



Board Skills Audit 2023

October 2023 v3

As is considered good practice, the SSDA Board conducted a skills audit in September 2023, to identify key skills and areas of representation which it is keen to attract in the Board elections at the 2023 AGM.

There are currently nine members of the SSDA Board (see: www.ssdalliance.com/the-board), including Esther Tacke who was co-opted on to the Board earlier this year.

At least one third of the Board must stand down each year but individuals are able to stand for re-election should they wish.

At the November 2023 SSDA AGM, three Directors will be standing down from the Board:

- Esther Tacke (who was co-opted this year and is standing for re-election)
- Remko Plooj
- Douglas McMillan

This leaves six remaining members going into the 2023 AGM:

- David Ibbotson (Chair)
- Vicki Steel
- John Henderson
- Isabel Rhodes
- Chris Walker
- Patricia Picken

This skills audit only considers these six Board Members who are not standing down at the AGM.

Geography and Representation:

Geography: 2 x Scottish Borders
4 x Dumfries and Galloway

Gender: 3 x female
3 x male

Age: 3 x 45-55 years old
3 x 55-65 years old

Sectors: 3 x hotel
3 x food and drink
2 x retail
1 x camping / agri-tourism
1 x Self-catering
1 x visitor attraction

Current role in SSDA:

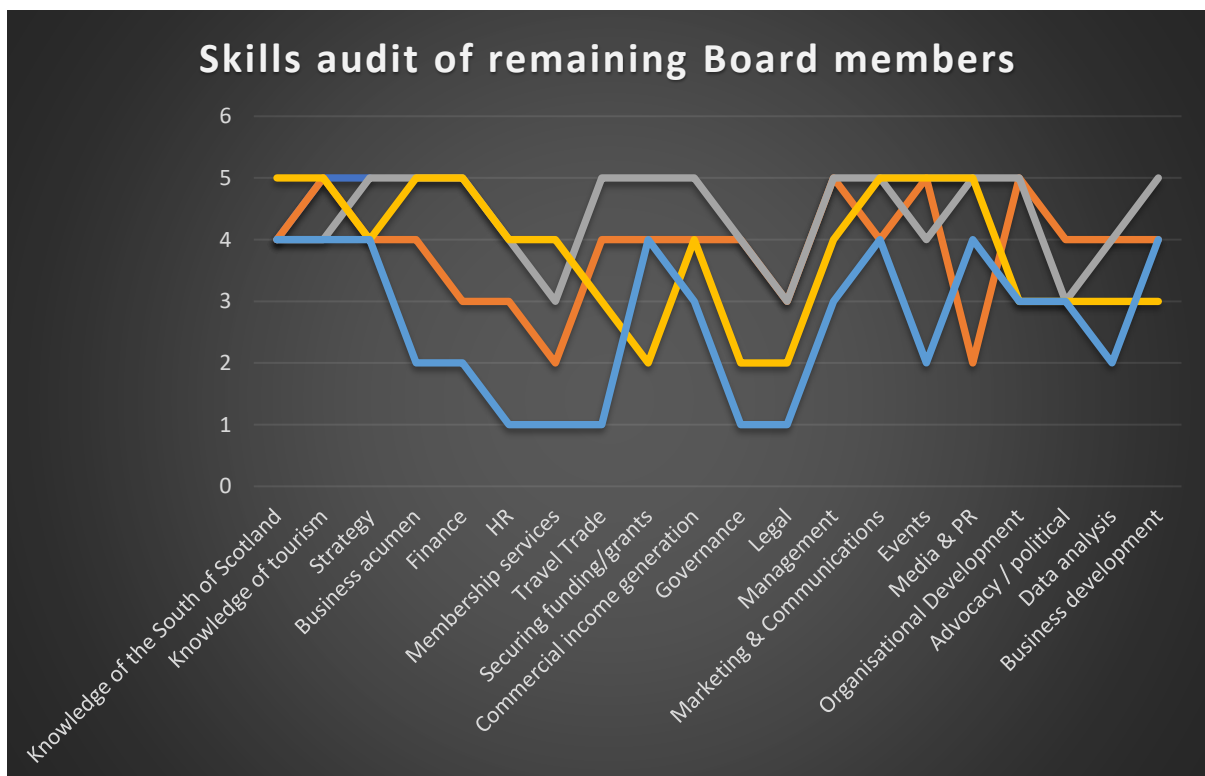
Committees: 3 in the Finance, HR and Remuneration Committee
3 in the Marketing Committee
2 in the Financial Sustainability Committee

