University of the Highlands and Islands
Inverness College

Board of Management

Meeting	Search and Nomination Committee
Date and time	Tuesday 12 March @ 4.00 p.m.
Location	Room 220, 1 Inverness Campus

Board Secretary
5 March 2019

AGENDA

Welcome and Apologies

Declarations of Interest

1. **SUCCESSION PLANNING**
   Report by Board Secretary

2. **ELECTION PROCESS AND TIMETABLE – SUPPORT STAFF MEMBER ON THE BOARD OF MANAGEMENT**
   Report by Board Secretary

3. **AOCB**

4. **DATE OF NEXT MEETING**
   Thursday 23 May 2019 @ 09.30

University of the Highlands and Islands — Inverness College

Board of Management

Subject/Title:	Succession Planning
Author: [Name and Job title]	Fiona Ambrose, Board Secretary
Meeting:	Search and Nomination Committee
Meeting Date:	21 February 2019
Date Paper prepared:	13 February 2019
Brief Summary of the paper:	The report outlines the various steps in succession planning and highlights the recruitment process, as per the 2014 Ministerial Guidance on College Sector Board Appointments. It also sets out an outline timetable for a recruitment campaign beginning autumn 2019
Action requested: [Approval, recommendation, discussion, noting]	The Committee is asked to agree to the recommendations in the report
Link to Strategy: Please highlight how the paper links to, or assists with:**:** • compliance • partnership services • risk management • strategic plan • new opportunity/change	
Resource implications:	Yes / No **If yes, please specify**:
Risk implications:	Yes / No **If yes, please specify:** Operational: Organisational:
Equality and Diversity implications:	Yes/No **If yes, please specify:**
Consultation: [staff, students, UHI & Partners, External] and provide detail	
Status – [Confidential/Non confidential]	Non Confidential
Freedom of Information Can this paper be included in "open" business* [Yes/No]	Yes

*If a paper should **not** be included within "open" business, please highlight below the reason.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33)		Its disclosure would constitute a breach of confidence actionable in court (S36)	
Its disclosure would constitute a breach of the Data Protection Act (S38)		Other (please give further details)	
For how long must the paper be withheld? (express either as the time which needs to pass or a condition which needs to be met.)			

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

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SUCCESSION PLANNING

INTRODUCTION

There is specific government guidance on succession planning as well as on the appointment of College Board members, which is set out in the 2014 Ministerial guidance. As it has been some time since the last recruitment process (2017) the following information is provided as background information.

BACKGROUND INFORMATION

As per Scottish Government guidance

"succession planning should be conducted with the dual purpose of ensuring that the members of the Board have the requisite skills, experience, knowledge and other relevant attributes for the Board to perform effectively, and ensuring there is diversity in relation to members' protected characteristics.

Board succession should be considered in light of the body's long-term strategy – which sets out what the body will do, how and when they will do it, and the approach to monitoring progress – recognising existing strengths and acknowledging the skills, experience and knowledge that are needed in the future (e.g. digital skills).

Boards should think creatively about the sorts of skills and attributes they need, and the balance of these, in order to be as effective as possible.

Once the Board has identified the skills and attributes it needs in order to be effective, and any gaps in terms of its membership, the Board will wish to design engagement, outreach and development activity to attract people from target groups to its work so that they are in the best possible position to maximise the opportunities at appointment rounds."

APPOINTMENT PROCESS

Extract from College sector board appointments: 2014 Ministerial guidance

5.17 Given the number of stages in the process, an appointments process for College Board members should begin early. Before beginning the process, the regional strategic body is to make arrangements to identify current and future needs of the college board to enable it to perform effectively, taking into account the anticipated challenges and opportunities facing the college. These could include, for example, human resources, finance, legal, estates, change management, experience or knowledge of the locality of the college or a particular sector etc. This should include consultation with the College Board, including its chair.

5.18 The identified needs of the College Board should be compared against the skills, knowledge, experience and attributes of remaining board members to enable the regional strategic body to identify gaps to be filled through the appointments process.

Extending board member appointments

5.28 Where an appointment has not already been extended, the regional strategic body is to consider whether the needs of the College Board will be most effectively met by extending an appointment or by making a new appointment. In reaching a view, it will carry out a needs analysis along the lines described in paragraphs 5.17 - 5.18.

