

Item 5 (Appendix 1) – Non-Executive Board Member Succession Planning Guidance

Key to ensuring that Scottish Canals continues to have an effective Board are –

- Alignment of skills matrix with strategic priorities (Current Board Member Skills Matrix at **Annex A**)
- Planned succession shaped by our skills matrix
- Cultural fit between Non-Executive Board Member and Executive Management Team
- Effective induction and continuing performance development for Non-Executive Board Members

In addition to six Non-Executive Board Members (including the Chair and Vice Chair) the Board is supported by –

- The CEO
- Three Executive Directors
- The Audit & Risk Committee, including two independent members

It is essential that all Non-Executive Board Members (including the Chair and Vice Chair) can demonstrate the following skills and knowledge:

- **Strategic leadership skills** including an ability to analyse complex issues and think strategically, independently and laterally to facilitate the delivery of Scottish Canals strategic vision
- **Strong constructive challenge** valuing different viewpoints and the ability to demonstrate confidence in challenging perspectives in differing circumstances
- **Strong analytical and decision-making skills**, developed in a complex and challenging environment
- **Influencing and communication skills** including an ability to listen, understand and articulate in a sensitive and accessible manner while maintaining trust and building consensus within a team environment
- **An ability to harness diversity** including an understanding of the value of diverse challenge, tolerance and openness
- **Interpersonal skills** including an ability to motivate, support and constructively challenge in a range of circumstances
- **Excellent networking, mediation and conflict resolution skills** including the ability to represent Scottish Canals effectively to external stakeholders
- **Corporate Governance** including risk management, financial scrutiny and public bodies compliance through Board Committees

It is essential that Scottish Canals has one or more Non-Executive Board Member who can contribute at a strategic level to –

- **Financial Management**
 - Financial/budget scrutiny
 - Financial management and sustainability
 - Audit and Risk
 - Investment appraisal and management

It is desirable that Scottish Canals has one or more Non-Executive Board Member who can contribute at a strategic level to one or more of the criteria below:

- **Recreation and leisure**
 - Recreation and tourism
 - Activity based recreation on and off water
 - Nodal leisure and tourism development
 - Collaborative private/public investment in the leisure economy
- **Social and economic regeneration**
 - Management of infrastructure assets as a regeneration catalyst
 - Collaborative investment for transformational change
 - Addressing market failure
 - Scottish Government regeneration priorities
- **Third sector delivery**
 - Community empowerment
 - Social enterprise
 - Volunteering
 - Philanthropic resourcing
- **Health, Safety & Wellbeing**
 - knowledge of health & wellbeing
 - ill health prevention
 - health promotion

- **Asset management**
- **Commercial property development and regeneration**
- **Stakeholder engagement**
- **Environment, Climate Change and Sustainability**
- **A good understanding of the public sector**

Current Board Member Skills Matrix

	Maureen Campbell Chair	Michelle Wailes Non-Executive Director ARC Chair	Carolyn Sawers Vice Chair	Rob McGregor Non-Executive Director ARC Member	Robin Strang Non-Executive Director	Neil McDonald Non-Executive Director
Strategic Leadership	Y	Y	Y	Y	Y	Y
Influencing and Communication	Y	Y	Y	Y	Y	Y
Teamworking and Collaboration	Y	Y	Y	Y	Y	Y
Interpersonal	Y	Y	Y	Y	Y	Y
Commitment to Public Service	Y	Y	Y	Y	Y	Y
Corporate Finance	P	Y	P	Y	P	Y
Recreation and Leisure	Y	P	P	Y	Y	Y
Social/Economic Regeneration	Y	Y	Y	P	Y	Y
Commercial property development and regeneration	P		P	P		Y

Third Sector Delivery	P	P	Y	-	P	-
Health and Safety & Wellbeing	Y	P	Y	Y	Y	P
Environment, Climate change and Sustainability		Y	P	-	P	-
Asset Management	Y	P		Y	Y	P
Stakeholder Engagement	Y	Y	Y	Y	Y	Y

Y = yes; P = partially

It is also essential that we have one or more independent ARC members who can contribute at a strategic level in relation to

- Financial accounting and audit of a Non-Departmental Public Body
- Asset management and Risk

December 2025