University of the Highlands and Islands
Inverness College

Board of Management

Meeting	Search and Nomination Committee
Date and time	Thursday 16 May @ 10.15 a.m. or at the conclusion of the Chairs committee, whichever is earlier.
Location	Board Room, 1 Inverness Campus

Board Secretary
9 May 2019

AGENDA

Welcome and Apologies

Declarations of Interest

1. **MINUTES**
   Meeting of the Committee held on 12 March 2019

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

3. **RECRUITMENT PROCESS – BOARD CHAIR**
   Report by Board Secretary

4. **AOCB**

5. **DATE OF NEXT MEETING - 12 September 2019**

Board of Management

MINUTES of the MEETING of the SEARCH AND NOMINATION COMMITTEE held in Room 220, 1 Inverness Campus on Tuesday 12 March 2019

PRESENT:	Hazel Allen (by VC), Brian Henderson (by VC), Neil Stewart, John Wilson
APOLOGIES:	Sarah Burton, Steve Walsh
CHAIR:	Neil Stewart
ATTENDING:	Principal
	Secretary to the Board of Management

1. **SUCCESSION PLANNING**

   A Report by the Board Secretary outlined the various steps in succession planning and highlighted the recruitment process, as per the 2014 Ministerial Guidance on College Sector Board Appointments. It also set out an outline timetable for a recruitment campaign beginning autumn 2019.

   The Committee discussed the report and **AGREED** the following first steps
   a. The Board Chair and Board Secretary to seek the intentions of those Board members whose initial period of appointment would come to an end during 2019/2020, namely whether they would wish to seek reappointment or to step down at their end of term date.
   b. That the Board Chair and Board Secretary also approach all other board members to see if they had any intentions of stepping down before their end of term date.
   c. That all members be 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 would enable the Committee to identify the skills gaps on the board going forward and to agree on specific targeting of certain skill groups as part of the recruitment.

   The Committee also **NOTED** the outline/indicative timetable for a recruitment campaign in early autumn 2019

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

   A report by the Board Secretary advised that the term of office of the current Support Staff member on the Board of Management would come to an end on 31 July 2019. The rules for election of staff members to Boards was approved by the Board of Management in March 2017. A suggested timetable for recruitment had been prepared.

   The Committee **APPROVED** the election timetable and requested the Board Secretary to follow the rules for election of staff members to Boards.

3. **DATE OF NEXT MEETING**

   Thursday 23 May 2019 @ 09.30

Signed by the Chair: _____

Date: _____

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:	16 May 2019
Date Paper prepared:	8 May 2019
Brief Summary of the paper:	The report provides the intentions of members regarding their end of term dates and gives the basis on which the Autumn recruitment campaign can be focussed.
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

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

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

SUCCESSION PLANNING

INTRODUCTION
At the last meeting, the committee considered the various steps in the succession planning and recruitment processes and agreed to
1. seek the intentions of those Board members whose initial period of appointment would come to an end during 2019/2020, namely whether they would wish to seek reappointment or to step down at their end of term date.
2. also approach all other board members to see if they had any intentions of stepping down before their end of term date.
3. Ask all members to update their skills as appropriate

BOARD MEMBERS TO BE RECRUITED
The updated table showing board members intentions is shown below.

Name	Surname		End of term	
Brian	Henderson		31 December 2019	2 year extension to Dec 2021
Neil	Stewart		31 December 2019	no extension
Steve	Walsh		31 December 2019	no extension
Jaci	Douglas		30 May 2020	no extension
Gavin	Ross		30 May 2020	would like to continue/seek extension
Hazel	Allen		31 July 2020	extension for a further 4 years
John	Wilson		31 July 2020	flexible extension to fit in with needs of College and Board
Sarah	Burton		11 April 2021	would like to continue/seek extension
Andrew	Gray		11 April 2021	no current plans to step down
Innes	Montgomery		11 April 2021	no current plans to step down
Fiona	Neilson		19 November 2021	will step down April 2021 (4 years from date of co-option)
Carron	McDiarmid		05 November 2021	intention to continue to end of term
Tom	Speirs		10 October 2022	intention to continue to end of term

The table shows that two Board members will step down at the end of their current term on 31 December 2019 and one member intends to seek an extension for a two year period. For the 4 members with end of term dates in 2020, one member will step down and three members intend to seek an extension.