5.29 The regional strategic body will also balance any benefits of continuity provided by an extension with the potential opportunity to increase the range of relevant skills, knowledge, experience and attributes on the College Board by making a new appointment through open competition. Reaching a decision to make a new appointment through open competition would not prevent the person vacating the post from applying for the new appointment.

5.30 An appointment can be extended (for one single period) only if:

a)   *the college board member has performed satisfactorily, with evidence of annual assessments of performance to evidence this; and*
b)   *that the college board member's skills, knowledge, experience and attributes remain relevant to the anticipated future needs of the board.*

Term of board appointments or extensions

5.38 A regional strategic body will determine the length (of up to 4 years) of a board appointment or extension based on needs of the College Board, having regard to the desirability of avoiding a substantial number of board appointments potentially ending around about the same time.

The extension route is shown in diagrammatic form below.

*ROUTES FOR NON-EXECUTIVE BOARD MEMBERS TO CONTINUE ON BOARDS[51]*

Route 1

Appointment > Extension > Appointment route

  a) *An appointment is made after open recruitment.*
  b) *The Board[52] decides to extend the appointment. The chair and Ministers have to approve if the appointment is to a regional college or Regional Board. This would not involve open recruitment.*
  c) *The extended appointment comes to an end (at a determined point of no more than four years). This creates a board vacancy – further extension is not allowed.*
  d) *The process therefore begins again at a) - an appointment is made after open recruitment. The same individual could apply for this position.*

Route 2

Appointment > Appointment route

  a) *An appointment is made after open recruitment.*
  b) *That appointment is not extended.*
  c) *If the board member wants to be appointed again, the process would be 'reset'.*
  d) *In other words the process begins again at a) - an appointment is made after open recruitment. The same individual could apply for this position.*

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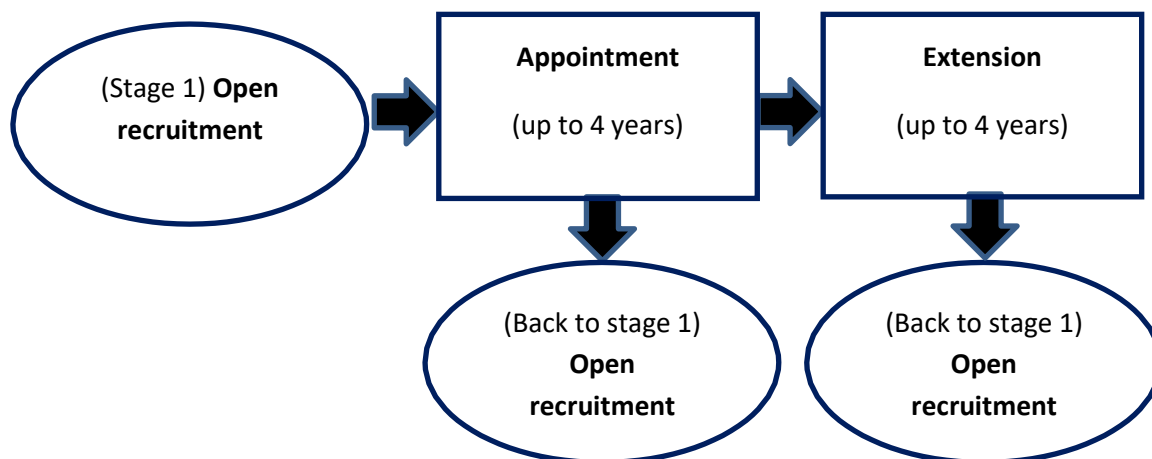
[51] *Applies also to the chair of an assigned incorporated college.*
[52] *Or in the case of an assigned incorporated college, the regional strategic body.*

SKILLS MATRIX AND END OF TERM DATES

The two documents appended show the end of term dates and skills of the current board members. It is recognised that there is currently a skills gap in finance/accounting and the recruitment of a co-opted member on F&GP is still ongoing. Once the Committee is aware of the intentions of current members in relation to either seeking reappointment at the end of their term of office or stepping down as a board member, it will be able to ascertain what skills should be sought in a recruitment process.

