

Non-Executive Director Skill Matrix Key areas of performance

Non-Exec	Finance – Operational/ Corporate Restructuring	Legal/ Regulation/ Governance & Risk	Strategic Business Planning	Commercial Operational Management	Human Resources/ Organisational Development	Clinical	Healthcare/Public sector Experience	University	Marketing & Communications
Skills, experience, attributes specific to key areas	Financial Director experience gained in a large and complex organisation, handling large business portfolios	A detailed understanding of corporate governance frameworks and regulatory environments	Experience of leading strategy formulation, strategic planning and process implementation in a comparable organisation	Experience of working in a senior operational role, encompassing an entrepreneurial flair in a complex organisation	Extensive previous experience of operating at a senior HR/OD executive level in complex or diverse organisations	Senior experience of strategic healthcare and clinical issues	Experience of working in a healthcare management role or other public sector leadership role	Experience in relevant field at University	Experience of working at senior level in a marketing and/or communications role
	Proven track record in managing major financial transactions and experience of large scale mergers/ transactions	Experience of corporate restructuring, due diligence and associated processes	Experience of critically reviewing existing processes and successfully delivering new processes	Experience of delivering an organisation through large scale and complex change, transformation, merger or acquisition	A record of success in communicating and engaging with a wide range of staff	Experience of working in a senior clinical management role in a relevant environment	A track record of holding senior management positions in the wider public sector	Ability to provide meaningful link with University	Ability to understand and articulate the application of marketing concepts to the NHS
	Qualified accountant	Ability to analyse corporate risks and development of appropriate risk assurance processes	Ability to keep abreast and apply new strategic approaches and thinking	Experience of critically appraising business options and a track record in managing the implementation of new business opportunities	Strong organisational development skills and experience	Knowledge of the primary/ secondary/ tertiary mental health or community mental health environment	Previous experience at Board level and other forms of governance eg Trustee of a large charity	Previous experience at Board level	Experience of managing communications within a complex organisation

	Experience of evaluating, appraising and approving complex and large scale financial proposals	Knowledge, understanding and experience of corporate law	Experience of creating the strategic context for transformation, operational change and/or mergers in a complex organisation	Experience of delivering cultural alignment within an organisation going through change	Previous employee engagement experience and an ability to translate to the NHS environment	Credibility in a senior clinical role	Knowledge and understanding of the commissioning and provider functions, structures and governance	Operated at a senior level in University with significant responsibilities	Experience of developing marketing programmes in the commercial sector
	Proven track record of applying entrepreneurial vision to the financial management of the Trust	Experience of a customer service environment that can be applied to the continual development of the patient experience/ governance framework	Ability to make links between various strategic problems (eg finance, IT, capital and the market)	Knowledge and understanding of the tension between delivering quality and profitability	Collaborative partnership working across stakeholders and building relationships and productive partnerships		A track record of success in a complementary healthcare role	Able to use experience in the healthcare FT environment	Understanding how to exploit new digital capabilities (e.g. social media, automation, telemedicine, genomics, assistive technology, Internet of Things, Apps etc) for citizen engagement, patient safety and operational efficiency
	Experiencing of chairing committees (highly desirable would be Finance Committees)	Knowledge and understanding of the NHS Provider Licence for Foundation Trusts	Experience of creating and delivering performance management processes and systems	Experience of delivering performance management systems and processes in large complex organisations	Experience of managing during major organisational change		Knowledge and understanding of the wider health and care system	Experience of critically appraising business options	Able to transpose commercial marketing principles to NHS environment
	Understanding and experience of audit and compliance	Experience of evaluating complex proposals in terms of risk, governance and compliance	Brings commercial experience from outside the NHS for business development	Ability to understand and consider commercial operating best practice in the context of the NHS			Understanding of the national policy context for Health and care	Experience of working at a senior level in a large organisation	

	Track record in managing performance in a contractual environment	A qualified lawyer in practice, or a lecturer or professor of law in an academic department, preferably with experience of corporate law; or significant commercial experience/ contract law.	Experience of critically appraising business options and managing the implementation of new business opportunities	Experience of critically appraising and managing operational performance against quality and financial indicators					
	Ability to transfer commercial principles to NHS environment	Understanding of the structure of and inter-relationship between public sector organisations		Experience of managing the implementation of new business opportunities					
				Understanding of the key change drivers and how they impact on the organisation					
				Experience of partnership/ partnering in a commercial or industrial sector during a period of significant organisational change, transformation or through merger processes					

Skills and qualities across all roles	Ensuring people are held to account for performance and driving improvement
	Patient and customer focused
	Commitment to NHS principles and Trust sustainability
	Effective influencing and communication
	Team working
	Astute, able to grasp relevant issues and understand relationships between interested parties
	Intellectual flexibility
	Analytical thinker
	Non-Exec Director board level experience
	Knowledge and appreciation of the healthcare system and the context of working in an NHS Foundation Trust
	Understanding of structure of & inter-relationship between public sector organisations
	Keeping up to date and abreast of policy changes, legislation and practice affecting the healthcare system
	Managing relationships with significant stakeholders and collaborative partnership working
	Able to interpret financial information
	Display the principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership (Nolan principles)
	Independent – high ethical standards; independent judgement; ability and willingness to probe; exercising influence; acting in the best interests of the Trust; having no relationships or circumstances that create a conflict of interest and affect judgement.