Based on this information, the College will need to recruit three Board Members (two of which will be appointed with effect from 1 January 2020 and a third to be appointed with effect from 1 August 2020). This is based on the assumption that all 4 board members seeking an extension to their term of office are successful in their application.

The Committee are reminded that we currently have one co-opted member on the Learning, Teaching and Research Committee. She has indicated that she would be interested in applying for a non-executive position when a vacancy occurs.

SKILLS MATRIX

The Skills matrix still requires to be updated to ensure that the recruitment campaign targets any specific skills gaps.

RECOMMENDATIONS

It is recommended that the following actions be carried out in advance of the recruitment period in September 2019 (as shown in the outline timetable overleaf)

- Determine skills gap + agree recruitment targeting
- Preparation of all recruitment paperwork with emphasis on achieving a gender balanced and diverse board
- Determine two members to be College representatives on Selection Panel. Chair/Chair elect and one other.
- Approach independent person and seek UHI nominee.
- Agree shortlisting and interview dates

OUTLINE RECRUITMENT TIMETABLE 2019

Date	Activity
May – August 2019	Determine skills gap + agree recruitment targeting Preparation of all recruitment paperwork with emphasis on achieving a gender balanced and diverse board Determine two members to be College representatives on Selection Panel. Chair/Chair elect and one other. Approach independent person and seek UHI nominee. Agree shortlisting and interview dates
	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

University of the Highlands and Islands
Inverness College

Board of Management

Subject/Title:	Board Chair recruitment
Author: [Name and Job title]	Fiona Ambrose, Board Secretary
Meeting:	Search and Nomination Committee
Meeting Date:	16 May 2019
Date Paper prepared:	8 May 2019
Brief Summary of the paper:	The report outlines the procedure to be followed for the appointment of the Board Chair and provides the various recruitment documentation for review.
Action requested: [Approval, recommendation, discussion, noting]	Review the recruitment documentation and agree which two members will sit on the recruitment panel with the UHI representatives and independent person
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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http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

BOARD CHAIR – RECRUITMENT

As the current Board Chair has intimated that he wishes to step down from the role at the end of his term of office on 31 December 2019, a number of documents have been drafted to support the recruitment process which has to be followed. Most of these documents are based on templates provided by UHI as the RSB.

The following documents are appended to this report
  1. Process for appointment of Chairs and Board Members
  2. Outline recruitment timetable
  3. Chair advert
  4. Role description and applicant brief

"No-one who may be applying for a college board member appointment must take part in any discussions or decisions that any committee or body may have about that appointments process." Therefore, if any member of the Committee is of a mind to apply for the position of Board Chair, he/she should leave the meeting at this point.

The Committee is asked to review the following documents

- Outline recruitment timetable and determine which two IC Board members will be members of the recruitment panel
- Chair advert
- Role description and applicant brief

These will then be sent to EO where it is understood that the Chair of FERB will review.

PROCESS FOR APPOINTMENT OF CHAIRS AND BOARD MEMBERS TO INCORPORATED COLLEGE BOARDS

Responsibilities of Nominations Committee for Incorporated College Boards

1. Agree role descriptions and person specifications templates
2. Agree customisation of templates if required
3. Agree application process
4. Agree panel for selection – 2 from Nominations Committee, 2 from local college board, 1 independent member selected by Nominations Committee
5. Ensure gender/E&D/skills balance is appropriate for board of management
6. Agree term of appointment ensuring sufficient continuity of membership
7. Make recommendation to University Court on appointments

