

Public bodies and organisations with a public purpose

# Board composition and recruitment for the public and third sectors: guidance and tools

Good Governance Institute paper

December 2023





The Good Governance Institute exists to help create a fairer, better world. Our part in this is to support those who run the organisations that will affect how humanity uses resources, cares for the sick, educates future generations, develops our professionals, creates wealth, nurtures sporting excellence, inspires through the arts, communicates the news, ensures all have decent homes, transports people and goods, administers justice and the law, designs and introduces new technologies, produces and sells the food we eat – in short, all aspects of being human.

We work to make sure that organisations are run by the most talented, skilled and ethical leaders possible and work to build fair systems that consider all, use evidence, are guided by ethics and thereby take the best decisions. Good governance of all organisations, from the smallest charity to the greatest public institution, benefits society as a whole. It enables organisations to play their part in building a sustainable, better future for all.

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## Good Governance Institute paper

### Board composition for the public and third sectors: guidance and tools

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This report has been prepared by GGI Development and Research LLP (T/A Good Governance Improvement - GGI) for the Good Governance Institute. Good Governance Improvement is the UK-based ethical consultancy that has carried out client work with about 750 organisations since it was set up in 2013 and is part-owned by the EU-based Good Governance Institute. Good Governance Improvement has specific expertise in governance reviews and development programmes in large, complex public sector organisations and a strong UK-wide reputation for its work in the public and third sectors. GGI's high-quality and ethical governance consultancy is carried out by its specialist staff team, supported by subject matter expert associates and partners. The Institute is an independent, international reference centre dedicated to promoting better governance practice and publishes research and open-source best practice guides. This report is of international relevance and has drawn particularly on guidance and best practice in the Republic of Ireland, the UK and the Republic of South Africa.

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## Purpose of this guide

This short guide has been developed to support the boards of organisations operating primarily for a public and social purpose, and their advisors, who are interested in:

- Benchmarking the capabilities and competencies of their board
- The recruitment of new non-executive directors.

The purpose of the paper is to provide independent practical advice and tools to help ensure the boards of these organisations are established, equipped and developed in a way that meets expectations of good governance and stands up to scrutiny.

The guidance is internationally applicable but developed with special consideration of the public and third sectors in anglophone countries and draws heavily on the mature governance models and Codes from the United Kingdom, the Republic of Ireland and the Republic of South Africa.

## Introduction

“ Our public bodies have an important part to play in delivering the (UK) Government’s vision of high-quality services for all our citizens. To do so effectively they need to be set up correctly, be well-governed, and observe high standards of transparency and efficiency.”

Tailored Reviews

Organisations bestowed with the power and responsibility to carry out public functions are rightly held to higher standards of accountability, transparency and openness. Charities, as custodians of charitable funds and with clear missions aligned to social value and purpose, are likewise held to high standards by the public, and through relevant codes of governance.

There are hundreds of such public bodies. Non-governmental organisations delivering key services and thousands of charities fulfilling functions for the public good all play a critical role in civic life and produce enormous amounts of social capital. In such organisations good governance is a moral as well as a fiscal responsibility and the weight of stewardship is keenly felt.

Key to these organisations being well governed is the quality and calibre of their boards. These teams are vested with significant responsibility in their roles as stewards and they should be diligently composed and developed against the requirements of director responsibilities and those more specific to each organisation.

How these bodies constitute their boards with the skills and experience they need to execute their functions properly and deliver their strategic aims within a framework of effective corporate governance is important.

The advice set out in this paper is to help public bodies and non-governmental organisations delivering public functions to ensure they:

- Recruit board members of sufficient calibre to discharge their duties as directors
- Have the relevant skills and experience to deliver the organisation’s strategic goals
- Have sufficient diversity as a board team to hold credibility with stakeholders, manage risk well by avoiding the potential for groupthink and meet the diversity requirements of regulators.

## Advice and expectations

Boards are the controlling minds of organisations. They are responsible for setting the strategy, overseeing executive functions, and delivering the four meaningful outcomes of good governance:

- ethical culture
- value creation
- effective control
- legitimacy

The best boards embrace a culture of continuous improvement and development, underpinned by rigorous evaluation.

The boards of public bodies and non-governmental organisations delivering public functions are required to meet the requirements of the UK Corporate Governance Code and other relevant codes, which are all set in a high-level context provided by the various King Committee reports published between 1994 and 2016 that have so significantly influenced governance thinking. Directors are also required to act in accordance with relevant legal requirements pertinent within the countries within which their entity is incorporated.

