

## Appendix 2

### Strathclyde Partnership for Transport Draft Board Diversity Succession Plan 2018

#### 1. Introduction

Strathclyde Partnership for Transport (SPT) is the Regional Transport Partnership for the west of Scotland. SPT's role involves planning and delivering transport solutions for all modes of transport across the region, in conjunction with our member councils and industry partners. SPT is at the centre of the region's transport planning; analysing all travel needs and developing the transport system for now and the future.

The Gender Representation on Public Boards (Scotland) Act 2018<sup>1</sup> sets a "gender representation objective" whereby listed public boards, including Regional Transport Partnership Boards, should aim to have 50% of non-executive members (appointed members) who are women.

The Scottish Government has produced Guidance<sup>2</sup> to assist public bodies in meeting this requirement and in line with their advice we have prepared a Board Succession Plan which includes a programme of activities to promote greater diversity. The Guidance states that the Succession Plan should be led by the respective Boards of listed public bodies.

The Guidance, while recognising that Boards can comprise elected and appointed members, seeks to effectively harness the diverse contributions that all Board members can make. This Board Succession Plan sets out in greater detail the actions SPT intends to take to promote Board diversity.

SPT, as a listed public authority, is required, in reporting on its Equality outcomes, to set out what action it intends to take in future to promote greater diversity of Board membership in relation to appointed members.

#### 2. Executive Summary

SPT's Board Succession Plan aims to ensure that SPT's Partnership Board reflects the wider community it serves and can draw upon the greatest range of skills, experiences, knowledge and expertise to maximise its effectiveness.

The Scottish Government has published Guidance on Succession Planning for Public Body Boards and this Plan has been developed in line with this.

Section 5 sets out actions to be undertaken to promote Board diversity. A summary of the key actions is outlined below:

- Encourage and support Board Members to be visible and use their contacts or networks to promote Board positions and the work of the SPT Board.
- Aim to publicise Non-Councillor Board vacancies through a wider range of sources including social media.
- Consider the appointment of non-voting observers to the Board, as early mentoring into the role of an appointed member.

---

<sup>1</sup> <http://www.legislation.gov.uk/asp/2018/4/enacted>

<sup>2</sup> <http://www.gov.scot/Resource/0051/00513554.pdf>

## Appendix 2

### Strathclyde Partnership for Transport Draft Board Diversity Succession Plan 2018

- Continue to engage with Equalities organisations to seek their advice on reaching out to further groups/organisations representing those with protected characteristics and addressing potential barriers to participation.
- Consideration will be given as to how to encourage members of the public and representatives of wider civic society to attend the meetings, particularly with a view to fostering future Board diversity. For example, inviting representatives of equality groups to attend on a regular basis.

### 3. Legislative & Policy Background

The Gender Representation on Public Boards (Scotland) Act 2018<sup>3</sup> seeks to ensure that Boards have an equal representation of women and men on them. The Bill sets a goal for gender balance in non-executive membership of public Boards, requiring action to be taken to achieve this. It also requires organisations to encourage applications from the under-represented gender.

The Public Sector Equality Duty (PSED) was created under the Equality Act 2010 and came into force on 5 April 2011. It consists of a general equality duty, supported by specific duties which are imposed by secondary legislation. Those subject to the PSED must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

The requirement to prepare a Board Succession plan derives from the Equality Act 2010 (Specific Duties) (Scotland) Amendment Regulations 2016 that requires listed public authorities with appointed Board members to use information about their Board's diversity to better perform the PSED. Each listed public authority is expected to include in the mainstreaming reports that are published every two years as part of the requirements of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 details of the steps they plan to take across all relevant protected characteristics to promote member diversity.

The Act explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

The equality duty covers the nine protected characteristics as defined by The Equality Act 2010: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex and sexual orientation.

---

<sup>3</sup> <http://www.legislation.gov.uk/asp/2018/4/enacted>

## Appendix 2

### Strathclyde Partnership for Transport Draft Board Diversity Succession Plan 2018

#### 4. Scottish Government Guidance on Board Succession Plan

The Scottish Government published Guidance on Succession Planning for Public Body Boards in January 2017 and this Plan has been developed in line with this.