Responsibilities of Local College Board of Management

1. Agree timescale/location for selection panel meeting
2. Agree where to place advertisements and local groups to circulate
3. Agree further information schedule relevant to local college (with UHI input)
4. Agree local panel membership
5. Agree that standard templates fit circumstances

Board Chair - OUTLINE RECRUITMENT TIMETABLE 2019

Date	Activity
16 May 2019	Meeting of IC Search and Nomination committee to 1. Approve outline timetable 2. Determine two members to be College representatives on Selection Panel. One male, one female. Suggest independent person (possibly Andrea Sillars, former Board Member and current Director of Human Resources, HIAL). 3. Request two names from UHI. (Michael Foxley and Court Member)
Second half May	Determine shortlisting and interview dates Finalisation of all recruitment paperwork (to include interview date)
	Recruitment period
3 June – 23 June 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
Week beginning 17 June	Open Evening – potential applicants meet Board members, members of SMT and FERB/Court members
Sunday 23 June 23:59 hours	Closing date for applications
	Shortlisting
Week beg 24 June (26/27 June)	Special meeting of the Selection Panel - Short listing (if necessary)
	Letter to Candidates inviting to attend interview on "agreed date"
	Interviews
3/4 July	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 appointment (subject to PVG check)
	PVG checking
	BOARD OF MANAGEMENT
September – December 2019	Handover period for Chair elect
1 January 2020	New Chair takes up position

CHAIR OF THE BOARD OF MANAGEMENT

Inverness College UHI is one of the largest academic partners in the University of the Highlands and Islands, Scotland's newest university and is a leading College of Further and Higher Education offering training, education and skills development opportunities from access to masters level.

We are seeking to appoint a talented and enthusiastic Chair with a strong commitment to Higher and Further Education to lead the Board of Management and work in partnership with the College Principal, Senior Management Team and the University. You will demonstrate:

- An ability to work strategically and collaboratively at a senior level with excellent knowledge of corporate governance; and
- An ability to lead change successfully and positively influence individuals and organisations.

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Through his/her leadership, the Chair will make a real difference to the education and prospects of our learners and to the wellbeing and success of the communities where they live. The Chair will also contribute to the College's strategic direction, decision-making and continued development while also acting as an ambassador to communicate our activities to his/her contacts throughout the local area and beyond.

The Board is committed to equality and diversity and to ensuring that our governing body represents the staff, students and community that it serves and applications are particularly welcome from women, people with disabilities and people from ethnic minorities. Successful appointees will be expected to undertake a Protecting Vulnerable Groups (PVG) Scheme check.

The role is not remunerated, however, appropriate travel and subsistence costs will be paid.

A minimum time commitment of approximately …………………..???? is required. The role requires attendance at four Board meetings a year (starting late afternoon) and the Chair will also be a member of the Chairs, Search and Nomination and Performance Review Committees. The Chair will also represent the College at a number of events, including Graduation, Prize giving and ……….??????

Appointments will be for four years in the first instance, with the position available from 1 January 2020. Candidates must not be employees or students of the college.

Interested?

If you would like to know more about the role of the Board Chair, please visit our website or contact our current Chair, Neil Stewart – neil.j.stewart.ic@uhi.ac.uk

We are holding an open evening to promote the work of the College and the Board and to provide information to candidates interested in the role. Some of our current Board

Members, Members of the Senior Management Team and representatives from the Further Education Regional Board and the University Court will be there to share their experiences about working on the Board of Management.

When: …………………..
Location: ………………….

