

## Board Diversity and Succession Planning

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Our Board is responsible for the overall direction and performance of the organisation. Appointments to our Board are made by Scottish Ministers and are regulated by the Commissioner for Public Appointments in Scotland. Appointments are normally for a four-year term with the possibility of a further term subject to evidence of effective performance and satisfying the skills, knowledge and personal qualities required on the Board at the time of re-appointment.

We want a diverse Board to bring a range of ideas for driving forward our strategy and to stimulate healthy debate, leading to better decisions. A diverse Board helps us to better understand our customers and be more sensitive to a wider variety of groups. Since April 2015 the gender balance of non-executive members of our Board has remained 60% male and 40% female. This is despite a turnover of both male and female members leaving and joining the Board over the last six years.

In 2019 we also split the joint role of Audit and Deputy Chair into two roles and appointed a new Audit Committee Chair who is male and a new Deputy Chair who is female.

	Total Membership		Chair	Deputy Chair	Audit chair	CEO SEPA (executive member)	Non exec membership		Non exec membership %	
	M	F					M	F	M	F
April 2015	7	4	M		M	M	6	4	60%	40%
April 2016	7	4	M		M	M	6	4	60%	40%
April 2017	7	4	M		F	M	6	4	60%	40%
April 2018	7	4	M		F	M	6	4	60%	40%
April 2019	7	4	M		F	M	6	4	60%	40%
April 2020	7	4	M		F	M	6	4	55%	45%
April 2021	7	4	M	F	M	M	6	4	55%	45%

In 2019 we re-appointed our Chair and appointed four new Board members to start on 1 January 2020. This presented the opportunity to take a different approach to the recruitment process. Working with the Public Appointments Unit in the Scottish Government we took the following steps to widen the audience, better promote the role of board members and improve the wider diversity of the candidates:

- revised the role description and personal specification
- produced a video by the Chair, Audit Chair, a mix of Board members, the Clerk to the Board and various individuals within the organisation who work closely with the Board speaking on the role
- used the Board Succession and Diversity Board Buddy Group to look at the language used around the recruitment, and worked with Changing the Chemistry on an event for perspective applicants
- worked with a variety of equality groups to promote vacancies

- used social media and equality organisations to advertise the vacancies, with links to the video and contacts
- created a Board recruitment information web page with the embedded video content, Frequently Asked Questions and a link to the information pack for applicants.

These activities will continue and, with the next round of recruitment due in 2021, we will focus on developing our approach to the attraction and selection of future board members. Specifically, we will;

- review the information available on the SEPA Board website to ensure there is a greater awareness of the role of the Board and individual Board members
- work with Scottish Government Sponsor Unit and the Public Appointments Unit on developing future recruitment and selection campaigns to help increase the diversity of candidates
- review the skills and experience that are used as the basis for the development, recruitment and selection of Board members
- develop relationships with equality groups to promote greater understanding of the Board and its role and increase the diversity of candidates.

As we develop our approach on the recruitment and selection of Board members, we will ensure that learning is connected into recruitment and selection for staff through the Board Succession and Diversity Board Buddy Group. This group was created to promote greater diversity when new members are recruited.