The specific duties of charity trustees are to:

- ensure the charity is carrying out its purpose for the public benefit
- ensure compliance with the charity's governing framework, relevant regulatory guidance and charity law
- act in the best interest of the charity
- ensure the charity is accountable
- ensure the effective and responsible management of the charity's resources
- act with reasonable care and skill.

Charities and public bodies are expected to conduct annual effectiveness audits and commission external governance reviews every three years, with a significant emphasis on board effectiveness, looking at things such as:

- the quality of relationships between all board members and the board's relationships with key stakeholders – in particular, for public bodies relationships between the executive and non-executive members, the board and its sponsoring department and ministers
- how the board communicates with, and listens and responds to its organisation and other stakeholders
- the composition of the board and its committees, including the balance of skills, experience, knowledge and diversity (including diversity in its broadest sense, i.e. diversity of place)
- processes for identifying, reviewing and managing risks
- succession and development plans
- progress on the implementation of recommendations made in the last annual review
- the quality of the general information provided on the Arms' Length Bodies/Non-Commercial State Agencies (ALB/NCSA) and its performance, in particular key performance indicators (KPIs) used
- evidence that the board is using high-quality performance data to assess whether outcomes and KPIs are being achieved, and how the board is challenging whether the data it is provided represents best practice
- the quality and timing of papers and presentations to the board
- the quality of discussions around individual proposals and time allowed; the process the chair uses to ensure sufficient debate for major decisions or contentious issues, including how constructive challenge is encouraged
- the effectiveness of board committees, including their terms of reference, and how they are connected with the main board
- how the board's practices, relationships and cultural norms compare with other best practice.

Alongside the UK Financial Reporting Council's Guidance on Board Effectiveness, which is used internationally, governments maintain a suite of guidance for public bodies, of which the below are the most relevant to board development and composition:

- Code of Conduct for Board Members of Public Bodies (UK)
- Arm's Length Body Boards: Guidance on Reviews and Appraisals (UK)
- Code of Conduct for Public Board Members (UK Cabinet Office, 2019)
- Code of Governance for Public and State Bodies (Ireland)
- King IV (South Africa)

Specifically for charities:

- Charity Governance Code (England and Wales)
- Charities Governance Code (Ireland)
- The Scottish Governance Code for the Third Sector

Public bodies, non-governmental and third sector organisations take a variety of legal forms and depending on these, various other codes and aspects of corporate and/or charity law will also be relevant to determining regulatory requirements and recommended good practice. As described previously, the various codes all route back to King IV and the wider work since 1994 of the King Committee and being acquainted with this corpus of work is helpful to understanding the high-level governance thinking the subsequent codes seek to usefully apply.



## Good practice

The standards of good governance in relation to boards of public bodies are clear and are essentially no different in intent from other sectors, nor indeed between anglophone countries.

Well-governed organisations have boards with the skills, experience and legitimacy to deliver their strategic goals. In their decision-making, boards must be able to demonstrate that they have benefited from constructive challenge to test their ability to meet the responsibilities and requirements of stewardship placed on them by law and by external stakeholders.



This requires talent on the board, secured from the widest possible pool of skills, expertise, experience and diversity. The board should also meet the test of being able to understand, engage with, and be credible to, the needs and aspirations of the main stakeholders of the organisation. Importantly, the board should be considered as a whole team and not just a series of single appointments.

A board should draw on relevant guidance, learning from practical experience, and more broadly on good practice from other relevant sectors, and adopt the approach to board appointments developed by the Good Governance Institute which has been widely recognised as good contemporary practice.

The boards of these organisations should have good sight of their own skills and experience makeup, and use this to inform:

- committee appointments
- recruitment
- board development
- day-to-day business and decision-making, to ensure they are getting the most out of the skills and experience of board members.



## Board skills, experience and diversity recruitment tool

This section sets out tools to support board benchmarking and development planning as well as targeted strategic recruitment.

These tools aid the development of board members and the recruitment of suitable non-executives, based on a commitment to a professional process that embraces recruitment but is also mindful of development and succession planning.

The matrix below is designed to assure public bodies and non-governmental organisations delivering public functions, their boards and stakeholders that not only are the current needs for senior and experienced directors being met but also that board leaders for the future are being fostered.