Your application

To apply please visit the Board of Management page on our website where you will find the role description and application pack. Completed application forms are to be returned by e-mail to the Secretary to the Board of Management (fiona.ambrose.ic@uhi.ac.uk) by **5:00pm on XXX**

![University of the Highlands and Islands - Inverness College logo]

Role Description and Applicant Brief

Chair of the Board of Management

Inverness College UHI

About Inverness College UHI

Inverness College UHI is a successful, high performing, and thriving tertiary institution providing a wide range of learning opportunities to local, regional, national and international learners: from access courses to opportunities for study at postgraduate level, encompassing vocational and professional training and skills development opportunities. Inverness College UHI delivers courses at the main campus in Inverness, at the Scottish School of Forestry at Balloch and at a Learning Centre in Aviemore. We support work-based learning across a wide area, as well as contributing to the University's innovative and progressive use of technology, providing access to expertise and curriculum across the Highlands and Islands and beyond

Our Strategic aims drive forward the Highlands and Islands Regional Outcome Agreement as well as ensuring full participation in Single Outcome Agreement measures and Community Planning priorities. The student profile of Inverness College UHI has seen considerable growth over the past 4 years. Growth in higher education and especially degree provision has seen the balance of full-time students increase by 27.4%. In this same period, we have maintained our further education provision with a continued focus on part-time opportunities. Our broad curriculum base and more specialist curriculum, is closely linked to the needs of our communities and businesses, and the wider economy. As well as being informed by Inverness employment and skills needs, our curriculum also directly supports the needs of the Highlands and Islands region.

Students are welcomed to the complete learner journey. By choosing to study at Inverness College UHI, one of the largest partners of the University of the Highlands and Islands, students are choosing to study at a College and a University. That means we offer further education and higher education courses and that makes us different from traditional institutions. At UHI, students will find secondary school pupils studying alongside honours degree students, modern apprentices next to postgraduate doctoral students.

Our unique structure means we provide choice and flexibility. The choice to study part-time, full-time or online, and a university partnership which provides the flexibility to study the course that's right for each student, no matter where they you live in the region via video technology. Our curriculum is designed so students can enter and exit at any level in their student journey and leave with a qualification. We offer our students a seamless route from further education to higher education, meaning a 16-year-old can come to UHI on an access course and leave with an honours degree – or more. We bring together the best of further education teaching, higher education teaching and work-based learning to deliver an innovative curriculum, which is enriched by the region and responds to the needs of industry and our communities. When students leave UHI, they will have the skills employers are looking for and be able to hit the ground running in their chosen career. The learning experience puts the student at the centre. The University of the Highlands and Islands is ranked 5th in Scotland in terms of overall student satisfaction – putting us 2 per cent above the national average. Our class sizes are small, so students get to know their lecturer and vice versa. Students will also find support, and if they need it, a community that cares about their success.

Our students come from within the region, from across Scotland and the UK, and with diverse international representation.

Strategic plan - start tomorrow today

Our Purpose

Inverness College UHI will have a transformational impact on the development and prospects of the Highlands and Islands region through the provision of excellence in education, training and research, encouraging individual attainment and driving economic and community development.

We will inspire each other, and our community, providing a safe and supportive environment within which we nurture ambition at every opportunity.

We will enrich our Highland community and have national and international reach, putting Inverness College UHI and the University of the Highlands and Islands on the world map

Our Vision

We will be recognised as a centre of excellence, working with partners to deliver a coherent education system founded upon:

- Inclusive practice that encourages participation and closes the attainment gap;
- Courses of excellent quality that respond to industry demand;
- Seamless pathways through all levels of education;
- Research that informs teaching and drives regional innovation.

We will achieve this by creating a dynamic and progressive environment which promotes effective teamwork, dispersed leadership and creativity.

Our Values

Our values define who we are, our expectations of ourselves and of each other. They describe how we interact with one another and how we interact with our students and partners.

The values that underpin the culture of Inverness College UHI are:

- **Respect**
- **Integrity**
- **Accountability**
- **Passion**

These values underpin our behaviours at work and the commitments we make to ourselves and one another.

Our Commitments

We will operate in an environment of mutual respect, behaving professionally at all times;

We will act with integrity, being honest and transparent in our work and putting the interests of our students first;

We will be accountable for our actions, do what we say we will do and exceed expectations;

We will be passionate in our work and in our ambition for our students, our college and our university.