RECOMMENDATIONS
1. Committee is asked to approve the following first steps
    a. Board Secretary to seek the intentions of those Board members whose initial period of appointment comes to an end during 2019/2020, namely to seek reappointment or to step down at their end of term date.
    b. That the Board Secretary also approaches all other board members to see if they have any intentions to step down before their end of term date.
    c. That all members are asked to update their skills as appropriate
    d. The responses, with an updated skills matrix to be considered by the Committee at its next meeting in May. This will enable the Committee to identify the skills gaps on the board going forward and to agree on specific recruitment targeting of certain skill groups.
2. To note the following outline/indicative timetable for a recruitment campaign in early Autumn 2019

OUTLINE RECRUITMENT TIMETABLE 2019

Date	Activity
May 2019	Meeting of Search and Nomination committee to 1. Determine skills gap + agree recruitment targeting 2. Approve outline timetable 3. Determine two members to be College representatives on Selection Panel. Chair and one other. Approach independent person and UHI nominee.
May – August 2019	Preparation of all recruitment paperwork
	Recruitment period
Friday 30 August Recruitment period of 3 weeks	Listing on Public Appointments website, 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

Beginning of week beg 16 Sept	Open Evening – potential applicants meet Board members and members of SMT
Sunday 22 September 23:59 hours	Closing date for applications
	Shortlisting
Week beg 23 Sept	Special meeting of the Selection Panel - Short listing (if necessary)
	Letter to Candidates inviting to attend interview on "agreed date"
	Interviews
Week beginning 7 October	Interviews (The actual interview dates would be set at the time the advert is sent out so candidates can keep the date free)
	Court Ratification
Day after interviews	report to UHI to seek Court ratification of appointments subject to PVG checks
	PVG checking
	BOARD OF MANAGEMENT
Late November / Early December	New Board members attend Committee meetings as observers in advance of appointment wef 1 January 2020 or potentially as a co-opted member in advance of appointment wef mid 2020
17 Dec 2019	New Board Members attend BOM meeting as above Formal appointment of new Board Members to Board Committees
Early Spring 2020	Second recruitment campaign if there is a shortfall in numbers from the Autumn campaign

Name	Surname		End of term
Brian	Henderson		31 December 2019
Neil	Stewart		31 December 2019
Steve	Walsh		31 December 2019
Jaci	Douglas		30 May 2020
Gavin	Ross		30 May 2020
Hazel	Allen		31 July 2020
John	Wilson		31 July 2020
Sarah	Burton		11 April 2021
Andrew	Gray		11 April 2021
Innes	Montgomery		11 April 2021
Fiona	Neilson		19 November 2021
Carron	McDiarmid		05 November 2021
Tom	Speirs		10 October 2022

Surname	Preferred Name	School education	Further educaation	higher Education	Senior/Strategic management	Accountancy	Finance	human Resources	ICT	Risk	Audit	Legal	Governance	Boards/Committees	Administration	Change Management	Conflict Resolution	Consultancy	Customer Care	Estates/Construction/property	Disability	Equal opportunities	Entrepreneurial Skills	fundraising	Strategic Planning and Training	Knowledge of the Community	marketing/Media/PR	Organisational Development	policy Implementation	Quality	Research	Systems	Training	Other
Allen	Hazel	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			1	1	1	1	1	1	1	1		1	1		1
Douglas	Jaci												1	1										1	1		1	1						
Henderson	Brian			1	1		1	1	1				1	1	1	1		1	1	1	1				1				1		1	1	1	
Ross	Gavin	1	1	1	1				1							1									1		1		1			1	1	
Stewart	Neil				1		1				1		1	1																				
Walsh	Steve				1		1	1	1		1		1	1		1	1	1	1	1	1				1		1	1					1	
Wilson	John				1		1	1			1		1	1																				
Burton	Sarah		1		1		1	1	1		1		1	1	1	1	1	1	1	1	1	1	1	1	1	1		1	1	1		1	1	1
Gray	Andy				1		1	1	1				1	1		1			1	1	1	1		1	1	1	1			1			1	
Montgomery	Innis				1		1	1	1				1	1	1			1		1					1				1	1		1	1	
Neilson	Fiona				1						1	1	1	1	1		1		1				1		1						1		1	
McDiarmid	Carron				1			1					1			1	1	1			1	1	1	1	1	1		1	1		1		1	1
Speirs	Tom	1		1	1		1										1								1									
		3	3	4	12	1	9	8	7	1	6	2	11	10	5	8	6	6	6	5	5	4	4	5	11	4	5	5	7	3	4	5	8	3

