policies and processes (particularly in a sport or non-profit context). |  |  |  |
| **Executive management** | Experience at an executive level including the ability to:   * Appoint and evaluate the performance of the CEO and senior executive managers. * Oversee strategic human resources management including workforce planning, and employee and industrial relations. * Oversee large scale organisational change. |  |  |  |
| **Commercial experience** | A broad range of commercial/business experience. |  |  |  |
| **Legal experience** | Experiences in dealing with legal matter and an ability to evaluate situations and identify if the organisation would be legally liable in the situation. |  |  |  |
| **Organisational Risk Management** | This includes a sound general understanding of the factors that constitute organisational risk; and the ability to test and scrutinise management effectiveness on risk management and mitigation. N.B. This competence encompasses all risk factors, not just financial risk. |  |  |  |
| **The “Political” Aspects of Governance and strategic decision making** | This includes the ability to identify all key internal and external stakeholders and relationships and understand why they are strategically important; and to monitor, prioritise, actively engage and improve as needed. |  |  |  |

**2. Industry Skills**

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| **Skill area** | **Description** | **E (Essential)**  **D (Desirable)**  **P (Purchasable)** | **YOUR EVIDENCE/CREDENTIALS FOR YOUR GRADING (GREEN AND AMBER ONLY). BRIEF SUPPORTING EXAMPLES WOULD BE HELPFUL. THIS COLUMN IS COMPULSORY.** | **COLOUR CODED REPLY – GREEN**, **AMBER**, **RED** |
| **Rules of the Sport** | Experience with the sport and a knowledge of the rules that governs the NGB. |  |  |  |
| **Personal Stature, Reputation and Relationships within the National Sport of NGB** | Achieved by virtue of personal achievement in one or more recognised capacities, e.g. player, official, coach, organiser; or expert in technical development, performance pathways or grassroots development. Combined with personal relationship building and influencing skills. |  |  |  |
| **Safeguarding** | Knowledge about the specific responsibility a sporting organisation has in working with children, young individuals and vulnerable adults. |  |  |  |
| **Community Development** | Workforce development, club development, pathway, educational institutions, area associations, inclusion, equality & diversity. Of a high order gained within the Sport over a significant period of time. |  |  |  |
| **Disability Sport: Expertise and Status** | Gained within the Sport over at least 3 years. May or may not include experience as a player. |  |  |  |
| **Diversity and Inclusion** | Knowledge and experience contributing to the behaviour by which the board will promote D&I in the workplace, partner organisations and to the wider community. |  |  |  |

**Part B: Skills, Knowledge and experience in broader aspects of governance**

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| --- | --- | --- | --- | --- |
| **Skill area** | **Description** | **E (Essential)**  **D (Desirable)**  **P (Purchasable)** | **YOUR EVIDENCE/CREDENTIALS FOR YOUR GRADING (GREEN AND AMBER ONLY). BRIEF SUPPORTING EXAMPLES WOULD BE HELPFUL. THIS COLUMN IS COMPULSORY.** | **COLOUR CODED REPLY – GREEN**, **AMBER**, **RED** |
| **Financial Literacy of a High Order** | Almost certainly by professional qualification. Understanding of financial statements and accounting policies; able to appraise intelligently judgements and estimates put forward by management and/or auditors; understanding of the impact of organisational activity on finances; financial planning, budgeting and monitoring; expenditure approval and monitoring/controls; understanding of all forms of financial risk. |  |  |  |
| **Governance/Director Experience of a Different Organisation** | This should be of at least comparable size and complexity to the NGB. |  |  |  |
| **Executive Leadership and Management Experience** | Gained at the appropriate level within an organisation of sufficient size and complexity. |  |  |  |
| **Expertise in Corporate Communications** | Experience gained in an executive and/or consultancy role covering external and internal communications and stakeholder engagement methods. Good knowledge of the opportunities (and risks) of social media and the digital age and how to deploy them in practice. |  |  |  |
| **Expertise in Commercial Development and Marketing including Sponsorships** | Gained in an executive and/or consultancy role and ideally including experience of sponsorship and commercial exploitation in the sports sector. |  |  |  |