



University of the
Highlands and Islands
Argyll College

Oilthigh na Gàidhealtachd
agus nan Eilean
Colaiste Earra-Ghàidheil

Policy on Board Member Recruitment

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Procedure

This procedure is to be followed when appointing external members to the Board of Governors of Argyll College UHI.

- 1.0 When a vacancy arises, a meeting of the Nomination/ Remuneration Committee shall be convened as soon as possible. Except in the case of the student and staff members of the Board (see paragraphs 19 and 20)
- 2.0 The Committee will consider the skills, knowledge and experience and balance of the Board, using the skills matrix information that Board members provide as well as those lost as a result of the vacancy. The Committee will determine a preferred skills profile for the new board member(s). The strategic needs of the college will also be considered when deciding on the required skills and expertise profile with reference made to the generic job description for Board members.
- 3.0 The Committee will set a timetable for the recruitment of the new member(s) and determine the selection process to be used with a view to ensuring that appointments will be drawn from a broad talent pool. Such a process will include an interview with members of the Nomination/ Human Resources & Remuneration Committee. It may also include tours of campus, informal meetings with senior staff and opportunities to meet other Board members not on the Nomination/ Human Resources & Remuneration Committee. The preferred skills set, timetable and selection process will be made known to the Board through the notes of meetings and verbal updates depending upon the timing of the board meetings and the Nomination/ Remuneration Committee meetings.
- 4.0 In determining the timetable and selection process, the Committee will be mindful of the need to ensure that the process is fair and transparent and the needs of applicants/ candidates are considered. This includes, but is not excluded to, any alterations at the application and selection stages, such as consideration of accessibility of venues, timing of meetings, and adaptation of written materials.
- 5.0 Board members may be invited to approach people who they feel have the required skills set however all applicants will be required to submit an application in line with the advertisement requirements. Similarly, all applicants will be subject to the same selection process.
- 6.0 Public advertisement, using a diverse range of sources such as mail shots to relevant organisations, advertisements in specialist media or utilising local organisation networks, will normally be used to bring the vacancy, or vacancies, to the attention of the general public and may include a positive statement encouraging people from all backgrounds to apply.
- 7.0 The Secretary to the Board will act as the contact and information point for anyone interested in the applying for the vacancy and to receive any applications. These will be held by the Secretary to the Board until the closing date has passed.

- 8.0 The Secretary to the Board will collate all the applications received and send these to the Nomination/ Human Resources & Remuneration Committee for consideration against the skills set.
- 9.0 The Nomination/ Human Resources & Remuneration Committee will meet and, bearing in mind the required skills set, will develop a short list of candidates from the applications received.
- 10.0 After this meeting, the Secretary to the Board will write to the unsuccessful applicants informing them of the decision. Letters will also be sent to the successful candidates inviting them to a selection process and detailing what that will entail.
- 11.0 Following the selection process, the Nomination/ Human Resources & Remuneration Committee will convene and consider against the skills set all the applicants in the light of information from the selection process. The outcome of which will be reported to the Board for final approval consistent with the Standing Orders and Constitution of the College.
- 12.0 All candidates will be written to informing them whether they were successful or not following the Board approval. For those who request feedback, this will be available from the Secretary to the Board.
- 13.0 Successful candidates will also be required to undertake a programme of induction as described in the Induction Policy and Checklist.
- 14.0 In certain situations, a candidate may not meet all the skills set but with some support and exposure to the Board environment may do so in a reasonable period of time.
- 15.0 If there are no successful candidates or no applications are received, the Nomination/ Human Resources & Remuneration Committee will need to consider the next steps and whether it is appropriate to re-advertise and within what timescale. This will be reported to the Board using the normal reporting mechanisms.
- 16.0 There are reasons why a candidate cannot be appointed to the Board. These are detailed in the Constitution and Standing Orders and cover sequestration, bankruptcy and insolvency, certain convictions that carry a prison sentence over three months but without the option of a fine; incapacitation through mental illness and certain disqualifications or removal from office under various Acts.
- 17.0 Board members must be over the age of 16 to be eligible for appointment and must not be a full time student or member of staff, except where the appointment is by virtue of being a staff or student member.

- 18.0 An offer of appointment to the Board is subject to an enhanced disclosure check by Disclosure Scotland. It is advisable to perform the check prior to appointment however that may not always be feasible. Offers made prior to such a check should be made on a conditional basis.

This procedure is to be followed when appointing internal members to the Board of Governors of Argyll College UHI.