Scottish Government Guidance acknowledges that a number of public boards comprise elected and non elected members but aims to effectively harness the diverse contributions that Board members make. SPT has no input to the process for nominating elected members to its Partnership Board. Bearing this in mind, SPT's planning for Board Succession will consider Board Diversity by working to ensure that:

- Succession planning is led by the Board, and harnesses the knowledge and expertise of the Chief Executive and other executive officers.
- Board succession is considered in light of the SPT's long-term strategy.
- We maximise our engagement to attract people from underrepresented groups so that they are in the best possible position to maximise the opportunities at appointment rounds.
- We nurture a talent pool which allows those with no previous Board experience to develop the skills required to become a Board member, for example through shadowing or mentoring.
- We engage with target groups on an on-going basis, in order to develop awareness and understanding.

#### 5. SPT's Partnership Board

The Partnership consists of twenty elected members representing the twelve constituent authorities in the West of Scotland and between seven and nine appointed members. Details of current Board members can be found at <http://www.spt.co.uk/corporate/about/our-team/members/>

As defined in legislation<sup>4</sup>, the number of Councillor Members has been allocated on the relative population within the Partnership area. Councillor Members are appointed solely by local authorities, a process governed by the Transport (Scotland) Act 2005 and over which SPT has no input.

Non-Councillor Members (known as Appointed Members) are appointed to the Board based on Scottish Government guidance on membership for RTPs which states that the following principles should govern the selection and appointment of members, albeit the Gender Balance on Public Boards Bill may alter these requirements:

- Transparency.
- Appointment on merit.
- Achieving a balance among the Non-Councillor membership.

While Appointed Members do not have voting rights, they perform a valuable role in scrutinising, advising and promoting the work of SPT. In 2016 SPT recruited additional

---

<sup>4</sup> <https://www.legislation.gov.uk/asp/2005/12/contents>

## Appendix 2

### **Strathclyde Partnership for Transport Draft Board Diversity Succession Plan 2018**

Appointed Members to our Board, through a transparent recruitment process including via a wide range of recruitment websites to ensure it reached the widest audience. In addition, SPT applied a skills matrix to identify areas of strength and experience and address areas where capacity could be further strengthened including collaborative working. The recruitment panel comprised a mixed political and gender balance.

The gender balance of Councillor Members of SPT's current Partnership Board is 17 men and 3 women. The gender balance for Appointed Members is 5 men and 3 women.

#### **6. Actions to Promote Board Diversity**

Specifically, taking into account Scottish Government guidance and in consultation with our Partnership Board members, SPT will take forward the following actions:

##### **6.1 Board Composition**

While the requirements of the Gender Representation on Public Boards (Scotland) Act 2018 do not specifically apply to Councillor members there are a number of ways that all members can promote Board Diversity and reflect the needs of diverse communities.

- SPT will ensure that the Board is kept up-to-date with any new developments in equality and diversity relevant to the organisation's strategic outlook and responsibilities as a public body. This will be done through regular updates via the members' portal and annual updates to SPT's Partnership Board.
- Encourage Board Members to volunteer as role models and take part in relevant corporate communications e.g SPT's appointed Board members have provided guidance and support in a number of areas including: preparation of this diversity plan; and input into SPT's response to recent consultation on the future of the Scottish Planning system; including participation in a Scottish Government workshop on the future of the Planning system.
- Encourage and support Board Members to be visible and use their contacts or networks to promote Board positions and the work of the SPT Board. Board members regularly highlight SPT initiatives e.g SPT investment in bus services for local communities or to promote sustainable transport initiatives. Further opportunities to promote the work of the Board while highlighting its diversity should be considered.

##### **6.2 Appointed Members**

The duration of SPT Non-Councillor Members' appointments is varied. Under the 2005 RTP guidance for membership<sup>5</sup>, produced by the Scottish Government, RTP's appoint their own Non-Councillor Members. SPT aims to produce a gender balance for non-executive appointments on the Board.