An emphasis on the continuing development of boards and their individual members is an essential hallmark of effective boards that requires prioritisation of time and resources. Leading directors recognise that there are always things to learn and that their individual development, as well as that of the board collectively, should be ongoing.

The right attitude for those appointed to and applying for board positions in public bodies and non-governmental organisations delivering public functions is the recognition that everyone has something to learn, and as its leadership continue to evolve, ongoing board and director development is an essential part of the job.

The tools in this guide can support directors to ensure they are making the best possible contribution.

The tool has four parts:

1. Director skills and competency matrix
2. Professional and market experience
3. Cultural and behaviour
4. Diversity



## Part 1 - Director skills and competency matrix

All board members need to be able to demonstrate that they have sufficient knowledge and calibre to discharge their duties in law as directors.

The matrix below provides a consistent framework for assessing skills and competency for individual board members and for the board as a whole. It enables a dynamic and objective assessment of board maturity, skills and competency and their development over time. It has been designed to be used at various stages: recruitment, continuing assessment, appraisal and development.

### Using the maturity matrix

**Recruitment** - those appointing to board positions should use this matrix to gauge the ability of the individual candidates at shortlisting and interview stages, and also to look at the balance and maturity of the board overall. It is helpful to have a range of experience on a board and to be thoughtful about bringing some people onto the board who are less experienced in order to enable future growth of the non-executive talent pool as well as sector sustainability. This will be a useful point to distinguish the public body/ NGO as a responsible partner for government that is interested in value creation.

**Assessment** - the matrix works well if applied consistently to all board members and to the board as a whole. Boards should therefore create individual, identifiable versions of a scored matrix for each director but also maintain a whole-board, anonymised version to show the spread of overall board maturity.

**Development** - both directors and the chair can use the matrix to identify developmental goals, as part of individual goal-setting and appraisal as well as for the whole board team. This should form part of a clear process of reflection on impact and effectiveness and planned development which marks out good governance in all organisations. An annual development programme for board members is an important commitment for even the smallest board to make.

All organisations face specific requirements when considering the right balance of skills and diversity. Professional and technical backgrounds are clearly important (see section 2 of the tool below) to ensure a core level of governance competency. Public bodies and NGOs will also require flexibility, fluency and commercial skills, high levels of community and civic awareness and connection, and familiarity with different types of legal incorporations such as companies limited by guarantee and charitable organisations.



	APPOINTABLE	EARLY PROGRESS	FIRM PROGRESS	MATURITY	EXEMPLAR
	Meets the standard for appointment to a board	Demonstrates application of competencies to add value to the board	Meets the level to take on specific board role, such as chairing a board sub-committee	Proven success in director role	Demonstrates leadership and added value at the highest level
<b>UNDERSTANDING THE ROLE</b>  Directors must understand their role within a corporate board and their governance and legal responsibilities.	Able to articulate governance and legal responsibilities of directors, and how governance works. Understands the governance of the particular kind of incorporation of the organisation.	Able to use constructive challenge in a way that is valued by colleagues.	Able to explain the organisation's strategy and standard board reports, providing examples without reference to documents.	Can show how governance tools or concepts, such as risk appetite, have been used to improve governance in own organisation.	Accepted expert on public body / non-governmental governance and involved in commenting or teaching.
<b>TECHNICAL KNOWLEDGE</b> Anyone sitting on a board should have a sound and relevant knowledge of the law, finance, accountancy and compliances as it affects their organisation and role.	Knowledge and experience of appropriate legal issues. Able to read and explain a set of accounts. Able to understand data and metrics. Understands the basic requirements of regulatory governance and the requirements of organisations carrying out public functions.	Able to describe compliance/ regulation regimes for public bodies/ non-governmental organisations and regulators. Understands relevant and related legislation e.g., health and safety.	Understands and can explain concepts such as EBITDA, and why these are important. Knowledgeable about higher-level governance codes such as the UK Code for Corporate Governance and King IV.	High level of relevant professional experience, e.g., commercial law, and board level experience in a complex, multiple-service organisation.	Has led the board of a relevant organisation (e.g., a public body or NGO, large not-for-profit), or has had a board level leadership role in significant regional/ national enterprise.
<b>UNDERSTANDING THE ORGANISATION AND THE OPERATING ENVIRONMENT</b> Directors working for organisations delivering a public function must understand the strategy and services of their own organisation, and be knowledgeable about national policy as it affects the organisation.	Can describe the various types of public bodies/ NGOs, particularly regulators, and their functions/purpose. Understands the relevant regulatory context specific to the organisation's role and function. Able to quickly, through induction, be conversant in organisation's vision, values and reputation.	Can comprehensively describe own organisation, the economics of the sector and main features of the operating environment. Understands the market context for the area of public duty/ function/ regulation being conducted by the organisation, the development processes of such organisations and funding streams. Understands key elements of allied business areas the organisation may operate in e.g., research & development, corporate philanthropy.	Fully conversant with organisation's strategy and business plan and can describe how these were constructed. Would be confident to represent organisation. Knowledgeable about significant policy and the strategic operating context of the organisation, other relevant/related organisations and any subsidiary businesses/charities connect to the organisation.	Significant understanding of national market within sector. Understands development aspirations and values of main stakeholders e.g., commercial partners, main competitors.	A national-level expert in the key sector area around which the public function is being carried out, the specialism of the organisation, or other relevant professional field e.g., hospitality, estate/venue management, specialist legal or financial management of film or media, etc.

