

BOARD OF MANAGEMENT

Annual Development Meeting of Chair/Committee Chair

(Board Secretary to complete this section prior to meeting)

Name:	Date of Review:
Committee Membership	Attendance Levels
Any offices held (<i>eg Vice Chair, Chair of Committee etc</i>)	
Start Date:	End/re-election date:
Training Attended since last review	
Events attended since last review	
Mandatory Training outstanding	

**Part A – Chair or Committee Chair self-evaluation
(to be completed by reviewee prior to meeting with chair)**

	Over the last year, where have I made an effective contribution or developed my skills / knowledge? Anything I could have done better?	Looking to next year, where would I like to make a contribution and / or develop my skills / knowledge?
Knowledge of the external environment		
Board member skills, including Non-Executive Skills		
Knowledge of the organisation's business		
Contribution to board team work		

Part B - To be completed by the reviewer and agreed with the reviewee as a confidential summary of their discussion

	Over the last year, where have I made an effective contribution or developed my skills / knowledge? Anything I could have done better?	Looking to next year, where would I seek to make a contribution to the board and / or develop my skills / knowledge?
Knowledge of the external environment		
Board member skills, including Non-Executive Skills		
Knowledge of the organisation's business		
Contribution to board team work		

**Part C –annual development plan agreed with reviewer
(to be passed to board secretary for action as required)**

It has been agreed that Shetland UHI will support in developing the following skills / knowledge over the next 12 months:

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Signed (Reviewee)

Signed (Reviewer)

Date

BOARD MEMBER CORE SKILLS MATRIX

Board members will join the Board with their own specific skills, qualities and expertise. During their time on the Board all members are expected to develop or keep up-to-date in the following core areas:

Development pillar	Core skills, qualities, expertise and behaviours
Knowledge of the external environment	<ul style="list-style-type: none"> • Understanding of the local / regional / national, and if appropriate international, agenda that your organisation contributes to • Understanding of the legal and financial requirements of those bodies your board is accountable to, including the Scottish Funding Council, OCSR (eg Financial Memorandum, including severance guidance) • Understanding of the Code of Good Governance, Code of Conduct for Board Members and Outcome Agreements • Understanding of your organisation’s regional or national partners and other stakeholders • Understanding of national or regional skills needs • Insights acquired from building networks with other boards in the college sector
Board member skills	<ul style="list-style-type: none"> • Communication skills – listening, explaining, questioning, influencing • Understand the non-executive role, including the leadership role and how to avoid unnecessary operational detail while demonstrating stewardship of the organisation • Ability to balance constructive challenge and support of staff • Avoid / manage conflicts of interest and take collective responsibility for board decisions that are in the best interests of your organisation • Understand and take informed and rigorous decisions on complex issues and think strategically • Fulfil board ambassadorial role with staff and students and their representative bodies • Chairing skills (if a chair) • Contribute to discussions and decisions on finance, audit, risk management, human resources and strategic planning
Organisational knowledge	<ul style="list-style-type: none"> • Understanding of the financial, legal and accountability framework of your organisation • Understanding of staff views and culture • Understanding of student views and experiences, including student association • Understanding of the views of other customers and stakeholders, build / facilitate relationships with external stakeholders, facilitate effective partnership working and be an ambassador for the board and your organisation • Understanding of your organisation’s business – curriculum, finances, estates, human resources, values, business planning systems, business priorities, performance indicators, risk and control framework • Understanding of responsibilities and business of committees
Team working	<ul style="list-style-type: none"> • Attend and make contributions to board and committee meetings, events and development sessions • Take time to get to know other board members and build a strong team • Challenge each other and contribute to rigorous debates while maintaining supportive relations with fellow board members • Share own expertise and networks with fellow board members as required • Contribute to board, chair and personal evaluation processes and development plans • Support and mentor inexperienced board members • Contribute to succession planning, including building expertise and taking on responsibilities such as committee membership and chairing as required

CHAIR CORE SKILLS MATRIX

Board chairs or chairs of committees are required to develop and keep up to date the same skills, qualities and expertise as the fellow board members. In addition, during their time as chair, they are expected to develop and keep up to date with the following specific attributes:

Development pillar	Core skills, qualities, expertise and behaviours
Knowledge of the external environment	<ul style="list-style-type: none"> • Understand and influence, on behalf of your organization, the external stakeholder environment -local / regional / national • Act on behalf of the board and maintain trust among those bodies you're your organization is accountable to; ensuring that it fulfills its legal and financial requirements • Ensure members understand and adhere to the Financial Memorandum, Code of Good Governance and the Code of Conduct for Board Members and that the board demonstrates high standards of governance at all times • Build and maintain effective networks with other boards in the sector to ensure spread of good practice
Non-Executive skills	<ul style="list-style-type: none"> • Understand and demonstrate the non-executive chair role • Provide leadership to the board whilst acting on behalf of the board as first among equals • Exhibit strong communication skills – listening, explaining, questioning, influencing • Balance constructive challenge and support of senior staff, being neither too close nor too distant • Ensure meetings, agendas and papers, balance the requirements for appropriate information, giving board members sufficient time to debate and decide issues in an informed and rigorous manner • Ensure issues are properly discussed and recorded and agreement is reached, decisions are clear and members accept collective responsibility • Fulfil board ambassadorial role with staff and students and their representative bodies.
Organisational knowledge	<ul style="list-style-type: none"> • Ensure you and your board members understand: <ul style="list-style-type: none"> • the financial, legal and accountability framework of your organization • staff views and culture • student views and experiences, including student association • the views of other customers and stakeholders • the organisation's business – curriculum, finances, human resources, values, business planning systems, business priorities, performance indicators, risk and control framework • the non-executive responsibilities and business of committees
Team working	<ul style="list-style-type: none"> • Attend and make contributions to board and committee meetings, events and development sessions • Build a strong board team and ensure time for members to get to know each other • Ensure all members contribute to rigorous debates while maintaining supportive relations with their fellow board members • Encourage board members to share own expertise and networks where this would assist the board and the organisation • Take responsibility for the annual board, chair and personal evaluation process and development plans, providing constructive feedback to board members • Build a board culture of continuous improvement, ensuring appropriate induction and ongoing support including mentoring of inexperienced board members • Take responsibility for succession planning, including recruiting or, where appropriate, advising on the recruitment of new members to ensure an appropriate blend of board member skills and knowledge • Ensure appropriate membership of committees, taking into account the need for succession planning.

