

BOARD OF MANAGEMENT

Annual Development Meeting with Chair of Board

(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 – board member self-evaluation
(to be completed by board member 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		
Knowledge of the organisation's business		
Contribution to board team work		

Part B - To be completed by the chair and agreed with the board member 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		
Knowledge of the organisation's business		
Contribution to board team work		

**Part C – board member annual development plan agreed with chair
(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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6

Signed (Board Member)

Signed (Chair)

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