	APPOINTABLE	EARLY PROGRESS	FIRM PROGRESS	MATURITY	EXEMPLAR
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<b>STRATEGIC THINKING</b>  <b>The ability to focus on strategy is a key factor of working on a board.</b>	Able to distinguish strategic from operational issues. Understands main policy strands affecting the organisation.	Able to articulate local strategy and describe how it was developed. Rounded understanding of policy and regulatory environment.	Able to describe risk environment from the strategy, and the relevant controls to these risks. Able to articulate and explain risk appetite for strategic goals.	Has contributed to reviews of strategic direction within several organisations. Demonstrates insight and understanding of macro themes relevant to the national and international strategic context relevant to the public function area of activity undertaken by the organisation.	Has been intimately involved in strategic development of a market, or directed national-level strategic initiatives.
<b>VOCATIONAL SKILLS</b>  <b>Directors need to have a number of skills related to the working methods.</b>	Able to digest and understand board papers. Experience of working in a senior team. Can understand a brief about a complex issue and organisation's performance report. Understands individual and collective responsibilities of directors.	Can make a leading contribution to quasi-judicial proceedings such as chairing disciplinaries or undertaking investigations. Can make relevant challenge points around main areas of board work. Able to explain complex issues crisply. Quickly understands key points within a complex argument.	Outputs from committees chaired demonstrate reason and logic and can contribute as evidence of assurance for the organisation. Can rapidly review complex papers such as business cases and can identify and test key points.	Can dissect and offer commentary on complex papers, strategies and reports. Provides the board with stability and support by being able to reference back to previous decisions.	Has successfully contributed to multiple boards of significant organisations over a period of at least a decade.
<b>BEHAVIOURS AND TRANSPARENCY</b> <b>Directors need to have personal gravitas and work in a professional manner.</b>	Has gravitas. Demonstrates listening skills and can crisply and succinctly contribute relevant points to discussion. Understands national guidance on EDI, dignity at work, safeguarding, conflict of interest, etc.	Trusted by colleagues for personal integrity. Self-aware and politically savvy. Has natural authority. Good powers of persuasion. Models corporate values. Fully conversant with local cultural policies e.g., EDI, dignity at work, safeguarding, conflict of interest, etc.	Able to answer detailed questions in board-to-board situation in clear, straight-forward manner. Unflappable under pressure. Visible within the organisation. Has participated in peer-to-peer feedback within this board.	Has confidence to provide direct, relevant feedback to colleagues and authority/credibility in that such feedback is accepted as useful. Trusted by colleagues as a sounding board.	Can withstand considerable personal and professional pressure. Imparts confidence and is considered a peer by national-level leaders. Can demonstrate leadership on cultural values in a sector.

APPOINTABLE	EARLY PROGRESS	FIRM PROGRESS	MATURITY	EXEMPLAR
Meets the standard for appointment to a board	Demonstrates application of competencies to add value to the board	Meets the level to take on specific board role, such as chairing a board sub-committee	Proven success in director role	Demonstrates leadership and added value at the highest level

**LEADERSHIP CALIBRE**

Directors should have strong influencing skills, good powers of judgement, insight and vision, and good listening skills. They should be involved in ongoing development.

Experience of having held a senior position, as an executive or as a community or professional leader. Undertaking identifiable personal development.

