

Appendix B

Skills Audit Section

The Board of Governors rated their personal skills, knowledge and experience in each category of the survey according to the criteria 1 to 5 below.

- 1 No skill, previous knowledge or experience
- 2 Basic level
- 3 Intermediate level
- 4 Advanced level
- 5 Advanced level *plus* the ability to transfer knowledge and skills

The tables below demonstrate the overall results compared to the previous survey in 2014 based on the returns received (with average 2018 scores in each section divided into elected member and co-opted member category).

Brief analysis of overall 2018 results:

The areas which are represented at a **high level** (50 and over) include:-

- governance
- strategic management & business planning
- risk and audit
- change management; and
- the arts.

The areas which are represented at a **basic level** (up to 35) include:

- teaching – all categories listed
- legal and;
- estates and facilities management.

Corporate and Financial Management

		2018 (max 80)	2014 (max 80)	2018 No of Board Members scoring 4 to 5
1.	Insurance Elected members 2018: Average 3 (Intermediate level) Co-opted members 2018: Average 2 (Basic level)	39	67	2

2.	Investments Elected members 2018: Average 3 (Intermediate level) Co-opted members 2018: Average 3 (Intermediate level)	47	38	7
3.	Finance Elected members 2018: Average 3 (Intermediate level) Co-opted members 2018: Average 3 (Intermediate level)	53	51	9
4.	Change Management Elected members 2018: Average 3 (Intermediate level) Co-opted members 2018: Average 3 (Intermediate level)	53	52	9
5.	Strategic Management and Business Planning Elected members 2018: Average 4 (Advanced level) Co-opted members 2018: Average 4 (Advanced level)	60	55	9
6.	Governance Elected members 2018: Average 4 (Advanced level) Co-opted members 2018: Average 4 (Advanced level)	56	57	11

Specialist and Technical Areas

		2018 (max 80)	2014 (max 80)	2018 No of Board Members scoring 4 to 5
1.	Health and Safety Elected members 2018: Average 2 (Basic level) Co-opted members 2018: Average 2 (Basic level)	35	35	0
2.	Fundraising Elected members 2018: Average 2 (Basic level) Co-opted members 2018: Average 3 (Intermediate level)	36	27	5
3.	Estates and Facilities Management Elected members 2018: Average 2 (Basic level) Co-opted members 2018: Average 2 (Basic level)	31	32	0
4.	Enterprise / Business Development Elected members 2018: Average 3 (Intermediate level) Co-opted members 2018: Average 3 (Intermediate level)	42	40	5
5.	Equality and Diversity Elected members 2018: Average 3 (Intermediate level) Co-opted members 2018: Average 3 (Intermediate level)	44	42	4

6.	Education Management Elected members 2018: Average 3 (Intermediate level) Co-opted members 2018: Average 3 (Intermediate level)	45	35	5
7.	Drama Elected members 2018: Average 2 (Basic level) Co-opted members 2018: Average 4 (Advanced level)	43	30	7
8.	Creative Learning Elected members 2018: Average 2 (Basic level) Co-opted members 2018: Average 3 (Intermediate level)	33	36	2
9.	Charity Organisation Elected members 2018: Average 3 (Intermediate level) Co-opted members 2018: Average 4 (Advanced level)	49	40	6
10.	Campaigning Elected members 2018: Average 2 (Basic level) Co-opted members 2018: Average 3 (Intermediate level)	37	34	3
11.	Arts Elected members 2018: Average 3 (Intermediate level) Co-opted members 2018: Average 4 (Advanced level)	52	51	7

12.	Acting Elected members 2018: Average 2 (Basic level) Co-opted members 2018: Average 3 (Intermediate level)	39	28	4
13.	Relationship Management Elected members 2018: Average 3 (Intermediate level) Co-opted members 2018: Average 3 (Intermediate level)	40	46	6
14.	Quality Systems Elected members 2018: Average 2 (Basic level) Co-opted members 2018: Average 3 (Intermediate level)	38	27	1
15.	Public Sector Organisations Elected members 2018: Average 3 (Intermediate level) Co-opted members 2018: Average 3 (Intermediate level)	45	51	4
16.	Public Relations Elected members 2018: Average 2 (Basic level) Co-opted members 2018: Average 3 (Intermediate level)	38	43	3

17.	Project Management Elected members 2018: Average 3 (Intermediate level) Co-opted members 2018: Average 3 (Intermediate level)	48	53	7
18.	Music Elected members 2018: Average 2 (Basic level) Co-opted members 2018: Average 4 (Advanced level)	48	48	4
19.	Mediation Elected members 2018: Average 3 (Intermediate level) Co-opted members 2018: Average 2 (Basic level)	36	35	3
20.	Marketing Elected members 2018: Average 3 (Intermediate level) Co-opted members 2018: Average 3 (Intermediate level)	42	44	3
21.	Local Authorities Elected members 2018: Average 3 (Intermediate level) Co-opted members 2018: Average 2 (Basic level)	42	49	5
22.	Legal Elected members 2018: Average 2 (Basic level) Co-opted members 2018: Average 2 (Basic level)	32	32	1

23.	Information and Communications Elected members 2018: Average 3 (Intermediate level) Co-opted members 2018: Average 3 (Intermediate level)	46	45	5
24.	Human Resources and Personnel Elected members 2018: Average 3 (Intermediate level) Co-opted members 2018: Average 2 (Basic level)	38	42	1
25.	Widening Participation Elected members 2018: Average 2 (Basic level) Co-opted members 2018: Average 3 (Intermediate level)	39	33	2
26.	Visual Arts Elected members 2018: Average 2 (Basic level) Co-opted members 2018: Average 3 (Intermediate level)	38	31	3
27.	Theatre Elected members 2018: Average 3 (Intermediate level) Co-opted members 2018: Average 4 (Advanced level)	45	39	6

28.	Technology Elected members 2018: Average 3 (Intermediate level) Co-opted members 2018: Average 3 (Intermediate level)	31	22	2
29.	Teaching – Higher Elected members 2018: Average 2 (Basic level) Co-opted members 2018: Average 2 (Basic level)	31	35	4
30.	Teaching – Further Elected members 2018: Average 2 (Basic level) Co-opted members 2018: Average 2 (Basic level)	24	28	0
31.	Teaching – Secondary Elected members 2018: Average 2 (Basic level) Co-opted members 2018: Average 2 (Basic level)	25	24	1
32.	Teaching – Primary Elected members 2018: Average 2 (Basic level) Co-opted members 2018: Average 2 (Basic level)	28	20	1
33.	Safeguarding Elected members 2018: Average 3 (Intermediate level) Co-opted members 2018: Average 3 (Intermediate level)	48	46	5

34.	Student Wellbeing Elected members 2018: Average 3 (Intermediate level) Co-opted members 2018: Average 3 (Intermediate level)	41	34	4
35.	Risk and Audit Elected members 2018: Average 3 (Intermediate level) Co-opted members 2018: Average 3 (Intermediate level)	50	47	7

Other skills not mentioned in the survey but recorded as relevant by governors

International relations and culture outside UK

Customer Care

Research (incl. impact)

Higher Education Policy

Westminster & Whitehall Relations

Cultural Policy

Research within HE/Performing Arts context