Described their main areas of value add to the Board as:

- Communications- internal, members, stakeholders and external
- Business experience
- Overall business strategy experience with strong experience across all commercial aspects including marketing , finance, and people development . Experience with being a CEO on a private limited company which supports governance knowledge.
- Representing the Hotel sector and bringing over the VSWS membership.
- Supporting with finance systems, business insight
- Commercialisation.

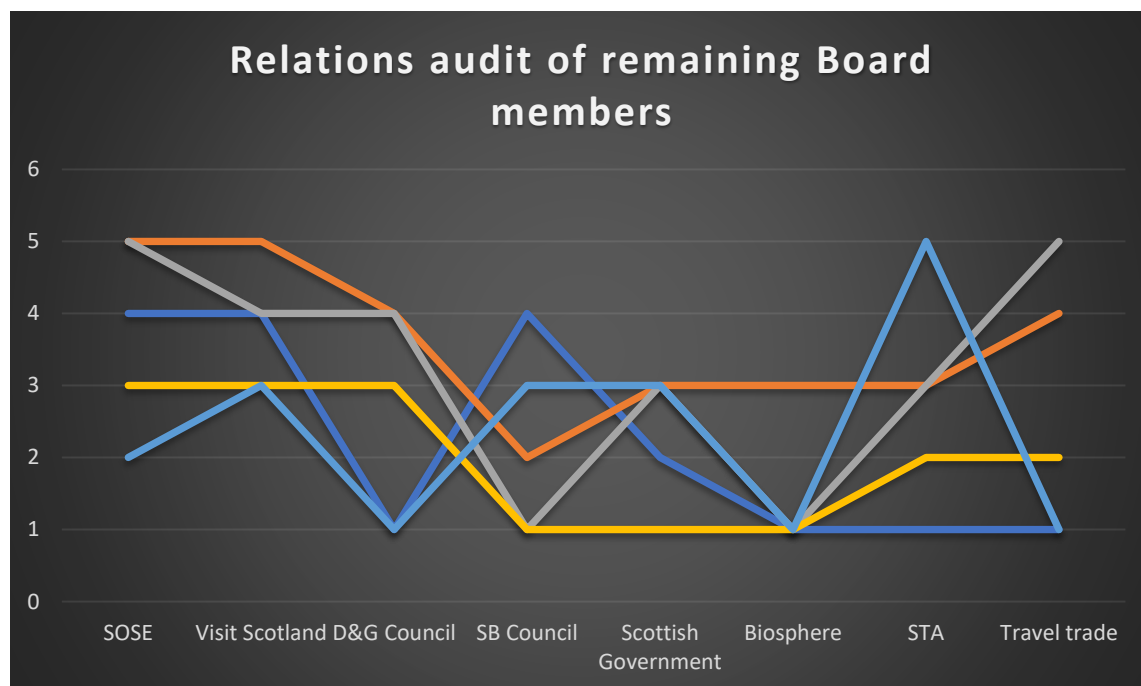
Expertise:

Each line in the below graph represents one of the remaining Board members, tracking to what degree they have specific areas of professional expertise (5 = lots of expertise in this area / 1 = very little expertise in this area).



Contacts and Relationships:

Each line in the below graph represents one of the remaining Board members, tracking to what degree they feel they have experience working with, and contacts within, this key partner organisation (5 = lots of experience/contact with this organisation / 1 = very little experience/contact):



Conclusion:

Following this 2023 skills audit of the Board members not standing down at the 2023 AGM, the Board has identified the below sectors which they are keen to target in its 2023 Board recruitment, to ensure the SSDA remains representative:

- Large hotel
- Agritourism
- Visitor attraction
- B&B / self-catering
- Travel trade / tour operator
- Supplier

And the following skillsets have been identified as priorities to target:

- HR
- Member services
- Governance
- Legal

The Board is also keen to prioritise more Board members from the Scottish Borders, to have a roughly equal balance between the east and west of the region.