Has been able to exert influence and persuade through reasoned argument. Discusses ideas rather than examples. Has agreed personal development criteria for this role.

Would be able to deputise for any other same-type directors if required. Has achieved own PDP plan objectives for last year.

Has chaired board committee, or acted as SID, or has taken on a specific leadership assignment on behalf of organisation (e.g., partnership board membership).

Capable of meeting public appointment criteria. Has been trusted by peers outside own organisation with a leadership role.



## Part 2 - Professional and market experience

There are some core skills that all boards need to ensure they have directors to cover, but in this section, we emphasise fit with and requirements against the organisation's strategy, main risks and up-and-coming challenges.

The three critical technical skills and experience areas that all public bodies and third sector boards must ensure it have within their membership are:

- i. experience of the specific market within which the organisation operates
- ii. financial, audit and risk
- iii. experience in making senior executive appointments.

Beyond that there are additional areas that are key to the good governance of public bodies and non-governmental organisations.

In selecting other skills and experience for board membership, public bodies and NGOs need to consider the specific needs of the organisation and the challenges ahead, mindful of their strategic aims and risks as well as their broader contextual environment.

They will need to look at the experience currently on the board, mindful of terms of office and ensuring sustainability of the various kinds of talent, and decide on the specific professional backgrounds needed to craft person specifications.

The board needs to be populated by people able to contribute to the shaping of strategy as well as being able to ask the right assurance questions – sometimes of professional advisers as well as of the executive.

The non-executive or trustee members of the board offer an opportunity to recruit senior experience in various fields so that the board can always take informed decisions, and understand the risk environment in which they operate.

Example areas of organisation specific requirements include:

- government policy
- commercial
- corporate philanthropy
- estates and property management
- digital and AI
- quality management.

## Professional technical skills and experience scorecard

The scorecard below is to be used to map the current board member's experience against each area to identify gaps and then to evaluate the non-executive/trustee candidates in the recruitment process.

	BASIC	REASONABLE	GOOD	PROFICIENT	EXEMPLAR
	Meets the standard for appointment to the board	Demonstrates application of competencies to add value to the board	Meets the level to take on specific board role, such as chairing a board sub-committee	Proven success in director role	Demonstrates leadership and added value at the highest level
Experience within the specific market concerned					
Finance, risk and audit					
Making senior appointments					
Other experience as identified					
Other experience as identified					
Other experience as identified					

## Part 3 – Culture and behaviours

There are three aspects to culture and behaviours. All board members and prospective board members should abide, embody and demonstrate a strong track record against:

- The Nolan Principles (England)
- The Nine Principles of Public Life (Scotland)
- Code of Conduct for Board Members of Public Bodies (UK Cabinet Office)
- Supporting Ethics Compliance: Top Ten Best Practices for Public Bodies (Ireland)
- the organisation’s own values.

Although designed and developed for the public sector, the Nolan Principles are an excellent set of standards and provide a universal framework for the fundamental cultural and behavioural expectations of anyone bestowed with the trust and responsibility of a director/trustee role on an important public or social institution.

### Nolan principles scorecard

NOLAN PRINCIPLES	BASIC	REASONABLE	GOOD	EXEMPLAR
	Meets the standard for appointment to the board	Demonstrates a reasonable track record of role modelling this behaviour	Demonstrates a good track record of modelling this behaviour	Demonstrates a wealth of significant senior board experience exemplifying this behaviour
Selflessness				
Integrity				
Objectivity				
Accountability				
Openness				
Honesty				
Transparency				

### Organisation’s values scorecard

Organisation’s values/ behaviours	Basic alignment	Good alignment	Excellent alignment



## Part 4 - Board diversity

Diversity is a hallmark of any modern, credible and legitimate board. This matters for any public-facing organisation where there is a reasonable expectation that the leadership of the organisation should reflect the communities served in a visible and accountable way. It is also a formal requirement placed on organisations with a public function that receive state funding, although there is much more uncertainty and variability about how this can be achieved and how well it is achieved. In some sectors, such as the arts, there are very specific tests and reporting required of any board holding a position mandated or funded by government.

More broadly, the UK Corporate Governance Code states: 'To succeed in the long-term, directors and the companies they lead need to build and maintain successful relationships with a wide range of stakeholders. These relationships will be successful and enduring if they are based on respect, trust and mutual benefit. Accordingly, a company's culture should promote integrity and openness, value diversity and be responsive to the views of shareholders and wider stakeholders.' The direction of travel is clear.

