

### General Skills required by all board members

1. **ACCOUNTABILITY** - Understand board financial duties and legal (statutory) obligations
  - Act in a lawful, ethical and justifiable manner
  - Demonstrate personal integrity, discretion and reliability
  - Maintain confidentiality
  - Participate in board activities in an informed way
  - Review and ensure action is taken on audit reports
  - Ensure compliance with statutory and legal requirements
2. **STRATEGIC THINKING**
  - Contribute to the development of a shared vision and corporate direction
  - Take a long term, broad view of situations in decisions and actions
  - Understand government, business and cultural systems relevant to the board's activities
  - Formulate strategic goals and targets
  - Identify the impact of external trends and changes; and adapt goals and targets accordingly
  - Understand principles of organisational change
  - Promote a customer focus ethos
3. **MONITORING**
  - Analyse and interpret financial statements and management reports
  - Review organisational performance and customer satisfaction on a regular basis
  - Assess and provide feedback on executive performance
  - Assess and improve board/committee performance
  - Assess and manage risk
4. **POLICY DEVELOPMENT**
  - Assess and determine broad policy objectives
  - Take account of the impact of policy decisions on stakeholders and customers
  - Endorse standards and regulations
  - Establish and review priorities for resource allocation
5. **DECISION MAKING**
  - Adopt and comply with ethical decision making processes
  - Consider opposing points of view and alternative solutions
  - Present a balanced perspective on issues and decisions
  - Take account of diverse community attitudes, opinions, values and cultures
  - Resolve conflict appropriately
  - Empower people to achieve goals by delegating sufficient authority and resources
  - Delegate day to day management to CEO – set parameters for decision making
6. **NETWORKING**
  - Access business, community and government networks on behalf of the board
  - Develop alliances and partnerships within and outside the industry or community sector
  - Represent and promote the board within the industry and to the community
7. **ADVISING**
  - Evaluate needs, priorities, alternatives and consequences
  - Interpret information and draw conclusions
  - Suggest proposals and solutions to improve board processes and outcomes
  - Present information, ideas and opinions to others in a convincing way
8. **TEAMWORK**
  - Understand individual and team roles and responsibilities
  - Communicate clearly and effectively
  - Engage in constructive discussion to reach an agreed position
  - Work cooperatively with board members and employees to achieve organisational goals
  - Apply effective time management
  - Foster mutual respect and trust

## Specific Skills required by Board members

Specific expertise in one or more of the following areas in priority order
<ul style="list-style-type: none"><li>• Learning</li><li>• Property management and development</li><li>• Finance and fund raising</li><li>• Legal issues</li><li>• Human Resources</li><li>• Public relations, marketing and communication</li><li>• Business management</li><li>• Administration and project management</li></ul>
<ul style="list-style-type: none"><li>• Represent Leeds diverse community</li></ul>
<ul style="list-style-type: none"><li>• Demonstrate interest in and possess a broad expertise /knowledge of the performing arts industry and facilities</li></ul>
<ul style="list-style-type: none"><li>• Ability to devote time required to Board Meetings and for pre meeting study and review of agenda and papers</li></ul>
<ul style="list-style-type: none"><li>• Show no real or perceived bias respecting any special interest group; have in mind the best interests of the entire performing arts community</li></ul>
<ul style="list-style-type: none"><li>• Willing to maintain and active interest in the affairs of the Grand Theatre and to become familiar with its programmes, resources, clients and staff</li></ul>

## What is expected of a Board member

Know the Theatre's mission, aims, objectives, policies, programmes, services, strengths and needs
Be willing to take a lead in an area or work or a special project
Remain aware of developments in the performing arts
Bring a sense of humour to deliberations
Be loyal to board decisions
Support senior staff and never criticise them in front of their colleagues
Serve the organisation as a whole rather than a particular interest group within it
Don't accept favours related to your work as a board member
Maintain your independence, avoid conflicts of interest

*With thanks to Arts Council: Basics of Board Management*