

## Blood and Transplant

### Board Meeting in Public Tuesday, 26 September 2023

<b>Title of Report</b>	Board Skills Analysis Report	<b>Agenda No.</b>	5.2
<b>Nature of Report</b> (tick one)	<input checked="" type="checkbox"/> Official	<input type="checkbox"/> Official Sensitive	
<b>Author(s)</b>	Brenda Thomas, Interim Company Secretary		
<b>Lead Executive</b>	Helen Gillan, Director of Quality		
<b>Non-Executive Director Sponsor</b> (if applicable)	Peter Wyman, NHSBT Chairman		
<b>Presented for</b> (tick all that applies)	<input type="checkbox"/> Approval	<input checked="" type="checkbox"/> Information	<input checked="" type="checkbox"/> Discussion
	<input checked="" type="checkbox"/> Assurance	<input type="checkbox"/> Update	
<b>Purpose of the report and key issues</b>			
<p>The Board approved the Board Skills and Capability Framework, following which a skills and capability exercise was undertaken to evaluate the Board skills and capability.</p> <p>The analysis of the exercise is presented to the Board for discussion.</p>			
<b>Previously Considered by</b>			
N/A			
<b>Recommendation</b>	The Board is asked to discuss the details of the report.		
<b>Risk(s) identified (Link to Board Assurance Framework Risks)</b>			
Linked to Regulatory Compliance risk (BAF-09).			
<b>Strategic Objective(s) this paper relates to:</b>			
<input checked="" type="checkbox"/> Collaborate with partners <input checked="" type="checkbox"/> Invest in people and culture <input checked="" type="checkbox"/> Drive innovation <input checked="" type="checkbox"/> Modernise our operations <input checked="" type="checkbox"/> Grow and diversify our donor base			
<b>Appendices:</b>	Appendix 1: NHSBT Board Skills and Capability Analysis Appendix 2: NHSBT Board Personal Attributes		

## 1. Background

The Board approved a Board Skills and Capability Framework (the framework) which was developed to guide the Board as to the skills, knowledge, experience, personal attributes, diversity and other criteria appropriate that NHSBT has or is looking to achieve in its Board membership. The framework allows Board directors the ability to have a clear expectation of minimum capabilities against each of the specified skills. Board directors can self-assess and be evaluated on their capability across the levels of basic, proficient and expert.

The framework can be used to assist in the following areas:

- Board annual skills and capability evaluation purposes
- Recruitment of new Board directors
- Guidance for the Board in its succession planning
- Coaching / development of Board directors
- Annual self-assessment for Board directors (in conjunction with the DHSC annual appraisal template for Non-Executive Directors (NEDs) only)
- Assessing the skills and capability of Board committees.

22 capabilities were identified. These are divided into seven categories and two tiers. Tier one skills are essential for the effective governance of NHSBT, while tier two skills are desirable and may be prioritised by the Board based on its strategic focus. The five categories under Tier one are:

- Clinical and Quality
- Governance, Finance, Risk Management and Strategy
- Commercial: Procurement, Logistics and Supply Chains (including Sustainability)
- People, Culture and Engagement
- Digital, Data and Technology

The two categories under Tier two are:

- Estates and Facilities
- Research and Development.

## 2. Review Process

Board members were asked to self-assess themselves using a skills matrix template based on the framework. For this exercise, only the Board annual skills and capability evaluation was carried out. All but two of the directors (one NED and one executive director) took part in the exercise.

For the seven categories listed above, a skills description was provided for each. Each skill has four different levels of capability as follows:

- 1 = Little or no knowledge
- 2 = Basic knowledge
- 3 = Proficient knowledge
- 4 = Expert knowledge

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Each of the four capabilities were described to guide directors when self-assessing themselves. The expectations and requirements increased throughout the different levels.

A 'Needs Development' category was added for those directors who believe they fall outside the four levels.

In addition to the above, directors were asked to self-assess themselves for the personal attributes, using the following categories:

- Leadership
- Collaborative/ Team Player
- Influencer and Negotiator
- Judgement and Integrity
- Effective Communicator
- Interpersonal skills
- Commitment to role

A description was provided for each of the above categories and directors were asked to score themselves as follows:

- 3 = Demonstrates Consistently
- 2 = Demonstrates Variably
- 1 = Not Demonstrated

Directors were also asked to complete a diversity and non skills-based exercise, for which an anonymised report would have been provided. Since directors' protected characteristics are available on the Electronic Staff Record and this information was not consistently provided on the matrix, this section has not been reported on.

### 3. Summary of Analyses

A summary of the Board skills and capabilities is provided in appendix 1 and a summary of the personal attributes is provided in appendix 2.

It should be noted when reviewing the report, that where directors have scored themselves between two levels, for instance 2/3, the upper level was recorded.

It should also be noted that narratives provided by directors in respect to their developmental needs will be discussed with the Chair. These have not been included in the report.

Where no colour coding has been included, this means the section was not completed.

### 4. Conclusion

The report shows that the proficiency and expert knowledge of Board members is heavily leaned towards governance, finance, risk management & strategy; and people and culture.

Majority of board directors have concluded they consistently demonstrate all the personal attributes.



Appendix 2								
NHSBT Board Personal Attributes								
			1	Not Demonstrated				
			2	Demonstrates Variably				
			3	Demonstrates Consistently				
	Leadership	Collaborative/ Team Player	Influencer and Negotiator	Judgement and Integrity	Effective Communicator	Interpersonal skills	Commitment to role	
<b>Board Directors</b>								
<b>Non-executive directors</b>								
NED 1	3							
NED 2		2	3					
NED 3	3							
NED 4	3							
NED 5	3							
NED 6	2		2		2	3		
NED 7	2	2	3		2	3		
<b>Executive Directors</b>								
ED1	3				2	3		
ED2	2		2			2		
ED3	3							
ED4	3		2	3				
ED5	3							
ED6	3							
ED7	3							
ED8	3		2			3		
ED9	3			2	2	3		
ED10	3							