



University of the  
Highlands and Islands  
Inverness College

## **Role Description and Applicant Brief**

# **Non-Executive Member 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 the WASPS Inverness Creative Academy. 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 number of students on these programmes increase by 24% over the last five years (2014/15 – 2019/20). 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 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 achieved 82% overall satisfaction in the 2019-20 National Student Survey. 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.

Inverness College UHI is currently one of the best performing colleges in Scotland, having been rated as 'excellent' and 'very good' by Education Scotland (2017/18 Evaluative Report and Enhancement Plan). The ratings take into account outcome for students, the quality of provision and services, and strength and leadership and approach to improvements. Success rates on full-time further education programmes stood at 71 per cent (full-time) in 2017/18, making them amongst the best in the country, performing well above the sector average of 66 per cent (full-time).



# 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 CIRCA

# 600

APPRENTICES INCLUDING FOUNDATION, MODERN AND GRADUATE

## 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 achieved 82% overall satisfaction in the 2019-20 National Student Survey.



## 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 lecturers 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.



## 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



## 2019-20 Performance Indicators

The number of students who successfully complete their studies at the college, and progress to further study or employment, has risen steadily over several years. The college's further education provision is among the best in Scotland, with success rates in the top three or four colleges in the country for the last two years. The college's Higher Education curriculum continues to grow and develop, increasingly informed by a growing research community.



# 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 Board of Management is essential to the development and achievement of the strategic aims and objectives of the College. The College Board of Management is collectively responsible for overseeing the College's activities, determining its future direction and fostering an environment in which the College vision is achieved, and the potential of all learners is maximised. The Board of Management must ensure compliance with the relevant legislation and other regulatory requirements and, subject to these, take all final decisions on matters of fundamental concern to the College and be accountable for them.

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 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 Senior Management Team. The Board is accountable to a range of stakeholders including regional partners and community, the Scottish Funding Council, the Regional Strategic Body and Scottish Ministers.

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.

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

## **Time required to fulfil role/attendance at meetings**

A Member will typically devote about 5 hours per month to fulfil the requirements of the role. The role requires regular contact with the Board Chair, Board Secretary, Committee Chairs and the Principal as part of the ongoing good governance of the College; attendance at Board and Committee meetings; engaging with the wider UHI partnership and stakeholders on behalf of the College and attendance at a number of important internal and external events such as Graduation and Prizegiving.

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.

There will also be additional induction and training attendance requirements and an expectation that he/she undertakes continuous professional development.

## **Voluntary and unremunerated**

The position is unremunerated although reasonable travel and subsistence costs can be reimbursed.



## Role Description

As a Board Member, your overarching duty is to use your skills, knowledge and time to work as best you can with your Chair, fellow Board members and staff to ensure that the College fulfils its responsibilities. The power to make decisions and hold staff to account in order to deliver these responsibilities lies with the Board as a whole and not any individual member.

The main duties of the role of a member of the Board of Management of Inverness College UHI are described below:

**1. Governance:**

- i. to lead the College for the benefit of its students, employees and other stakeholders; and
- ii. to ensure compliance with all relevant legal and financial requirements.

**2. Contribute** to the fulfilment of the Board's duties, roles and responsibilities including those as an employer, which will comprise:

- i. Strategy development;
- ii. Leadership;
- iii. Efficiency and effectiveness of the use of resources;
- iv. Financial management oversight;
- v. Risk management and control;
- vi. Stakeholder relationships.

**3. Participate** in the business of the Board, including:

- i. Preparing for and attending Board meetings (normally 60 per annum);
- ii. Contributing to the making of Board decisions;
- iii. Chairing or participating in usually two Board committees;
- iv. Attending and participating in strategic planning, training and other development events;
- v. Representing the Board externally where required.

All members should exercise their responsibilities in the interests of the College as a whole rather than as a representative of any constituency.

Further information about the role of Boards and Board Members can be found on the College Development Network website at:

<https://www.cdn.ac.uk/wp-content/uploads/2016/02/College-Board-Member-Guide-2015.pdf>

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

### Trustee Role

As Inverness College UHI is a registered charity, you will need to be aware of your role as a Charity Trustee. You are referred to the Office of Scottish Charity Regulator's guidance for charity trustees which can be found at <https://www.oscr.org.uk/guidance-and-forms/managing-a-charity-guidance/>.

The College maintains and publicly discloses a Register of Interests of members of the Board of Management.

## Training and Induction

As a Board member you have a duty to continue to develop your knowledge and skills as appropriate, but you can expect to be supported. If appointed, you will be provided with appropriate training and induction designed to help you perform effectively in your role. There will be an initial induction session in the College, which will be supplemented with any further induction/development required to assist you in your role. You will be required to attend induction training that is provided nationally through the College Development Network within 6 months of taking up appointment.

## Process

### Your Application

The information in your application is important in determining whether you will proceed through the assessment stages conducted by the selection panel. The stages include:

- a sift of all applications received;
- shortlisting for interview, following which you will be notified if you will proceed to the next stage or not;
- the interview itself and, if successful,
- appointment by the Board with approval from the Regional Strategic Body.

The Board of Management of Inverness College UHI welcomes applications from anyone who believes that they could make a strong contribution, particularly from groups currently under-represented on Scotland's public bodies, such as women, disabled people, ethnic minorities and people aged under 50.

All Board members need to have specific general skills and personal qualities which will enable them to make a good contribution to the Board, but these do not have to have been gained by working at a management post or at a senior/strategic level. You may have gained these skills through being active in your community, in a voluntary capacity or through your personal experience. We are looking for people with enquiring minds and who can communicate ideas and thoughts to others. Please read the criteria in conjunction with the Role Description. The criteria describes the skills, knowledge and experience a Member of the Board of Management will require to perform that role.