WE ARE A COLLEGE AND A UNIVERSITY

Whatever the ambition, we can offer a route to get you there. Our tertiary learning environment means we provide choice and flexibility, with fulltime, part-time and online study options and more than 200 courses to choose from, ranging from access courses to degrees and beyond.

BEST OF BOTH

As the UK's most northerly city, Inverness offers the perfect balance – a vibrant social and cultural scene, set within the great outdoors. It is also a welcoming and safe city with relatively low crime levels and plenty of community spirit.

WE WORK WITH MORE THAN 400 EMPLOYERS TO PROVIDE TRAINING TO MORE THAN

800

APPRENTICES INCLUDING FOUNDATION, MODERN AND GRADUATE

INSPIRATIONAL ENVIRONMENT

Inverness College UHI is located at Inverness Campus, a growing hub for research, innovation and enterprise. It is a location of national and international significance for business, research and development and education.

SUPPORT

Our class sizes are small, allowing a more personal approach to teaching. Students will get to know lecturers, and lectures will know students. We care for our 7000-strong student population and support is available every step of the learner journey if needed. From practical to emotional, we are there for our students.

RESEARCH

More than 69 per cent of research submitted by the University of the Highlands and Islands is considered internationally excellent and world leading*. Inverness College UHI has established areas of expertise in freshwater biodiversity, ecology, forestry, literature and education.
* 2014 Research Excellence Framework

STUDENT SATISFACTION

The University of the Highlands and Islands is ranked 5th in Scotland in terms of overall student satisfaction – putting us 2 per cent above the national average* * National Student Survey 2018

STUDY ABROAD

Inverness College UHI has more than 50 academic partnerships in over 20 countries across Asia, Europe and North America. Students can develop their personal skills and gain an international network of friends by studying for up to a year in a host country.

INDUSTRY LINKS

Our curriculum is designed with industry in mind and we work closely with businesses to ensure our courses remain relevant and students leave with the skills to succeed. Many of our courses enjoy industry accreditation and live projects and work experience are critical to our students' learning.

INVERNESS COLLEGE UHI HAS MORE THAN

50

ACADEMIC PARTNERSHIPS IN OVER 20 COUNTRIES

2017-18 Performance Indicators

Success rates for Further Education (FE) students at Inverness College UHI have improved year-on year for the last five years and are now the third highest of all the larger colleges in Scotland.

At the end of 2017-18 academic year, success rates were 5 points above the national level for full-time provision and 9 points above the national level for part-time provision. This is a great achievement and a tribute to the work and commitment of our students and all of our staff. We will continue to drive improvement across all of our programmes and continue to strive for excellence in everything we do.

Inverness College UHI is one of 13 of the 26

Colleges in Scotland to have improved their success rates for full-time FE students in 2017-18. As a whole, full-time FE success rates across Scotland increased slightly and now stand at 66%. Meanwhile, the success rates for full-time FE students at Inverness rose for the fifth year in a row and are now at 71%.

In terms of part-time FE provision, success rates across the Scotland rose to 78% overall. Part-time FE success rates at Inverness also rose, to 87%. The nature of part-time provision varies significantly within and across colleges, so national comparisons need to be undertaken with care, and should involve further analysis.

About UHI

The University of the Highlands and Islands was established in 2011 following the award of university title by the Privy Council and is the United Kingdom's leading integrated University encompassing both further and higher education.

We are not a traditional university. We are different. We are part of a new breed of tertiary institutions, the only one in Scotland and one of only a few in Europe. Based in the Highlands and Islands of Scotland, our distinctive partnership of 13 independent colleges and research institutions is locally based and rooted in communities, but with national and international reach, as part of a regional university structure. The academic structure of the university is built around two faculties: arts, humanities and business and science, health and engineering and a management school, which have three subject networks, each managing their curriculum.

