

Skills matrix example

Skills												
Director	Veterinary Sector Knowledge	Governance and Compliance	Strategic thinking	Financial acumen	Public Policy and Advocacy	Member engagement	ICT / Cyber Security	Legal and risk	HR and culture	Marketing, Comms and media	Change and transformation	Board experience
Importance rating	E	E	E	E	D	D/P	D	E	D/P	D	D	E
Director A	✓	✓				✓				✓		✓
Director B	✓		✓						✓			✓
Director C	✓	✓	✓				✓					
Director D	✓	✓		✓				✓				✓
Director E		✓	✓	✓			✓		✓		✓	✓
Director F	✓		✓		✓	✓				✓		✓
Director G		✓	✓	✓				✓	✓			✓
Director H	✓		✓				✓	✓	✓			
Director I	✓				✓	✓		✓				✓
Total	7	5	6	3	2	3	3	4	4	3	1	7
Priority for recruitment / uplift / sourcing (Y/N)	Y	Y			Y						Y	

• **E = Essential** – Must be held by **at least one or more** directors. Critical skills the Board needs at all times. **D = Desirable** – Valuable to have on the Board

• **P = Purchasable** – Can be sourced externally (e.g. via consultants or advisors) if not held within the Board.