

## Lay Court Member Skills Matrix and Summary 2024/25

### 1. Skills Matrix

Key:

Strong / Deep Experience	Moderate / General Experience	Some / Limited Experience
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	Finance	People Management	Audit / Risk Management	Digital/Cyber /AI	Change Management	HE Academic Leadership	Non-HE Educational Leadership	Property (management /development / investment)	International Experience	Governance /Compliance	Legal	Marketing/ Comms/ Media	Strategy & Business Planning	Business Development	Equality, Diversity & Inclusion
Jeremy Chittleburgh	1	2	1	3	2		3	2		1		3	2	2	3
Stuart Cross	2	2	1	2	1	1	1	2	1	1	1	2	2	2	3
Linda Duncan	1	2	1	2	2	3	3	2	2	1	2	2	1	2	2
Peter Upton	2	2	2	2	1	3	1	2	1	1	2	2	1	2	1
Tayo Oyinlola	1	1	1	3	2	3	1	2	1	1	3	3	2	3	3
Kirsty Hewiston						1							1		1
Rex Tomlinson	2	1	2	3	1		3	2	2	2	3	2	1	2	2
Lesley Yellowlees	3	2	3		1	1		2	2	1		3	1		1
Qing Miao	1	2	1	3	2	2	1	3	1	1	1	2	1	1	2
Malcolm Melville	2	2	1	1	1	3	2	3	2	1	2	3	2	2	2
Sonia Kumar	3	1	1	1	2	3	1	3	2	1	3	2	1	3	1
Debs Chapman	2	1	3	3	1			3	3	2		3	3		1

## 2. Additional Areas of Deep Experience Not Covered Above

	Entrepreneurship/ Start Ups	TBD	TBD	TBD	TBD
Jeremy Chittleburgh					
Stuart Cross					
Linda Duncan	1				
Peter Upton					
Tayo Oyinlola					
Kirsty Hewiston					
Rex Tomlinson					
Lesley Yellowlees					
Qing Miao					
Malcolm Melville					
Sonia Kumar					
Debs Chapman					

### 3. Descriptive Summary of Lay Member Skillsets (including Chair)

<b>Member</b>	<b>Skillset (based on member input and biographies)</b>
Jeremy Chittleburgh	Audit, risk management, legislative compliance, charity trustee roles, Chartered Accountant.
Stuart Cross	Higher Education teaching, research and management, law, governance, audit, OSCAR board member, RCS board member.
Linda Duncan	Finance senior leadership and management, Chartered Accountant, audit, risk, governance, international consultancy, public body board memberships.
Peter Upton	Strategic international education leadership, international policy advisor, education institution leadership and management.
Tayo Oyinlola	Chartered Accountant, senior finance leader, audit, governance, risk management.
Kirsty Hewitson	Research, Innovation, Knowledge Exchange, executive sponsor for Equality, Diversity & Inclusion.
Qing Miao	Chartered Accountant and Chartered Tax Advisor, international, strategic business development, global tax and employment law compliance.
Rex Tomlinson	Business transformation, corporate strategy, business advising, board chair, international.
Lesley Yellowlees	Higher Education leadership, management and research.
Malcolm Melville	Technology, financial services, digital transformation, charity board memberships.
Debs Chapman	HR, organisational development, cultural transformation, change management, EDI.
Sonia Kumar	Cyber security, risk, resilience.