Our reputation is built on our innovative approach to learning and our distinctive research and curriculum – all enriched by the people, natural environment, economy, culture and heritage of the Highlands and Islands and its communities. We have 40,000 students at the heart of our university partnership and we are measured by their success. Our curriculum portfolio across both further and higher education is designed to meet current and future local and regional needs and to attract other students to the Highlands and Islands to study. We take a very flexible approach to the delivery of our programmes and deliver these across all our academic partners.

Our provision is designed for maximum flexibility for both individuals and business. We deliver workshops, short courses, accredited modules and programmes in a range of different subject areas. All of the learning opportunities are designed to help you develop skills, knowledge and confidence, helping support the growth and development your business at the same time.

Our learning opportunities are often supported by technology, making them highly flexible, especially for busy professionals and busy organisations. Learning content is made available 24/7 and we have a virtual classroom tool to help provide opportunities for people to meet and discuss issues in real time, while minimising the personal and business inconvenience of extensive travel and time away from the office.

For business we can deliver in whatever way works best for the business, there is the potential for considerable variation between traditional delivery approaches and those supported by technology. Our aim is to take advantage of appropriate technology solutions to help ensure minimum disruption to business and individuals but also to provide a supportive learning environment that ensures that maximum value is gained by the individual and employer

The Board of Management

Governance and Structure

The Inverness College UHI Board of Management is charged with setting the strategic direction for the College.

The Chair of the Board is Neil Stewart and he leads a Board with an extremely diverse membership. The Board represents area business, local government, legal and education organisations, as well as Inverness College UHI staff and students. Neil will stand down from his role on the 31 December 2019.

The College's leadership is driven by the Board's vision for the organisation, an ambitious 5 year plan that ensures we become a sector leader and that our are our students and key stakeholders are always at the heart of all we do.

About our Board of Management

The Board of Management is responsible for determining the College's future direction and fostering an environment in which the College vision and mission is achieved and the potential of all learners is maximised. The Board must ensure compliance with the statutes, ordinances and provisions regulating the College and its framework of governance and take all final decisions on matters of fundamental concern to the College.

Governance

Governance requirements include: strategic planning; risk management; internal control; performance monitoring; audit; appointment of the Principal. Operational management is delegated to the College Executive – Professor Chris O'Neil and his Management Team. The Board retains accountability and may have to directly answer to the Scottish Parliament for their actions if requested.

The Post-16 Education (Scotland) Bill 2013 means that colleges are funded on a regional basis. Inverness College UHI is assigned to the University of the Highlands and Islands as the regional strategic body charged with oversight of the college.

Code of Conduct

Inverness College receives public funding from the Scottish Parliament (through UHI as the Regional Strategic Body) and other sources. The Board of Management therefore has to adhere to and demonstrate the highest standards of corporate governance and public accountability.

The Scottish public has high expectations of those who serve on the boards of public bodies. The Ethical Standards in Public Life etc. (Scotland) Act 2000 provided for a new Code of Conduct. As a member of the Board of Management, it is your responsibility to make sure that your actions comply with this Code of Conduct.

The general principles upon which the Code of Conduct is based are: public service; selflessness; integrity; objectivity; accountability and stewardship; openness; honesty; leadership and respect.

Members must register and declare all interests as required by the Standards Commission for Scotland and these are published on the College website and in the annual accounts.

Independence

The Board of Management is an autonomous body: at least 50% of the membership is from external appointments. These non- executive members are an essential part of the system of checks and balances. Non-executive Board members are from the public, voluntary, business and commercial sectors.

To assist the autonomy of the Board, it is supported by an independent Secretary. The Secretary to the Board of Management is the only staff member in the College not appointed by the Principal. The Secretary to the Board of Management works directly to and for the Board to ensure it receives the information it needs in an appropriate format to enable it to discharge its duties.

Members bring their skills, knowledge and experience into Inverness College. They also act as ambassadors to promote Inverness College in the wider community.

Term of office

The normal term of office for a member is four years, with the opportunity for re appointment to serve for a further four years. A Chair should provide a minimum of four years' service to ensure continuity and the development of the relationship with the College.