The RTP membership guidance states that Non-Councillor Members should bring a range of benefits to the work of the RTP including experience and knowledge from working at

---

<sup>5</sup> <http://www.gov.scot/Resource/Doc/47121/0020877.pdf>

## Appendix 2

### **Strathclyde Partnership for Transport Draft Board Diversity Succession Plan 2018**

board/strategic level in business, public sector and the voluntary sector; regional rather than local perspective; political and media awareness; transport knowledge; financial awareness; and communication skills.

SPT will seek to further strengthen this process in a number of ways:

- Report progress on Board Diversity Board on an annual basis.
- The Partnership will Audit the skills, knowledge and experience needed for future Board appointments and identify/remove any potential barriers to opportunities for greater diversity presented by for example, format of Board papers, timing or location of meetings etc.
- Publicise Non-Councillor Board vacancies through a wide range of sources including SPT corporate publications, partner equality organisations and social media to encourage a wide range of good candidates with a diverse range of skills and experience.
- Engage with a range of equalities organisations to ensure that the application process is as inclusive as possible.
- Make greater use of social media to raise the profile of public appointments, promote positive news stories and case studies, and advertise vacancies.
- Approach organisations such as Changing the Chemistry (CtC) for advice to seek to make our application process and forms even more inclusive to a wider range of applicants and we will continue to seek to continuously improve our procedures and processes within the parameters of the public appointment process.
- Sign the One Scotland 50/50 pledge by 2020 for Gender Balance on Public Boards in relation to Non-Councillor Member's appointments.

### **6.3 Training and Development**

Training and development will be critical to the success of SPT's Board Diversity Plan. SPT intends to take forward the following actions:

- The RTP guidance on membership states that RTP's can appoint observers, who as advisers can make a valuable contribution. This provision would allow SPT to involve people on the Board who were not appointed as Non-Councillor Members but who would have useful input to make. SPT will consider whether to appoint observers to the Board.
- Continue to engage with Equalities organisations to seek their advice on reaching out to further groups/organisations representing those with protected characteristics and addressing potential barriers to participation. Groups will include but not be limited to: Changing the Chemistry, Women in Enterprise, (Coalition for Racial Equality & Rights (CRER), Stonewall, Age Scotland, Glasgow Disability Alliance, and Scottish Trans Alliance.
- Will ensure that Equality & Diversity training is included in the induction of new members, and all members will be encouraged to attend equality training and awareness raising events.

## Appendix 2

### Strathclyde Partnership for Transport Draft Board Diversity Succession Plan 2018

- SPT will work with Appointed Members throughout the period of their appointment to understand their views on how they are performing their responsibilities and consider appropriate actions to support them in this process. This will be undertaken through one-to-one and / or group discussions with SPT's Chair on an annual cycle.
- SPT will also consider hosting additional open events to attract future Non-councillor members across different communities linking in with groups such as Changing the Chemistry, Women in Enterprise and through public appointments' events.
- Seek volunteer Board members to mentor Board observers and members of SPT committees who are interested in progressing onto a Board.
- Run targeted training events for people from currently underrepresented groups to raise awareness and familiarity with the work of SPT and its Non-Councillor Board Members and seek to encourage attendees to successfully apply for Board positions or Board Observer roles.
- SPT Committee meetings are open to the public and press and notifications and papers for meetings are made publicly available. Consideration will be given as to how to encourage members of the public and representatives of wider civic society to attend the meetings, particularly with a view to fostering future Board diversity. For example, inviting representatives of equality groups to attend on a regular basis.

## 7. Summary

The SPT Board Diversity Plan seeks to achieve a Board that better reflects the people and communities of the west of Scotland and in doing so achieve a better understanding of the needs of communities and individuals in particular those with protected characteristics. In turn this will be reflected in how we deliver and shape the long-term strategy for the regional transport network in the west of Scotland.