

CILEx SPECIALIST COMPETENCES

All members of the bodies that comprise the CILEx Governance Structure are expected to demonstrate the essential competences and qualities set out in the separate document 'CILEx Essential Generic Competences'.

In addition to those competences, each entity within CILEx's Governance Structure has a set of 'Specialist Competences' related to the specific remit of each particular entity. These are set out below. As with the Essential Competences, whilst you are not expected to necessarily demonstrate evidence of each competence, please include as many relevant examples/experiences as possible as relate to them.

Group Board

Members of the Group Board, as members of the entity that is at the apex of the CILEx governance structure, have to exhibit some of the essential competences to an enhanced degree of experience and ability. This is particularly the case in the following areas:

1. Relational competence – able to demonstrate the development of key strategic relationships at a high level.
2. Functional competence - able to demonstrate effectiveness in functional roles in other organisations at a senior level.
3. Diversity in competence – the mix of competence at Group Board level should be broad in terms of professional background, career, life experience etc.
4. Decision-making and analytical competence – again effectiveness and experience should be demonstrable to a senior level.
5. Negotiation and mediation competence – given the group nature of the CILEx structure, experience and ability to negotiate with and mediate between the different entities within the group should be high.
6. Governance competence – experience and ability at a high level in relation to board membership and governance practice is required, including around financial reporting, risk appetite, strategy development.
7. Sector competence – knowledge and awareness of the issues within the sector that all parts of the CILEx Group operates will be necessary.

Audit & Risk Committee

1. Finance and audit - Knowledge of financial and audit good practice and the role of audit in wider accountability frameworks.
2. Compliance – able to demonstrate experience in compliance in key operational areas including financial reporting, fraud, bribery prevention, whistleblowing and all areas of corporate compliance.
3. Corporate governance - Have the skills, knowledge and experience to assess and confirm that appropriate systems of internal control are in place for all aspects of governance.
4. Charity compliance – awareness of obligations of Charity Commission and relevant legislation.
5. Risk – competence in best practice in risk management, determining corporate risk appetite.

Appointments & Scrutiny Committee

1. Standards - Knowledge of ethics and professional standards.
2. Performance – demonstrable effectiveness in performance management/board evaluation.
3. Corporate governance - strong understanding of corporate governance best practice, Nolan principles, diversity and equal opportunities.
4. Conflict - able to give an independent view on possible internal conflicts of interest.

Finance Committee

1. Good financial practice – able to demonstrate extensive experience of effective good financial practice.
2. Financial monitoring and control – effective experience of financial performance management and budgeting.
3. Strategic competence – demonstrable ability to advise of tax strategy and policy, business development opportunities, reserves policy and investment policy.

CLS Board

1. Market understanding – demonstrable awareness of the market for professional or vocational legal qualifications in which CLS operates and the provision of (distance) learning.
2. Legislative and regulatory awareness – understanding of the current funding landscape and government education policy, the further education sector, educational assessment and the role of Ofqual.

3. Legal education - understanding of legal education and the legal profession in England and Wales.

CILEx Professional Board

1. Profession-focused – ongoing membership of CILEx or other relevant professional body.
2. Regional sensitivity – experience of representing/being elected to a regional branch or other group with a professional body structure.
3. Membership awareness – ability to represent members across all membership grades and specialisms.
4. Strategy – ability to consider and advise strategically on matters of membership, retention, growth and development.
5. Ambassadorial – able to demonstrate the attributes necessary to be able to promote CILEx members/membership externally to key stakeholders as well as reach out to the membership itself

Qualifications Committee

1. Government education policy and funding - an up to date and comprehensive understanding of government education policy and funding and how it impacts on the Awarding Organisation Section including in relation to further, technical and professional education.
2. Legal Profession - knowledge of the legal profession and developments in legal education.
3. Qualifications development - an understanding of and experience of qualifications development, ideally gained within an Ofqual, Qualifications Wales or CCEA regulated Awarding Organisation.
4. Qualifications delivery – knowledge and/or experience of delivering qualifications in schools, FE colleges and/or universities
5. Education assessment - knowledge and experience of a range of assessment methodologies, the principles of valid and reliable assessment and innovations in assessment.
6. Regulatory requirements – an up to date and comprehensive understanding of the regulatory requirements with which awarding organisations have to comply including the General/Standard Conditions of Recognition ideally gained within an Ofqual, Qualifications Wales or CCEA regulated Awarding Organisation.

Group Services Board

1. Finance and Audit - Knowledge of financial and audit practice and the role of audit in wider accountability frameworks.
2. Pensions – experience of monitoring and management of pension schemes.

3. Commercial - Knowledge of managing commercial business/financial matters. Ability to market infrastructure support services to similar professional bodies or other prospects.
4. Infrastructure support- demonstrable experience in the delivery of effective functional areas of finance and accounts, Human Resources, IT and facilities management (print, telephony, building maintenance).
5. Compliance – awareness of the financial, regulatory, legal or other requirements a group of companies needs to comply with.

CILEx Charitable Trusts

1. Commitment – demonstrate strong personal commitment to supporting the trust's aims, objectives and purposes for the public benefit (including an understanding of 'charitable purposes' as set out in the Charities Act 2011).
2. Advocacy – to understand and be able to explain how the trust's purposes and objectives benefit those it supports.
3. Prudence –the ability to manage resources responsibly, reasonably and honestly using sound judgment and in a way that minimises conflicts of interest and protects the trust's reputation and assets.
4. Care – act with reasonable care and skill in managing the charity's resources responsibly, making best use of skills and experience, taking advice where necessary and giving sufficient time, thought and energy to the trustee role.
5. Accountable – ensure compliance with statutory reporting and accounting requirements, that the trust is complying with the applicable charity and other law, its trust document and is well run, appropriately accountable to members, staff and volunteers.

Chair Competences

1. Leadership – demonstrate awareness of the strategic objectives, values organisational culture of the organisation/board/committee and embed them. Able to motivate and inspire others, defuse conflicts and facilitate compromise and persuade and influence others
2. Awareness of self and others – able to recognise and limit bias, show empathy and sensitivity to others, relate well to a diverse range of people and be aware of and maintain emotional control. Able to listen attentively, communicate openly and frankly, be articulate and concise and tailor presentation style to audience and circumstances at hand.
3. Independence and objectivity – able to encourage diverse views and enable robust discussion, able to question assumptions and test propositions, able to enable clarification and explanation of views where required and able to challenge the status quo and traditional ways of doing things.
4. Decision-making – able to make and reach decisions even in uncertainty, have an awareness of and take appropriate risks in the context of the organisation's

strategy and risk appetite and to identify the potential impact of decisions and/or offer alternative options or creative solutions

5. Analysis – able to assimilate information effectively, properly evaluate and interpret that information, simplify and communicate complexity accessibly and understand what information is required for effective decisions to be made.