Attendance at meetings

The Board meets at least four times a year. Meetings last for approximately 2.5 hours, from: 4.30pm – 7.00pm.

In addition, the Board normally holds two 'away days' each year. These enable a concentrated focus on issues such as strategic planning and Board member development.

The Board has a number of Standing Committees. The Chair is a member of the Chairs, Search and Nomination and Performance, Review and Remuneration Committees and an ex officio member of all other committees, with the exception of the Audit Committee

A Chair can typically be expected to devote about …………………annually to attending meetings. There will also be additional induction and training attendance requirements and two continuous professional development sessions.

Board members are not remunerated for their work although reasonable travel costs can be reimbursed.

Board members are subject to a Standard Disclosure check as part of the appointment process.

Board of Management Chair
Role Description

The Chair of the Board of Management is appointed by the Regional Strategic Body to chair meetings of the board. The Chair is responsible for providing effective leadership of the Board of Management and, in association with the Secretary, its efficient operation by:

- ensuring the efficient conduct of the business of Board meetings, following established and agreed procedures
- taking care that the business of Board committees is reported appropriately to the Board of Management
- Ensuring that the appropriate business is reported to the Further Education Regional Board and representing the College at meetings of the FE Regional Board
- ensuring that the views of all Board members are sought at meetings of the Board and that Board members work together effectively as a team.
- being satisfied that the Nine Principles of Public Life (selflessness, integrity, objectivity, accountability, openness, honesty, leadership, public service and respect) are observed in all board business.

The Chair shall ensure that the Board fulfils its duties in:

- articulating the vision of the College as an academic partner and assigned college of UHI
- maintaining and developing the ethos of the College
- setting corporate objectives in line with local outcome agreement with UHI
- assessing the performance of the Principal and Chief Executive
- establishing high standards of integrity in the conduct of Board business
- monitoring the financial health and compliance of the College in line with the Local Financial Memorandum agreed with UHI.
- Monitoring the college's achievement of its agreed outcome measures
- Working effectively with the FE Regional Board

The Chair shall seek to promote the best interests of the College wherever possible, be its ambassador, and represent it at meetings, presentations and conferences.

Operation of the Board

The Chair of the Board of Management:

- will be expected to develop an effective working relationship with the Chair of the FE Regional Board
- will be expected to develop effective working relationships with the Secretary to the Board of Management and the Principal in order to promote and enhance the good governance of the College
- shall call, agree the agenda for, and preside at meetings of the Board of Management.
- shall have a second or casting vote at meetings of the Board where there is an equal division of votes on an issue
- may act on behalf of the Board between meetings on matters delegated by it or on routine matters such as the signing of documents, or in response to approaches from external organisations on issues which do not require approval by the Board. Any such actions will be reported to the Board.

Exceptional circumstances may arise where an urgent decision is required and it is not possible to convene a meeting of the Board. In such circumstances the Principal (or in his or her absence, a designated senior post holder) shall seek the approval of the Chair (or in his or her absence the Vice Chair). In reaching a decision, the Principal (or senior post holder) and or Chair (or Vice Chair) shall seek where possible to consult with other Board members. Any decisions taken in these circumstances must be reported to the next meeting of the Board.

Performance of the Board and individual Board members

The Chair:

- should ensure that the Board has established performance indicators against which to measure its performance
- should ensure that each Board member has the opportunity to discuss his or her contribution and development needs at least annually
- is expected to promote critical self-assessment of Board performance and processes and make an active contribution to the annual performance assessment of the governance of the College
- shall support the Secretary to the Board of Management in the development and delivery of associated performance assessment action plans and Board development programmes
- Shall address any unauthorised absence of a Board member from the Board or any committee for two consecutive meetings

Responsibilities in respect of the Principal and the Secretary to the Board of Management

The Chair is responsible for promoting a constructive and supportive working relationship with the Principal, to assist them in achieving agreed objectives while maintaining a professional relationship at all times. The Chair and the Principal shall meet regularly for consultation and communication, and in particular for the following purposes:

- briefing of the Chair by the Principal on matters of interest and importance and vice versa
- updating each other on key events and progress since the previous meeting
- informal exploration of differences of opinion as they arise and managing a resolution to these
- agenda setting, in consultation with the Secretary to the Board of Management
- early warning of problems which may arise for the college
- the opportunity for informal discussions relating to working practice.