- 19.0 The process to appoint to a staff board position is by election. The vacancy is normally advertised internally for two weeks seeking nominations. Once nominations are received, the individuals are requested to provide a short brief on why they should be selected for inclusion in the mailing to all staff along with the voting paper. The voting papers are sent out one week prior to the election proper. Voting is by way of ballot boxes placed in reception areas at the various campuses of the College and voting takes place over a week. The votes are counted and verified and the results are announced internally in the week following the ballot.
- 20.0 The student board member is nominated by the Students' Association and the period of office normally expires on 31 August following their appointment. If a vacancy during the year arises then the Secretary to the Board will contact the Students' Association within three weeks of that vacancy to seek a new nominee for approval by the Board at their next meeting.

In the event of there being no student association the following strategy will be followed.

Stage 1: students are invited to indicate their interest in being a Board member.

Stage 2: they then have to find a proposer and seconder to support their nomination.

Stage 3: If there is more than one application there will be an election following the same process as for the staff member

Role Description Board Member

- Contribute to the development of the college's mission, vision and values;
- Provide strategic leadership and direction to the college through oversight of and contribution to key strategy documents;
- Monitor and ensure that the college is meeting its obligations in relation to its key outcomes as agreed with external bodies;
- Support the development of and monitor key performance indicators to ensure that the college is achieving its mission and strategic priorities;
- Contribute to the development and review of college internal controls and an audit regime that is able to identify and balance the risks and opportunities in the college's activities;
- Contribute to the development and review of the college's financial strategy and objectives, including for estates. Ensure that there are appropriate control mechanisms in place which are regularly monitored;
- Approve the college's annual budget and accounts;
- Provide input to and approve all college policies;
- Promote the interests of the college (including that of its learners and its staff) in the local community and beyond;
- Act in accordance with the duties of a director and in accordance with the Code of Good Governance for Scotland's Colleges;
- Work with other board members in a supportive, helpful and constructive way as well as observing the Nine Principles of Public Life in all college-related activity;
- Participate in reviews of performance of the board and engage in development opportunities in order to increase their own effectiveness;
- Commit to attendance at four board meetings and four committee day meetings per year and to prepare effectively;
- Attend further college related events as appropriate;

Role Description Board Chair

- Commit up to 20 days over and above the time commitment for a board member;
- Ensure that the Board operates in ways that are consistent with its governing documents and adheres to the Code of Good Governance;
- Ensure that the Board and the Committees of the Board actively work towards the fulfilment of the College's mission and values and meet any legislative or other requirements;
- Ensure that the business of the Board is conducted in such a way to encourage all the Governors to speak openly and honestly and to be heard;
- Encourage all Governors, individually as required, to participate in development opportunities and to benefit from each other's experience and knowledge;
- Develop a professional working relationship with the Principal of the College that enhances the effectiveness of the Principal and the College by way of mentoring, guidance and support techniques;

- Develop a good working relationship with the Secretary to the Board to ensure that the College complies with its governing documents and the Code of Good Governance;
- Annually appraise the performance of the Principal to ensure that the College is effectively led and managed;
- Annually appraise the performance of the Secretary to the Board to ensure that the College has effective and appropriate governance;
- Develop evaluation mechanisms that enable the Board to assess its overall performance annually and improve upon that year on year (this may include setting measurable targets against which the Board can measure its success);
- Able to commit time to attend wider UHI and external events as and when required;
- At all times play an ambassadorial role for Argyll College UHI;

Board Member Induction Procedure

All new Board Members are required to attend an induction session at their local learning centre with the

- Board Chair
- Principal

where they can discuss the work and priorities of the Board of Management and its Committees. New members will be given a copy of the UHI Academic Partner Board Members' Information Pack and Colleges Scotland Guide for Board Members and will be encouraged to avail themselves of appropriate training opportunities as they become available.

AGENDA

- Welcome and Tour of Learning Centre
- Key facts about Argyll College and UHI

By the end of the session Board Members will have been given an overview of:

- Role of a college board member
- Conflict of interest
- Confidentiality
- Code of Conduct
- Strategic direction of the College
- Key challenges facing the College
- College sector environment

Appendices.

- 1. Board of Governors Information Pack**
- 2. Board members skills matrix**
- 3. Examples of Interview Questions**
- 4. Committee meeting schedule**
- 5. Process for populating committees**
- 6. Information sheet to Staff and Students (template)**

Appendix 1. Board of Governors Information Pack. Appointment to the Board of Governors of Argyll College UHI

Argyll College UHI is seeking to appoint Governors to help influence and shape the college's strategy, mission and values.

Message from the Chair of the Board of Governors and the Principal.