Subject/Title:	Election process and timetable – support staff member on the Board of Management
Author: [Name and Job title]	Fiona Ambrose, Board Secretary
Meeting:	Search and Nomination Committee
Meeting Date:	21 February 2019
Date Paper prepared:	13 February 2019
Brief Summary of the paper:	The term of office of the current Support Staff member on the Board of Management comes to an end on 31 July 2019. A suggested timetable for recruitment has been prepared. The rules for election of staff members to Boards was approved by the Board of Management in March 2017 and these are appended for information
Action requested: [Approval, recommendation, discussion, noting]	The Committee is asked to approve the election timetable and request the Board Secretary to follow the rules for election of staff members to Boards.
Link to Strategy: Please highlight how the paper links to, or assists with:**:** • compliance • partnership services • risk management • strategic plan • new opportunity/change	
Resource implications:	Yes / No **If yes, please specify**:
Risk implications:	Yes / No **If yes, please specify:** Operational: Organisational:
Equality and Diversity implications:	Yes/No **If yes, please specify:**
Consultation:	

[staff, students, UHI & Partners, External] and provide detail	
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Support Staff Member on the board of Management
Election process – May/June 2019

The period of office of the current support staff member on the Board of Management will end on 31st July 2019. It is not practicable to wait until the end of June/July to hold the election as many support staff take annual leave in July.

It is therefore proposed that the election process and timetable be as follows:

Date	Activity
Wednesday 8 May	Advertise vacancy/call for nominations from Support Staff – I Connect
Wednesday 22 May	Reminder sent to staff re close of nominations
Friday 24 May	Nominations close
If there is more than one nominee for the position, an election will require to be held.	
Monday 27 May	Candidates announced
Wednesday 29 May – Friday 14 June	Time allocated for candidate campaigning and voting Online ballot opens (BOS) (13 days - concurrent timescale for campaigning and voting)
Wednesday 12 June	Reminder that ballot closes on Friday 14 June
Friday 14 June	Ballot closes
Mon 17 June	Result of election will be declared.
Tues 25 June	Report to Board of Management meeting – appointment of successful candidate to Board Committee(s)
August 2015	Arrange Board of Management initial induction programme for successful nominee – meet with Chair, Principal and College Secretary.
September 2015	New member attends Board Committee meeting(s)
October 2015	New member attends first Board of Management meeting

Appointment of Teaching (Academic) and Non-Teaching (Support) Staff Members to the Board of Management of Inverness College UHI

Election Rules

1   In accordance with Schedule 2 to the Further and Higher Education (Scotland) Act 1992 ("Schedule 2), the Board must include two members of staff. One shall be appointed by being elected by the teaching ("academic") staff of the college from amongst their own number and the other shall be appointed by the non-teaching ("support") staff of the college from amongst their own number.

2   Paragraph 3B (1) of Schedule 2 provides that such elections must be held in accordance with rules made by the Board.

3   Before making, varying or replacing these Election Rules, the Board must, as required under 3B of Schedule 2, consult the representatives of any trade union which the Board recognises as being, or which otherwise appears to the Board to be, representative of the academic/support staff of the College.

4   Having consulted relevant representatives as required under paragraphs 3(B)(2) and (3) of Schedule 2, these election rules have been made by the Board under paragraph 3(B)(1) of Schedule 2. These rules were made by the Board on 28th March 2017 and come into effect on that same date.

5   For the purposes of these election rules, staff groups are defined as follows:

   • **Teaching Staff/Academic Staff** – all staff (including Managers) who are on the academic staff payroll.
   • **Non-Teaching Staff/Support Staff**– all staff (including Managers) who are on the support staff payroll.

6   Appointments shall proceed as follows:

   (a)   The appointment shall be made by election administered by the Returning Officer (the Returning Officer shall normally be the Secretary to the Board. Where the Secretary to the Board is unavailable, the Board must appoint another staff member to act as Returning Officer).
   (b)   The Returning Officer shall communicate to staff any vacancies that arise and request nominations for membership from the Academic or Support Staff as relevant.
   (c)   Such nominations must be received by the Returning Officer by the date specified in the communication, being not less than fourteen days from the date of the communication.
   (d)   Each nomination must be signed by the nominee, the proposer and one other person all being members of the academic or support staff as appropriate. Only academic members of staff may nominate the academic member and only support staff may nominate the support staff member.

   (e)   If more than one nomination is received, the Returning Officer shall thereafter arrange for an election to be conducted using an appropriate electronic system and shall notify each member of the academic or support staff of the college as appropriate of the names of the nominees and the process to be followed.
   (f)   The election shall be completed by the date and time specified in the notice issued by the Returning Officer being not less than seven days from the date of the issue of the notice of the election. Only academic members of staff may vote for the academic member and only support staff may vote for the support

staff member. All staff members who are eligible to vote shall each be entitled to one vote.

