

Succession Planning

1. INTRODUCTION

- 1.1 This report is seeking the input of the Success Planning Committee to progress the Partnership's succession planning objectives.

2. BACKGROUND

- 2.1 The Succession Planning Committee has a remit to:
- lead on meeting the Board's responsibilities in relation to planning for succession through appointments and Board member development
 - offer advice to the Board on future appointments and reappointments
 - review and evaluate the skills, knowledge, expertise, diversity (including protected characteristics) of current Board members, and requirements of future members, on an annual basis
 - monitor the development and continuous improvement a succession plan that can be presented to the Board
 - to prepare, for Partnership Board approval, operational contingency and succession plans for the Partnership

3. SKILLS AUDIT

- 3.1 A skills audit questionnaire was circulated to all Board Members to gain an understanding of their current skills and expertise, to allow the Committee to review the results and agree a programme of training for the Partnership.
- 3.2 The response rate to the questionnaire was 48% and the results are contained at Appendix 1.
- 3.3 The Committee is asked to review these results and agree an appropriate programme of training for the remaining session. The current term of appointment for Non-Councillor Members is until 31 March 2026, with Councillor Members serving until the next Local Government elections in May 2027.

4. APPOINTMENT OF BOARD OBSERVERS

- 4.1 One of SEStran's [Equalities Outcomes](#) is to increase the diversity of the Board as the representation of women, people from ethnic minorities and disabled people serving on public boards is disproportionate to population levels.
- 4.2 One of the outputs to be considered to achieve this objective is using positive action to appoint Observers to the Board to increase the representation of ethnic minorities and disabled people, whilst also giving due regard to the gender balance of the non-councillor members.

- 4.3 The role of the Board Observer can be found in Annex 2 of the [Board Diversity Succession Plan](#)
- 4.4 The Committee is now being asked to consider if they wish to undertake a recruitment exercise for the appointment of Board Observers and, if so, agree the appointment process.
- 4.5 The Committee should note that an equality monitoring survey was sent to Board Members and an anonymised summary of the results will be provided to them to help inform their decision making.

5. BOARD DIVERSITY SUCCESSION PLAN REFRESH

- 5.1 SEStran's Board Diversity Succession Plan, which was approved by this Committee at its meeting on 8 November 2019 is now due for review and update.
- 5.2 The following updates will be required:
- The skills matrix set out at Annex 1 of the document will be replaced with an updated version as seen at Appendix 1 to this report
 - A review and update of the plan actions
 - A general review of terminology and legislative accuracy
- 5.3 The Committee is being asked to delegate authority to SEStran Officers to make the required updates.

6. RECOMMENDATIONS

- 6.1 The Committee is asked to:
- 6.1.1 Review the skills audit results and agree a programme of training for the Partnership, and;
- 6.1.2 Consider the appointment of Board Observers, and:
- 6.1.3 Delegate authority to SEStran Officers to review and update the Board Diversity Succession Plan.

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Business Manager
April 2024

Appendix 1: Skills Audit Results

Policy Implications	As outlined in the report
Financial Implications	None
Equalities Implications	As outlined in the report
Climate Change Implications	None

BOARD MEMBERS SKILLS AUDIT – COMBINED ANONYMISED RESPONSES

- There was a 48% response rate to the survey.

1. What kind of expertise do you consider you bring to the Board?

	n/a	Have some knowledge	Good current hands-on experience	Expert in this area
GOVERNANCE/ORGANISATIONAL RELATED Please tick the relevant box for each skill ✓				
Ambassadorial experience	✓✓✓✓ ✓✓	✓✓✓	✓✓✓	
Business development	✓	✓✓✓	✓✓✓✓✓✓ ✓✓✓	✓
Communications		✓✓✓✓✓	✓✓✓✓✓✓ ✓✓✓✓	
Constructive Debate		✓✓✓✓	✓✓✓✓✓✓ ✓✓✓✓✓	
Equality and Diversity	✓✓✓	✓✓✓✓✓	✓✓✓✓✓	
Financial	✓✓✓	✓✓✓✓✓	✓✓✓✓	✓
Governance	✓✓✓✓	✓✓✓✓	✓✓	✓✓✓
Government Policy	✓✓✓✓	✓✓✓✓✓	✓✓✓✓	
Human Resources	✓✓✓✓ ✓	✓✓✓✓✓✓	✓	✓
Information Technology and Digital	✓✓✓✓	✓✓✓✓✓✓ ✓	✓✓	
Legal	✓✓✓✓	✓✓✓✓✓		
Management inc. leadership, business, rules of engagement, encouraging democracy, volunteering			✓✓✓✓✓✓ ✓✓✓✓✓✓	✓✓✓
Marketing/ Media/ Public relations	✓✓	✓✓✓✓✓✓ ✓✓	✓✓✓✓	
Monitoring and evaluation		✓✓✓✓✓	✓✓✓✓✓✓ ✓✓✓✓	
Networks/Alliances/Partnerships	✓	✓✓✓✓✓✓	✓✓✓✓✓✓ ✓	✓
Organisational development,	✓✓	✓✓✓	✓✓✓✓✓✓	✓✓

APPENDIX 1

inc. change management			✓✓	
Policy and strategy formulation	✓	✓✓✓✓✓✓✓	✓✓✓	✓✓
Political and parliamentary	✓	✓✓✓✓✓✓✓	✓✓✓✓✓	✓
Regional prospective, distinction between national, regional & local issues	✓	✓✓✓✓✓✓✓	✓✓✓✓✓✓	
Research	✓✓	✓✓✓✓✓✓✓ ✓✓	✓✓✓	✓
Strategic planning, strategic frameworks, strategic environment for transport	✓✓	✓✓✓✓✓✓✓	✓✓	✓✓✓