

Nominations & Remuneration Committee

Date of Meeting	Wednesday 17 March 2021
Paper Title	Skills Matrix – Summary Report
Agenda Item	10
Paper Number	NRC4-E
Responsible Officer	Penny Davis, Board Secretary
Status	Disclosable
Action	For Noting

1. Report Purpose

- 1.1** To apprise the Committee of high level results from the recent Board skills self-assessment exercise.

2. Recommendations

- 2.1.** The Committee is invited to **note** the report.

3. Background

- 3.1.** The Nominations and Remuneration Committee is responsible for oversight of Board arrangements for skills assessment, succession planning and appointments.
- 3.2.** The skills matrix is a key part of the assessment undertaken in preparation for Board appointments and extensions, in accordance with the Ministerial guidance on appointments. A recruitment round is planned to commence in April 2021, and consideration of appointment extensions is currently underway. Further to a recommendation of the Committee, the Board agreed in January 2021 to the establishment of a short-life Second Terms Committee, in keeping with previous practice, to oversee the consideration and recommendation of candidates for extension of their first term of office to a second term.
- 3.3.** The Second Terms Committee is scheduled to meet on 10 March and will review a more detailed version of the chart overleaf, with individual assessments, alongside a range of other information to support their discussion of the range of skills and expertise present on the Board and the specific skills and expertise of those of individuals seeking extension.
- 3.4.** Board Members were asked to rate their level of skill/experience on a scale of 1 to 3. The report is, therefore, not intended to be read as an objective analysis of skills, but to show the Board's confidence in key areas and to flag up any gaps or areas that might be strengthened.
- 3.5.** At 1 March 2021, fourteen of eighteen Board Members have completed the self-assessment form. A complete and detailed version will be shared with the panel for the

forthcoming recruitment round in April/May, and with the Nominations & Remuneration Committee as part of its annual review of Board and Committee membership in September. Members did also add comments including a note of any areas in which they had relevant skills which were not otherwise captured on the form. Additional information will be reflected in detailed reports where appropriate.

- 3.6.** The report overleaf is provided to the Committee for information at this juncture and as a 'work in progress' based on feedback from a little over three quarters of Members. It is hoped that this will provide a good indication of the content of the final version.

Summary Score-sheet from Self-Assessment

Skills, Knowledge, Experience, Attributes	Totals (out of 42)	% Score*
A) Members must have significant knowledge or experience of at least ONE of the following to comply with Ministerial Guidance		
Further, higher or secondary education or the college student experience.	39	93
Industry, commerce, finance, the Third Sector, public service or trade unions.	36	86
The region (or part of it) and its relevant needs.	33	79
B) All Board Members should also have excellent skills in the following.		
Communication	40	95
Teamworking	41	98
C) The Board should ensure it has adequate knowledge, skills and experience across its membership in the following key areas.		
Governance – public sector	36	86
Governance – private sector/other	24	57
Executive Leadership	35	83
Education Leadership	30	71
Community Leadership/Engagement	29	69
Industry/Commerce relevant to the curriculum	24	57
Finance/Audit (recent, relevant experience)	27	64
HR/Organisational Change	30	71
Estates/Infrastructure	23	55
Risk Management	21	50
D) The Board should include members with a range of other skills, knowledge and experience relevant to its work, for example:		
The political environment/lobbying	26	62

Public sector partnerships	26	62
Equalities	30	71
Health, including mental health	29	69
Social deprivation	26	62
Law	21	50
Marketing/PR/Communications	23	55
IT/Information Management	23	55
Environmental Issues/Climate Change	24	57
Small and Medium-Sized Enterprises	24	57

* Percentages are based on proportion of total respondents not total board members.

4. Risk Analysis

4.1 There are no new risks associated with the report.

5. Legal Implications

5.1. There are no legal implications arising from the report.

6. Resource Implications

6.1. There are no new financial implications arising from this report.

7. Equalities Implications

7.1. There are no new equalities implications arising from this report. The revised skills matrix does include specific reference to ensuring expertise in equalities.

8. Strategic Implications

8.1. There are no new strategic implications arising from the report.