7   The following rules shall be followed as regards counting votes:

(a)   The Returning Officer shall offer each nominee the opportunity to be present or represented at the counting of votes.
(b)   The counting of votes shall take place within 24 hours of the time set for the close of the election and shall be done by the Returning Officer in the presence of such nominees or their representatives as have chosen to attend.
(c)   The nominee receiving the most votes shall be declared elected.
(d)   In the event of a tie the election shall be decided by the drawing of cards or lots amongst the nominees with the most number of votes.
(e)   In the event of elections for academic and support staff members being held concurrently, the counting of votes shall be done as a separate and consecutive process for each election.
(f)   The Returning Officer may use such staff of the College as may be necessary to assist in the counting of votes.
(g)   The names of the persons elected shall be reported to the next meeting of the Board after the election, and announced to all staff.

The 'counting of votes' may be a physical count of ballot papers where a paper system has been used, or the opening of an electronic report where an electronic voting system has been used.

8   The following rules shall apply in the event of a vacancy arising in respect of the appointment for a staff member

(a)   In the event of an election requiring to be held because of the expiry of the term of office of the respective members of the Board the procedures set out above shall be completed no later than four weeks prior to the date of expiry.
(b)   In the event of an election requiring to be held because of a resignation or death of the respective members of the Board the procedures set out shall be completed no later than eight weeks after the vacancy occurs. The eight weeks excludes College vacation periods to ensure that all staff have the opportunity to participate.

Appointment of Teaching (Academic) and Non-Teaching (Support) Staff Members to the Board of Management of Inverness College UHI

Sample Advertisement

As you may be aware, membership of the College Board of Management includes two places for College staff members (one academic and one support).   The position of [**academic/support**] member will become vacant on [**date**]. The Board has a strong commitment to equality and diversity and particularly welcomes Board members from those groups under-represented on Scotland's public bodies.

Staff members of the Board of Management are full members and have the same rights, responsibilities and obligations as other Board members.   Staff members are **not** there as 'representatives' of the staff, they are there to bring knowledge and expertise of the day-to-day workings of the College into Board meetings, processes and decision-making.

Nominations are sought to fill the current vacancy. Nominations must come from current members of [**academic/support**] staff.   Each nomination will require a proposer and seconder, both also current members of [*academic/support*] staff. The nominee must also prepare a support statement, which should give a brief outline of why they should be elected to the Board. This will be used in the event of an election being required.

Where only one nomination is received, that nominee will automatically be elected to the Board. Where more than one nomination is received, an election by electronic secret ballot will take place and the nominee receiving the most votes shall become elected to the Board. In the event of a tie the nominee shall be determined by the drawing of cards or lots.

The term of appointment shall be for a period of four years.

Information about the role and on the role of a Board member is available ....

Nomination forms can be found ....

Should you require any additional information or have any queries, the Board Secretary would be happy to meet with you – [*insert name*] – [*insert e mail*]

Appointment of Teaching (Academic) and Non-Teaching (Support) Staff Members to the Board of Management of Inverness College UHI

Sample Nomination Form

We, the undersigned, wish to nominate:

Name: ....

[**Curriculum Area / Department**]:   ....

For election as the [**academic/support**] staff member of the Board of Management. Our nominee has agreed to stand for election, and has provided a supporting statement overleaf.

PROPOSER

Name: ....

Signed: ....

Department: ....

Date: ....

SECONDER

Name: ....

Signed: ....

Department: ....

Date: ....

Notes

- All proposers, seconders and nominees must be eligible to stand for election as the [**academic/support**] staff member on the Board of Management.
- Proposers can only propose one person and cannot be a nominee or seconder.
- Seconders can only second the nomination of one person and cannot themselves be a nominee or proposer,
- Nominees cannot act as a proposer or seconder to any other nominee.
- Proposers, seconders and nominees shall be entitled to one vote in the event that an election is required.
- Return Form to: [*insert name*] Secretary to the Board of Management, 1 Inverness Campus, Inverness, IV2 5NA or e mail [*insert e mail*] by *[insert date and time]*. Late returns shall not be accepted.

Nominee's Supporting Statement
(Maximum 150 Words)

I accept the nomination to stand for election as the [**academic/support**] staff member of the Board of Management.

Name: ....

Signed: ....

[Curriculum area / Department]:   ....

Date: ....