

ALL COURT MEMBERS	Primary	Secondary	None or limited
Core skills			
Senior Board Membership	13	6	7
Financial Investment	8	7	11
Strategic HR	7	12	7
Remuneration	6	8	12
Accountancy, Audit	3	12	11
Strategic Planning	17	3	6
Transformational change	9	8	9
Governance skills			
Legal	3	9	14
Project Management	11	9	6
Regulatory / Governmental	5	13	8
Health & Safety	3	13	10
Risk	6	11	9
Actuarial	1	5	20
Trustee experience	10	4	12
Other skills			
Commercial & Procurement	3	11	12
Corporate Finance	5	8	13
Pensions	2	12	12
Tax		9	17
Property development	3	5	18
Marketing & PR	6	8	12
Information Technology		14	12
Entrepreneurial	3	13	10
Fundraising	5	8	13
International experience	9	9	8
HE experience, incl. research & teaching	11	4	11
Equality & diversity	8	9	9
Other	4		