The Chair:

- shall undertake the annual appraisal of the Principal and ensure that the Principal has access to appropriate opportunities for development and training.
- offer both general and specific support to the Principal where strategic, major or contentious issues are involved
- shall undertake the annual appraisal of the Secretary/Secretary and ensure that they have access to appropriate opportunities for development and training.
- shall assist in compiling job descriptions and personnel specifications of the Principal, other designated senior post holders and the Secretary to the Board of Management and shall supervise arrangements for the selection process.

Person Specification

General Skills and Personal Qualities

Leadership	• Providing effective leadership to the Board of Management and Principal and Senior Team • Having a strong understanding of governance • Being clear and concise at all times • Being confident, able to make and be accountable for decisions • Showing honesty and integrity • A commitment to equality and diversity	We will ask you to provide example of situations where you have led teams to successful outcomes This may have been in employment, through working in the community or in a voluntary capacity •
Working collaboratively and constructively with others	• appreciating the knowledge/skills of colleagues • supporting colleagues whenever possible • sharing knowledge at every opportunity • showing respect for colleagues and stakeholders • striving to achieve consensus • able to accept a consensus decision even if it goes against a personal view	During the interview we will ask you to give us some practical examples of situations where you have worked collaboratively and constructively with others This may have been in employment, through working in the community or in a voluntary capacity
Challenging the views of others in a constructive and supportive way	• being confident in questioning proposals and debating issues • putting forward your views in an objective way • not being too dogmatic about your own perspective • helping others to consider their own position in a non-confrontational way	We will assess this by asking you to complete a practical exercise, as part of the interview, which will allow you to demonstrate this skill We will also have a follow up discussion which will enable us to ask some further questions
Seeing the 'bigger picture'	• able to look ahead and consider issues/topics within different timeframes • identifying relevant implications from what is being discussed such	We will assess this by asking you to complete a practical exercise, as part of the interview, which will allow you# to demonstrate this skill

	as challenges, risks etc. • seeing beyond your own personal experience or specialism and considering other information and perspectives • does not take a short term, parochial view	We will also have a follow up discussion which will enable us to ask some further questions
Analysing information and making decisions	• using information which is available to reach conclusions • clearly explain how conclusions have been reached • identifying some of the implications associated with what you are considering – priorities, risks, opportunities etc. • recognising when information is limited and where more information might be needed • being able to balance a number of different considerations	We will assess this by asking you to complete a practical exercise, as part of the interview, which will allow you to demonstrate this skill We will also have a follow up discussion which will enable us to ask some further questions
Communicating effectively	• being focussed and succinct in your communication with good listening skills • confident in expressing views and opinions in a group setting • persuasive, able to influence others to your own perspective • able to adapt your style appropriately for different situations • satisfactory written skills	We will assess your written skills from the completion of your written application. We will assess your verbal skills through your responses to the practical exercise and the interview
Enthusiastic and passionate about education	• knowledge/understanding of further and higher education and the University's mission • able to explain how further/higher education have benefited yourself and how they can benefit the wider community • can enthuse others about education	We will want you to tell us about your personal interest in and enthusiasm for education We will also have a discussion with you about this during the interview, as well as assessing your knowledge/ understanding of the University

Useful Information

The College website provides comprehensive information about the College and Board:

https://www.Inverness.uhi.ac.uk/

Photos and brief biographies of current Board members, together with key college and sector publications can be found at:

https://www.inverness.uhi.ac.uk/about-us/board-of-management

Further information on the University of the Highlands and Islands can be found at: www.uhi.ac.uk

The closing date for applications is 23 June 2019