



Full Name	
Date	

The Board Skills, knowledge and Experience pro-forma is one of a number of tools in place which is used to help evaluate how directors are able to contribute effectively to the work of the Board in line with the Rules of the Society and the Corporate Governance Code.

Aims and objectives

The primary aims underpinning this assessment process are:

- To contribute to the development of a holistic understanding of the combination of skills, experience and knowledge presently available at Board level.
- To enable the identification of individual and collective training needs at the Board level.
- To help identify where skills gaps currently or might exist in the foreseeable future at Board level which should be addressed in time.

A. Overall Director Competency Assessment

This section provides **existing and prospective** directors with an opportunity to indicate their current competency level in each of the following four core competency areas:

1. Director/Board skills
2. Professional skills
3. Knowledge of business/operating environment
4. Knowledge and understanding of the Lincolnshire Co-operative Society

To be undertaken by each new Director as part of their induction process and by all existing Directors on an annual basis.

An excellent co-operative board is made of individuals with a combination of skills, knowledge, experience and personal attributes that complement each other.

Personal attributes will have been discussed at the recruitment stage and therefore the purpose of this exercise is to focus on skills, knowledge and experience.

As we evaluate the composition and diversity of the Lincolnshire Co-operative Society ("LCS") board of directors ("Board"), we ask you as directors to complete this short questionnaire.

The information obtained from this process will be used to identify any gaps, individually or collectively, that may need to be addressed on the Board and to allocate subcommittee places.

Please ensure that you complete this form honestly, indicating your level of skills, knowledge and experience against each of the competencies identified.

Please complete all sections ticking the column which best reflects your experience.



We are asking you to rate your experience as follows:

Competence category	Description of category
Limited (1)	Minimal knowledge or experience of the competency and specific competency elements.
Moderate (2)	Relevant professional qualification but limited operational experience or have relevant operational experience but no professional qualification
Considerable (3)	Relevant professional qualification with experience at an executive or senior leadership team level or Relevant experience at a board level as a board member or in a trustee capacity

If you were elected/appointed as a Board member in the last 12 months, please complete Questions 1 to 3, 5 and 6 only.

B Core competency questionnaire:

1. Director/Board skills

		Limited	Moderate	Considerable	Notes
1.1	Finance – experience of assessing financial positions, interpreting financial statements and accounts, steering financial performance				
1.2	Strategy – experience developing strategic priorities and direction and ensuring the necessary resources are in place to implement them				

		Limited	Moderate	Considerable	Notes
1.3	Governance – understanding of Companies Act 2006 director duties, democratic governance structures, policies and processes; Co-operative Governance Code; Co-operatives UK website, guidance on an effective board				
1.4	Risk management – experience identifying, assessing and managing risks through the use of robust internal controls and systems.				
1.5	Stakeholder relations – experience overseeing effective stakeholder engagement				
1.6	Partnership working – experience building partnerships with individuals and organisations with shared purposes				
1.7	Personal resilience – Able to assimilate substantial amounts of information forming fact based conclusions over a sustained period of time				
1.8	Environmental and social responsibility – Environmental awareness including opportunities to innovate, attract new Members and reduce costs				



1.8 Please indicate below any areas in which you would like to develop your Board knowledge or skills:

2 Relevant Professional Skills

		Limited	Moderate	Considerable	Notes
Essential					
2.1	Accountancy				
2.2	Audit / risk management				
2.3	Change management				
2.4	Legal				
2.5	Operational resilience				
2.6	Business continuity/ Crisis management				
Desirable					
2.7	People/ Colleagues				
2.8	Communications and Social media				
2.9	Networking/ Campaigning				
2.10	Estate management				
2.11	IT Strategy				
2.12	Cyber risk awareness				



2.13 Please indicate below any areas in which you would like to develop your professional knowledge or skills:

3 Knowledge of business/operating environment

This includes understanding of the market, competitors, current and emerging trends, developments in IT, customer insight strategies and utilising market data.

		Limited	Moderate	Considerable	Notes
3.1	Retail food market				
3.2	Funeral services industry				
3.3	Pharmacy industry				
3.4	Travel service industry				
3.5	Post office services				
3.6	Property industry and property portfolio management				
3.7	Community / Member services				

Please indicate below any areas in which you would like to develop your business sector knowledge or skills:



Question 4 is to be completed by existing Directors only (with more than 12 months serving experience)

4. Knowledge and understanding of the Lincolnshire Co-operative Society

		Limited	Moderate	Considerable	Notes
Essential					
4.1	Purpose and approach – understands the Society’s purpose and approach framework, strategy, culture, values and ethos and history				
4.2	The co-operative movement – the UK and International Co-operative Movement and the ICA Co-operative Values & Principles				
4.3	Ethical business – understanding of co-operative, environmental and social responsibilities and how to operate an ethical and socially conscious business				
4.4	Membership and customer engagement – understanding of the Society’s key stakeholders				
4.5	Employee engagement – knowledge and understanding of the Society’s obligations to its current and former employees				
4.6	Pensions – knowledge and understanding of the pensions industry and the Society’s obligations to its current and former employees				

C. Additional considerations

5. Please indicate below any areas in which you would like to develop your knowledge and understanding of LCS:

6. Please give brief details of any relevant courses you have undertaken in the past year, in addition to those offered by the LCS – including governance/director training, work-based training/development and / or any other development/training activities:

D. What happens next

The information obtained during this review will be collated in a skills, experience and knowledge matrix (the “Board Skills Matrix”). The matrix will then be used to:

- Understand the Board’s current mix of skills and experience;
- Identify any gaps, individually or collectively, that may need to be addressed by the Board;
- Serve as a useful tool for the Search and Membership Committee and highlight the skills which need to be prioritised at the next director elections;
- Inform future Board development training.

The Board will be provided with an updated Board Skills Matrix following every annual Board skills, knowledge and experience review.