Enterprise M3 Board Meeting

3 February 2022

Governance and Board Appointments – Item 12

The Board is asked to:

NOTE the current vacancies of the Board and Sub Groups.

NOTE the resignation of Jim McAllister from the Enterprise M3 Board from 31 December 2021

NOTE the update on the Board Assessment work

1.   Board Membership and Vacancies

1.1.   The Nominations Committee have continued to review existing vacancies across the Board and Sub-Groups and the following vacancies still remain to be filled. These are:

- 1 x Enterprise and Innovation Action Group Chair (Group is currently being rescoped)
- 1 x Private Sector Board Member

1.2.   The above private sector vacancy on the Enterprise M3 Board follows the resignation of Jim McAllister on the 31 December 2021. Jim had recently renewed his term with Enterprise M3 however due to his Rutland Group commitments he felt he could not dedicate enough time to Enterprise M3 and as such chose to resign.

1.3.   Jim spent three and a half years on the Enterprise M3 Board bringing his expertise on business and interests in the environment to support and further the aims of EM3.

1.4.   Both vacancies shall remain until we have more information on the LEP Review and consider whether we want to make any changes to our board.

2.   Board Assessment

2.1.   The Enterprise M3 team previously informed the Board of its intention to develop a Board Assessment tailored towards ensuring the effectiveness of the Board and how it interacts with its sub-groups. The approach has been discussed with Michael Queen and we propose to do the evaluation in two stages, the first stage being an evaluation of the working of the board including an evaluation of our committees. The second stage to be conducted in mid 2022/23 will be a self assessment of performance.

2.2.   The Board questionnaires are being finalised however it is envisaged that the first stage will follow the below anticipated timetable:

• Circulation of questionnaire and confirmation of process: by w/c 28 February 2022

• Responses to this questionnaire: by w/c 28 March 2022

• Collation of responses and circulation of collective feedback: April 2022

2.3.   The draft questionnaire for the first stage of the assessment has been attached alongside this paper as Annex A. This is to provide the Board with an example of the types of questions that may be asked and allow for discussion on the nature of the assessment.

2.4.   We plan to hold an informal Board meeting/event to allow the board to consider the results coming out of the evaluation and a chance to share thoughts on what improvements are needed

Jordan Tame - Governance and Assurance Manager
27th January 2022

DRAFT – Section A Board Questionnaire

SECTION A: REVIEW OF THE BOARD

Item	Rating					Comments
	1	2	3	4	5	
Effectiveness of Board meetings						
How would you rate the overall effectiveness of the Board?						
Is there sufficient notice of Board meetings?						
Are Board meetings conducted in line with a clear and sensible agenda?						
Are reserved matters dealt with effectively?						
Does the Board have the policies, processes, information, time and resources it needs to function effectively and efficiently?						
Decision making						
Are Board decisions made with sufficient discussion and rigorous debate?						
Does the Board have sufficient access to advice to make informed decisions?						
Do you and other Board members have sufficient freedom to challenge during the decision making process?						
Is there sufficient independence of thought?						
Boardroom behaviours						
Are there healthy relationships between Board members?						
Do Board members work together effectively to achieve objectives?						
Is there open communication between Board members, both individually and in groups						
Is there full participation from all Board members?						

Strategic evaluation						
Is there regular review of Board performance?						
Is there adequate consideration of stakeholder interests (including partner organisations, employees, suppliers, customers, community members, environmental matters and others)?						
Is the Board sufficiently involved in setting the organisation's purpose, strategy and values?						
Is the organisation's purpose, strategy and values sufficiently aligned with the organisation's culture?						
Is there an appropriate balance between the interests of all stakeholders?						
Is the Board up-to-date with relevant developments inside and outside the organisation?						
Composition and skills						
Is the number of people on the Board appropriate?						
Is there sufficient diversity among Board members?						
Is there a sufficient balance of skills, experience, independence and knowledge on the Board?						
Is succession planning sufficiently addressed?						
Information						
Is the quality and content of Board packs sufficient?						
Are there areas where information is too much, too little, or provided in an ineffective format?						
Is information presented to the Board in a timely manner?						
Is the information available on the Enterprise M3 Website helpful?						
Is there effective use of interim and ad-hoc briefings?						

CPD/Training						
How effective is the induction process for new Board members?						
Do Board members receive sufficient access to training (e.g. on the role of LEPs, our Assurance Framework, director's duties, health & safety, technical, legal, regulatory, financial and other matters)?						
Please comment on topics where more training would be beneficial.						
Board's relationship with Committees and Groups						
Does the Board have sufficient awareness of and involvement in agendas, meetings and recommendations of the following Committees and groups?						
Resources, Finance and Audit						
Programme Management Group						
Nominations and Remuneration						
Joint Leaders Board						
Enterprise Zone Programme Steering Group						
Clean Growth Forum						
Mobility and Transport Group						
Skills Advisory Panel						
Compliance						
Is the Board sufficiently aware of the organisation's key compliance requirements?						
Is the Board sufficiently engaged in ensuring the organisation's environmental, social and governance activities reflect best practice?						
Is the Board sufficiently updated on regulatory matters?						
Is the Board able to question the executive team and receive substantive answers?						
Board evaluation of executive team						
Is there an adequate and open process to evaluate the executive team?						
Does the executive team debate freely with other Board members?						

Is the Board able to assess the competence of the executive team?						
Is there effective scrutiny of the performance of the executive team against their goals and objectives?						
Is there sufficient opportunity for the NEDs to meet without the Chief Executive present?						
Organisation's reputation						
Is there sufficient awareness of EM3's internal and external reputation?						
Is the Board sufficiently involved in determining policies that affect the organisation's internal and external reputation?						
Stakeholder engagement						
How effective is the organisation in meeting the requirements of its stakeholders?						
Is the Board sufficiently aware of the stakeholders' views (collectively and individually)?						
Are stakeholder issues communicated effectively to the Board?						

Board leadership, transparency and governance principles						
How well is the organisation meeting the following Board Leadership, Transparency and Governance principles?						
Purpose 1: Purpose, Values and Culture The organisation board establishes the organisation's purpose, strategy and values and is satisfied that these and its culture reflect the needs of all those it serves.						
Purpose 2: Board leadership and transparency The board's leadership and approach to transparency and governance engenders trust in the organisation and ensures accountability for their actions.						
Purpose 3: Board structure and effectiveness The Board and its committees are competent, well run, and have sufficient independent membership, ensuring they can make high quality decisions that address diverse customer and stakeholder needs.						
Other						
Do you have any other comments or suggestions relating to performance of the Board?						