Message from Andrew Campbell — Chair of Argyll College UHI

Argyll College UHI is a relatively new college on the Scottish scene but we have already become a firmly established part of the education and training sector on the west coast. We still have further to travel with more development of the College to deliver and the Board will play a key role in this task. We rely on the skills and knowledge of our Board members to help us on our journey of development. Recently we have doubled the number of students studying higher education within our region. It is not without challenges as anyone who knows the geography can appreciate. We cover the local authority area of Argyll and Bute Council and the island of Arran (part of North Ayrshire Council). In association with our partner institutions we form the University of the Highlands and Islands. This unique university means we can provide access to a complete range of qualifications covering both further and higher education allowing students living in Argyll and Bute to remain here as well as potentially attracting others to come and join us.

Message from Martin Jones – Principal of Argyll College UHI

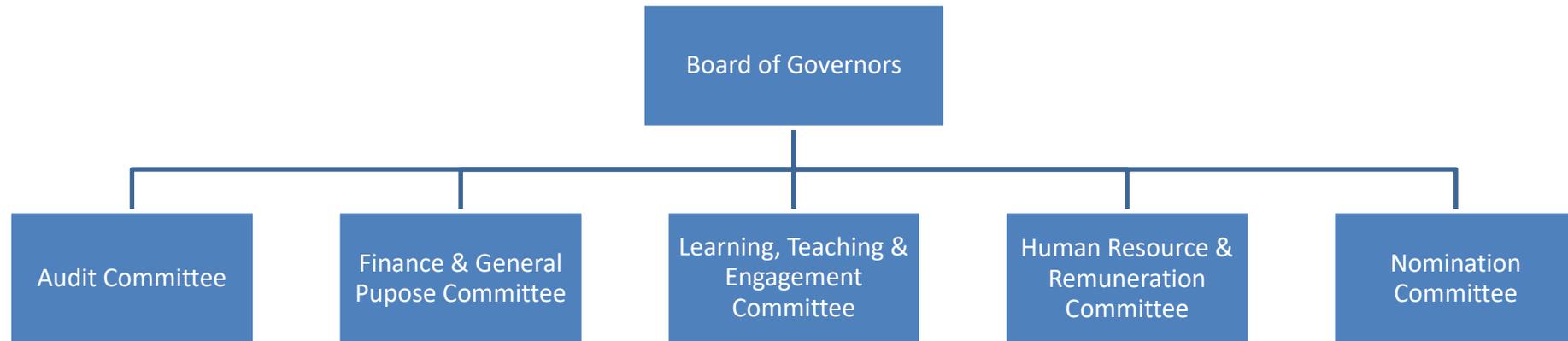
I would like to encourage people from all walks of life who have a shared interest in promoting the needs of learners across Argyll, Bute and Arran to consider joining our board. It does not matter whether you have worked in education or sat on similar boards in the past, we always have a need for a wide variety of skills and backgrounds to help support our work. We can also provide support through our induction and through training to help you to become an effective member of the board. Although there is a time commitment in preparing for meetings across the year, I know from personal experience that the role can give real satisfaction. I volunteered as a board member for a while when in my previous job at Glasgow Caledonian University.

Argyll College is a key player in driving the local economy and giving real opportunities to students to open up new career pathways without having to go away to study. Our network of Learning Centres coupled with the use of technology allows us to reach remote areas. We are proud to work within schools and to provide opportunities in further education and higher education too. We play an important role in helping to train teachers who work in our local schools. We have ambitious plans for growth and as a board member you can help to steer us towards our goals.

Argyll College UHI Governance Committee Structure

The governance committee structure is detailed below. Each Board member will be expected to participate in one of the Committees or sub groups as part their commitment to being a Governor of Argyll College UHI as well as sitting on the Board.

Argyll College UHI Board of Governors Committee Structure



The structure has been designed to ensure that the Board has appropriate scrutiny and oversight of the management of the College and that the Board fulfils its legal obligations. The management of the College will have in place internal committees and working groups that support the vision and strategy of the College.

Schedule of Meetings

The calendar of meetings for the year 2020 has been set and is included to provide an idea of the timing and regularity of meetings. Please refer to appendix 4.

Nominations Committee as per the Terms of Reference of this Committee they will meet annually and as requested otherwise by the Board of Governors.

Audit Committee, Human Resource & Remuneration Committee, Finance and General Purposes Committee and Learning, Teaching & Engagement Committees shall meet quarterly as detailed in appendix 4.

Board of Governors. The Board of Governors shall meet quarterly as detailed in appendix 4.

There will also be both a strategy day and a development day with the dates and venues to be confirmed.

Process of Appointment

The first stage of the process to appoint to the Board of Argyll College UHI is to send your CV and a supporting statement on why you are interested in becoming a governor of Argyll College UHI to victoria.daveney@uhi.ac.uk, or to the Board Secretary, Argyll College UHI, Kirkmichael Centre, Buchanan Road, Helensburgh, G84 7LU.

The responses will be considered by the Nomination Committee. Your application will be considered against the skills matrix and any vacancy.

