



Meeting	Search and Nomination Committee
Date and time	Friday 14 th March 2025 at 11 a.m.
Location	Via Microsoft Teams

Governance Officer
06 March 2025

AGENDA

Welcome and Apologies

Declarations of Interest

1. MINUTES

a.) Meeting of the Committee held on 23rd August 2024

2. NON-EXECUTIVE BOARD MEMBER RECRUITMENT

Report by Governance Officer

- a) Skills Matrix August 2025 (CONFIDENTIAL)
- b) Attendance registers (CONFIDENTIAL)
- c) CVs of new Board Members (CONFIDENTIAL)
- b) Draft Outline Timetable

3. AOCB

4. DATE OF NEXT MEETING

UHI | INVERNESS

Subject/Title:	Non-Executive and Co-Opted Board Member Recruitment
Author: [Name and Job title]	Ludka Orłowska-Kowal, Governance Officer
Meeting:	Search and Nomination Committee
Meeting Date:	14 March 2025
Date Paper prepared:	10 March 2025
Brief Summary of the paper:	This report provides the Committee with a background to the new recruitment campaign to the Board of Management, the skills and experience which we currently have on the Board of Management and the steps which need to be taken to begin this process.
Action requested: [Approval, recommendation, discussion, noting]	The Committee is asked to discuss and agree the following: <ul style="list-style-type: none"> ➤ Determine and agree the skills gap within the current Board and agree how to target these areas during a recruitment drive. ➤ Approve the draft outline timetable for the recruitment campaign. ➤ Discuss and agree who will be on the Selection Panel.

<p>Link to Strategy: Please highlight how the paper links to, or assists with::</p> <ul style="list-style-type: none"> <input type="checkbox"/> compliance <input type="checkbox"/> partnership services <input type="checkbox"/> risk management <input type="checkbox"/> strategic plan <input type="checkbox"/> new opportunity/change 	<ul style="list-style-type: none"> <input type="checkbox"/> Governance Compliance. <input type="checkbox"/> Risk Management 		
<p>Resource implications:</p>	<p>Yes / No If yes, please specify:</p>		
<p>Risk implications:</p>	<p>Yes / No If yes, please specify: Operational: Implications for Audit Committee and Risk Management Organisational:</p>		
<p>Equality and Diversity implications:</p>	<p>Yes/No If yes, please specify:</p>		
<p>Student Experience Impact:</p>	<p>Yes/No If yes, please specify:</p>		
<p>Consultation: [staff, students, UHI & Partners, External] and provide detail</p>			
<p>Status – [Confidential/Non confidential]</p>	<p>Non Confidential</p>		
<p>Freedom of Information Can this paper be included in “open” business* [Yes/No]</p>	<p>Yes</p>		
<p>*If a paper should not be included within “open” business, please highlight below the reason.</p>			
<p>Its disclosure would substantially prejudice a programme of research (S27)</p>		<p>Its disclosure would substantially prejudice the effective conduct of public affairs (S30)</p>	
<p>Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33)</p>		<p>Its disclosure would constitute a breach of confident actionable in court (s36)</p>	
<p>Its disclosure would constitute a breach of the Data Protection Act (s38)</p>		<p>Other (Please give further details)</p>	

Further guidance on application of the exclusions from Freedom of Information legislation is available via

<http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp> and

http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

BOARD MEMBER RECRUITMENT

Introduction

As per our Constitution our Board of Management should consist of not less than 13 or more than 18 Members.

Within AY 24/25 we have had 2 Non-Executive Members, [REDACTED] and [REDACTED], and 1 Co-Opted Member, [REDACTED], resign from the Board. Currently we have 11 Non-Executive and 1 Co-Opted Member, 2 Staff Representatives, 2 Student Representatives, 1 Trade Union Representative and the Principal, total of 17, as members of the Board of Management. The Co-opted Members are not included in the Board composition.

We are therefore looking to recruit 1 Non-Executive [REDACTED], as the other Non-Executive role has been filled by Trade Union Representative, and 2-5 Co-Opted Members to individual Committees.

Skills Matrix

Our current skills matrix can be found as confidential appendix 1.

Committees affected by resignations:

- Audit
- F&GP
- LT&R

Both the Finance and General Purposes and Audit Committee would benefit from members with an accountancy and/or financial background. It is worth noting that members of the Finance and General Purposes Committee cannot sit on the Audit Committee.

The College recognises the importance of having a diverse Board of Management and so a conscious effort will be made to encourage individuals from under-represented groups such as disabled people, people aged under 50 and people from ethnic minorities to apply.

Selection Panel

There is a requirement for 4 individuals (2 Board Members, 1 Member of Regional Strategic Committee or Court and an independent person) to be part of the selection panel for a new Board Member.

Recommendations

It is recommended that the following actions be agreed in advance of the recruitment campaign.

Item 02.

- Agree the recruitment timetable provided.
- Agree date for Open Evening
- Agree dates for the interviews.
- Agree who will be on the Selection Panel.

DRAFT OUTLINE RECRUITMENT TIMETABLE 2025

Date	Activity
14 March 2025	Meeting of Search and Nomination committee to <ol style="list-style-type: none"> 1. Determine skills gap + agree recruitment targeting 2. Approve outline timetable 3. Determine two Board members to be College representatives on Selection Panel. Chair and one other. Approach independent person and UHI nominee.
23 – 21 March 2025	Preparation of all recruitment paperwork (Governance Officer with input from Chair of the Board of Management)
Recruitment period of 4 weeks Recruitment goes live on 24 March 2025	Listing on: <ul style="list-style-type: none"> CDN website Chamber of Commerce, FSB, SCDI Key stakeholders Professional bodies – e.g., Finance, HR Social Media – IC Facebook, Twitter College Website UHI Newsletter Highland Business Women Changing the Chemistry etc
April 2025 (date tbc)	Open Evening – potential applicants meet Chair of Board of Management and Principal
21 April 2025 23:59 hours	Closing date for applications
22 – 25 April 2025	Shortlisting Packs prepared and sent out to Selection Panel
28 April 2025	Meeting of the Selection Panel - Short listing
30 April 2025	Letter to Candidates inviting to attend interview on “agreed date”
w/c 12 May 2025	Interviews
w/c 19 May 2025	Report to UHI to seek Court ratification of appointments subject to PVG checks.
	PVG checking
	New Board members will be invited to attend Board Meetings as observers in advance of appointment or potentially as a co-opted member in advance of appointment.
24 June 2025	Formal appointment of new members following ratification by UHI.