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# TRUSTEES SKILLS MATRIX

Please refer to the Terms of Reference for the Board of Trustees and the Trustee Role Specification.

In order to support the assessment of the skills and competencies of the Board and identify any gaps and development needs, we would be grateful if you could complete the attached skills matrix. Please note that it is divided into self-assessed skills, and non-assessed Attributes.

**Please score each skill/competency from 1 – 3.**

The scoring definitions are:

1 – No experience, or very little experience; “I’ve heard of it”

2 – Have practical experience, but require expert guidance

3 – Expert level – I could develop other people’s skills

Please feel free to add extra comments as necessary.

For **non-scored** **Attributes** please use the comments box as necessary to provide information about yourself that you feel will be useful to the Board.

Please do not write in the blue shaded areas.

You are not expected to meet all the competencies and areas within these as detailed below, so if you have no skill or attribute in a particular area, please leave it blank.

There are also some role specific competencies. If you are not applying for the role but have any of these competencies, please do indicate what these are.

In addition, please highlight any additional relevant skills that may not be covered by this matrix in the box below:

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|  |

Please return the completed matrix to Jo Offen [jo.offen@rcslt.org](mailto:jo.offen@rcslt.org)

|  |  |
| --- | --- |
| **Skills matrix for Board of Trustees** | |
| Name |  |
| RCSLT Membership number and category of membership |  |
| Professional qualifications held |  |
| Contact telephone and email address |  |

| **SELF-ASSESSED SKILLS** | **SELF ASSESSED RATING (tick)** | | | **COMMENTS** |
| --- | --- | --- | --- | --- |
|  | 1 | 2 | 3 |  |
| **GOVERNANCE – Leadership skills**  Members of the Board have to demonstrate leadership skills that align with the values of the RCSLT | | | | |
| Strategic direction – the ability to think and plan ahead, develop a clear vision and enthuse others |  |  |  |  |
| Organisational development- the ability to support continuous improvement to enable the organisation to respond to internal and external drivers |  |  |  |  |
| Experience of change management at a senior level and impact on employees |  |  |  |  |
| Experience of facilitating decision making including respecting the views of others and building consensus |  |  |  |  |
| **GOVERNANCE - General**  Having an overview of the following factors in the running of the organisation | | | | |
| An understanding of our purpose and awareness of and enthusiasm for the core remit of the Speech and Language Therapy profession |  |  |  |  |
| Aware of the external environment in which the RCSLT operates and the impact of these including:   * Political awareness * Economic factors * Social change |  |  |  |  |
| Understanding of the way in which charities are governed |  |  |  |  |
| Understand the role and boundaries of Trustees |  |  |  |  |
| Understand the legal duties and liabilities of Trustees |  |  |  |  |
| Understanding and experience of risk management |  |  |  |  |
| Knowledge of the impact of technology on how organisations can operate |  |  |  |  |
| Understanding and experience of equality and diversity |  |  |  |  |
| **GOVERNANCE - Financial skills** Board members need to have an understanding of and the ability to interpret high level financial information (to note; that training will be given where necessary) | | | | |
| Interpretation of balance sheets and profit and loss accounts |  |  |  |  |
| Commercial awareness |  |  |  |  |
| An understanding of charity investments and associated reporting requirements |  |  |  |  |
| **ROLE SPECIFIC KNOWLEDGE, SKILLS AND EXPERIENCE** | | | | |
| **Chair of PPPC** |  |  |  |  |
| Understanding the impact of policy on practice |  |  |  |  |
| Experience of service development and innovation |  |  |  |  |
| Understanding the drivers of workforce |  |  |  |  |
| Understanding the regulatory environment |  |  |  |  |
| Awareness of risks in the above contexts and impact on the RCSLT |  |  |  |  |
| **Honorary Treasurer** |  |  |  |  |
| Understanding of the financial requirements of a UK registered charity |  |  |  |  |
| Understanding of the financial dynamics of a professional body |  |  |  |  |
| Experience in strategic financial planning and reporting |  |  |  |  |
| Experience of financial management at a senior level |  |  |  |  |
| Experience of the development and management of a strategic investment and reserves policy in the context of a charity |  |  |  |  |
| Experience of financial risk management, preferably in a not for profit organisation |  |  |  |  |
| Experience of the governance of contractual management |  |  |  |  |
| Experience of working with external auditors in particular on the Audit Findings Report and related Board Representations. |  |  |  |  |
| Experience of chairing committee meetings |  |  |  |  |
| Ability to present financial information clearly to a range of audiences |  |  |  |  |
| **Trustee for Research** |  |  |  |  |
| Knowledge and experience of leading research |  |  |  |  |
| Experience of building international and national strategic partnerships across research bodies |  |  |  |  |
| Experience of working in a strategic role with a focus on disseminating research into practice |  |  |  |  |
| Ability to formulate strategy relating to research capacity in the workforce within the context of external pressures |  |  |  |  |
| Awareness of risks in the above contexts and impact on the RCSLT |  |  |  |  |
| **Lay member - HR/ Organisational Development (OD)** |  |  |  |  |
| Experience of leading HR/OD strategies |  |  |  |  |
| Experience of constructive approaches to leading change |  |  |  |  |
| Experience of negotiation and making a business case for change |  |  |  |  |
| Understanding the impact of legislation on organisational strategy |  |  |  |  |
| Formulating and leading organisational workforce strategies |  |  |  |  |
| Awareness of risks in the above contexts and impact on the RCSLT |  |  |  |  |
| Experience of chairing committee meetings |  |  |  |  |
| **Lay member – Digital/ Technology** |  |  |  |  |
| Demonstrable and practical experience of delivering transformational change to business technologies and processes in order to deliver increased ‘value’ of organisational services |  |  |  |  |
| Experience and/or up-to-date awareness of current industry best practice and strategy across a top-level view of digital. Please indicate which areas from the list below:   * technology strategy (cyber security, information management, systems architecture, hardware, software etc.) * marketing and communications |  |  |  |  |
| Ability to work at a strategic level whilst understanding the detail and complexities of delivery |  |  |  |  |
| Awareness of risks in the above contexts and impact on the RCSLT |  |  |  |  |
| Understand the implications of the General Data Protection Regulations (GDPR) |  |  |  |  |
| Possess extensive networks within the IT sector and be willing to draw on contacts as appropriate |  |  |  |  |

**NON-ASSESSED ATTRIBUTES**

|  |  |
| --- | --- |
| **Governance – Board member attributes** | **Comments** |
| Demonstrate excellent inter-personal skills to support internal and external engagement |  |
| Demonstrate an understanding and awareness of the personal and political agendas of individuals on a Board |  |
| Demonstrate constructive challenging of decision-making |  |
| Demonstrate constructive feedback that is aligned with the corporate goals rather than personal agenda |  |
| Demonstrate personal integrity |  |
| Demonstrate creative problem solving |  |
| Demonstrate continual self-improvement |  |
| Experience of chairing committee meetings |  |

Thank you for completing this skills matrix.