Diversity is also important because it promotes good governance itself. Good boards in any kind of organisation should include directors with different kinds of lived experience, as well as professional experience, to ensure the best quality of constructive challenge, to avoid groupthink and to bring the outside in to understand better solutions for the marketplace. Diversity at board level helps recognise and shape different opportunities within the market, and underline that for ambitious leaders there are no glass ceilings.

It is important to consider the board team as a whole, rather than appointment by appointment, and to be imaginative in terms of blending the technical skills and professional experience the board needs, the maturity of director experience, and securing a diverse board where lived experience and the different vectors of diversity can all come together to create a board where the whole is greater than the sum of the parts.

All public bodies should be clear in the recruitment process about:

- what equality, diversity and inclusion mean to the organisation and the measures of intent and progress to be achieved with indicative dates for review and achievement
- ensuring that their ultimate composition includes at least 33% membership of each sex
- the inclusion of board members drawn from minority ethnic communities and previously disadvantaged communities
- the inclusion of board members with legally defined protected characteristics
- diversity of age, recognising that director competence can be a factor in senior experience
- other forms of lived experience, to be triangulated against the various protected characteristics and professional skills and experience
- progress tracking using data which is published, and board composition is both audited and publicly presented.

They should also monitor, as part of the chair's annual appraisal of board governance, how good diversity is modelled in board composition as part of the ongoing appraisal of the board and the ongoing sufficiency of their governance arrangements.



## Using the guide to support annual skills and experience appraisal

The tools and guidance in this document provide a useful basis to support a process, which ideally should be conducted annually, of the board self-assessing, benchmarking and mapping out its skills and experience.

Done well, with board members challenging and scrutinising each other's scores and using evidence to support and inform scoring, the end product will be a set of useful scorecards identifying individual skills and experience strengths and weaknesses, as well as collective strengths and gaps to address, either through board development or recruitment.

This exercise can support and feed into trustee/non-executive appraisals and personal development plans.

## Using the guide to support recruitment

These tools can also be used to support and inform a robust, fair and strategic recruitment process to arrive at the candidates that specifically meet the needs of the board in relation to its identified gaps.

A suggested model process incorporating the tools would be along the following lines:

- The board will delegate to an appointments panel the process of identifying and recommending new non-executive directors for appointment. This should have appropriate membership and include independent members and relevant HR specialist support and may be further supported by professional search and select support.
- A skills appraisal will take place of the current board members, to identify the skills and experience that need to be recruited to.
- NED/trustee role descriptions will be devised highlighting the particular skill/experience/diversity requirements of particular interest.
- An assessment process for candidates designed to particularly test for competency against the required areas, using the various scorecards and matrix in this paper.
- An open appointment process, which will automatically take into consideration any current directors interested in continuing, will identify candidates through suitable advertisement and a process of shortlisting to be interviewed.

## Conclusion

In line with the mission of the Institute to support the advancement of good governance everywhere to help make the world a better, fairer place, this advice and tools herein are designed to help the boards of not-for-profits across the charity, NGO and ALB sectors, benchmark their own capabilities and competencies, and recruit new non-executive directors with confidence.

It is intended to help ensure that the boards of these organisation are fit for purpose in how they are constructed and developed and that this important work stands up to scrutiny, and meets the high expectations of good governance that rightly exists for organisations operating in the public and third sectors.

## Quick links to additional relevant guidance

- [The Green Book](#)
- [Public Value Framework \(pdf, 766 KB\)](#)
- [The Orange Book: Management of Risk \(pdf, 462 KB\)](#)
- [Classification guidance \(pdf, 888 KB\)](#)
- [Non-Executive Director \(NED\) principles](#)
- [Code of Conduct for Board Members of Public Bodies \(pdf, 437 KB\)](#)
- [Charity Commission guidance for Charities](#)
- [Charities Governance Code \(Ireland\)](#)
- [The Scottish Governance Code for the Third Sector](#)
- [Financial Reporting Council's UK Corporate Governance Code \(pdf, 269 KB\)](#)
- [Corporate governance in central government departments: code of good practice](#)
- [Arm's length body sponsorship code of good practice](#)
- [UK Government Functional Standards](#)
- [Arm's Length Body Boards: Guidance on Reviews and Appraisals](#)





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