If you are invited to join the Board of Governors, there will be a formal induction.

Appendix 3. Examples of Interview Questions & Formats for Recruiting New Board Members

Example 1: Board Member Interviews

1. Welcome and Introductions
2. Background about Argyll College UHI
3. Background information about the Board of Management
4. Questions

Some examples:

- Tell us what you think you have to offer Argyll College UHI.
- What particular skills and experience do you have that would strengthen our Board?
- Are there any areas of the College's work that you have a particular interest in, or would like to be involved with?
- The role of Board member brings with it considerable responsibility and time commitment. What attracts you to the role?
- What do you consider the most important values for a public sector Board?
- What is your approach to learning about new responsibilities?
- Can you provide us with some examples of where you have worked successfully with others to achieve a positive outcome?
- How do you approach resolving differences and reaching consensus?

Are there any areas of College activity in which you think training would assist you to increase your understanding, and support decision making?

5. Information to be given to each applicant
 - Requirement for Enhanced Disclosure
 - Declarations of Interest that would be in public domain
 - Training – both at induction and ongoing.

Example 2. Board Member Interviews

Welcome and introductions – Chair

Tell us what you think you have to offer Argyll College UHI. What particular skills and experience do you have that would strengthen the Board?

Are there any areas of the College's work that you have a particular interest in, or would like to be involved with?

The role of Board member brings with it considerable responsibility and time commitment. What attracts you to the role?

What do you consider the most important values for a public Board?

What is your approach to learning about new responsibilities? Are there any areas of College activity in which you think training would assist you to increase your understanding and support decision making?

Information to be given to applicants –

- Requirement for enhanced disclosure
- Declarations of interest that would be in the public domain
- Training requirement – both at induction and ongoing (2 days a year minimum).

Scoring grid for interviewing candidates – to be completed by interview panel members.

- 0 = no evidence
- 1 = some evidence
- 2 = good evidence
- 3 = strong evidence

Panel member name				
	Candidate 1	Candidate 2	Candidate 3	Candidate 4
Knowledge/experience in specific areas requested e.g. estates, finance, business				
Knowledge/experience of public sector corporate governance				
Evidence of public values				
Evidence of interest in this College & its students				
Evidence of positive attitude to self development				
TOTAL				

Appendix 4. Committee Meeting Schedule 2014/15**2020 SCHEDULE OF MEETINGS****ARGYLL COLLEGE UHI LTD**

MONTH	BOARD	AUDIT	FINANCE & GENERAL PURPOSE	LEARNING, TEACHING & ENGAGEMENT	HR & REMUNERATION	NOMINATIONS (meets as required)
JANUARY						
FEBRUARY		Friday 28 th February				
MARCH	Friday 13 th March					
APRIL						
MAY		Friday 22 nd May				
JUNE	Friday 5 th June					
JULY						
AUGUST						
SEPTEMBER	Friday 25 th September	Friday 11 th September	Friday 11 th September	Friday 11 th September	Friday 11 th September	
OCTOBER						
NOVEMBER						
DECEMBER	Friday 18 th December (to include AGM)	Friday 4 th December				

Appendix 6 Information sheet to staff and students

Vacancy for Staff Member Argyll College UHI Board of Governors

Here is your chance to be involved on the continuing work and development of the College and have a say in how that is taken forward. The staff representative is a full member of the Board and will participate in the workings of the Board and its sub-committees. This is a time of significant change in both the college and university sector and Argyll College is part of both agendas through its unique partnership in UHI. This is potentially the opportunity to make a rewarding contribution to both the Further and Higher education in the region.

If you wish to be considered for this position please complete the attached form or pick up one from your local centre manager. You will be asked to write a brief statement as to why you wish to take up this post and get a proposer and seconder both of which must be current staff of Argyll College UHI.

Forms should be returned to the Centre Manager by If more than one nomination is received there will be an election open to all current staff of the college.

Your name	
Proposer	
Secunder	
Statement to support nomination your application, (no more than 150 words).	

Vacancy for Student Representative

Argyll College UHI Board of Governors

Here is your chance to be involved on the continuing work and development of the College and have a say in how that is taken forward. The student representative is a full member of the Board and will be participate in the workings of the Board and its sub-committees. Not only will this be a significant addition to your CV but will be a rewarding contribution to both the Further and Higher education in the region.

If you wish to be considered for this position please pick up a form from your local centre manager. You will be asked to write a brief statement as to why you wish to take up this post and get a proposer and seconder both of which must be registered students of Argyll College UHI.

Forms should be returned to the Centre Manager by If more than one nomination is received there will be an election open to all registered students of the college.

Your name	
Proposer	
Secunder	
Statement to support nomination your application, (no more than 150 words).	