<b>CRITERIA SOUGHT</b>
<b>Analytical Skills</b> 1. Ability to analyse complex material and to reach sound conclusions based on this analysis.
<b>Question</b> 2. Ability to question constructively within a team environment.
<b>Communication Skills</b> 3. Ability to communicate effectively with a diverse range of stakeholders and build effective networks.
<b>Strategic Planning</b> 4. Ability to contribute to the development of the board's strategic thinking.
<b>Education landscape</b> 5. An interest in learning and education.

**Public Service Reform**

6. An understanding of the Scottish Government's policy ambitions for public services in general and post 16 education in particular.

**Corporate Governance**

7. An understanding of corporate governance in public, private or charity sectors and of risk management (prior board experience is not essential).

**Context**

8. An understanding of the needs of the economy, employers, communities and learners, and the challenges of a political environment, at national, regional and local levels.

**Specific skills or experience**

9. Any of the following areas would be particularly welcome:

- Experience in accountancy, finance and audit.
- A good understanding of Further Education and/or Higher Education.
- An ability to understand and analyse accounts and other financial documentation.
- Individuals from a legal background
- Experience of Risk Management
- Entrepreneurial skills and the ability to 'think out of the box'.

You are asked to provide a brief CV and a covering letter along with the Equal Opportunity Monitoring form found at the back of the application form. The Equal Opportunity Monitoring Information form is not seen by the selection panel and will not be used to assess your suitability for appointment.

Please review the role description and assessment criteria before completing your application. The application should contain a statement which demonstrates how your skills and experience match the published criteria, set out above, for these appointments, or that you have the ability to achieve these skills with some further development as appropriate.

If you have any general queries regarding the application pack, or require this information in a different format, please do not hesitate to contact **Lisa Ross, Secretary to the Board**, [lisa.ross.ic@uhi.ac.uk](mailto:lisa.ross.ic@uhi.ac.uk) or phone **01463 273511**.

**If you would like an informal chat with Sarah Burton, please contact her on [sarah.burton.ic@uhi.ac.uk](mailto:sarah.burton.ic@uhi.ac.uk).**

**Selection Panel Evaluation**

The Selection Panel must provide sufficient information and evidence to the Regional Strategic Body to enable them to feel confident that the person they are appointing to the Board of Management is suitable to take up the appointment.

In the context of public appointments this is an individual who is suitable for appointment because they meet the requirements of the role and because their past or present activities and/or behaviours do not render them unsuitable for a given appointment. There are various checks built into the stages of the appointment process designed to gather the appropriate information and evidence required. For this appointment round, the verifications in place will be:

- Evaluation of the evidence provided by you in relation to the skills, knowledge and experience required for the role will be tested in the application and further probed at interview, should you be invited.
- Confirmation that you understand the work of the body and the nature of the appointment and that you are not aware of having committed any offence or performed any act



incompatible with the position that you are applying for.

- The publicity for the roles sets out the time commitment involved. If invited for interview, this will be fully explored with you to ensure that you can offer the appropriate assurance that you can undertake the commitment required.
- Prior to, or during the interview you will be asked questions about potential conflicts of interest. At interview you will be asked to confirm that, to the best of your knowledge, you do not have any conflicts that are incompatible or unmanageable should you be appointed to the Board. If you have declared a conflict then this may be explored further with you at interview.
- If appointed to Board membership then you will be asked to sign your agreement to abide by terms and conditions set out in the letter of appointment, which includes agreeing to abide by the College's Code of Conduct <https://www.inverness.uhi.ac.uk/t4-media/one-web/inverness/about-us/board-of-management/5.CODEofCONDUCT>
- Information on disqualifications is provided in the Annex to this application pack material and you are asked to review this prior to submitting your application . Confirmation that you are not disqualified on any grounds from being appointed to this Board may be sought at interview.

By virtue of submitting an application you are declaring that the information provided is, to the best of your knowledge and belief, true and complete.

### How we will handle your application

Initially your completed application will be assessed against the advertised criteria for these appointments. The panel will invite to interview those applicants who most closely meet the criteria, or who can demonstrate their ability to meet these criteria over time given the appropriate support and development opportunities.

Applicants invited to interview will be advised of the membership of the Selection Panel in their invitation letter and will be asked to declare if and how they know any of the Panel.

Applicants who are not selected for the interview stage of the assessment will be advised of the outcome of their applications in writing (normally via email).

If invited to the interview stage and you are disabled, it will be at this point that you should let us know (contact details will be provided in your invitation to next stage) if you would like particular arrangements made.

The Board of Management will appoint successful applicants with approval from the Regional Strategic Body. If you are successful you will be invited in writing to accept the appointment.

Feedback will be offered to all applicants.

We will comply with the General Data Protection Regulations and will not retain your personal data any longer than is necessary for the completion of this appointment process. Any statistical data retained will be anonymised.

The table below shows an indicative timeline for the appointments process.

Stage in Progress	Timescale
Date appointment publicised	15 October 2020
Closing date for applications	09 November 2020

Virtual Open Evening	03 November 2020
Date for interviews	w/c 16 November 2020
Date by which outcome of interview will be relayed to applicants (dependent on when RSB approve appointments)	<i>(This will be dependent on when RSB approved appointments)</i>

## Equality and Diversity

Inverness College UHI is an Equal Opportunities Employer and it would be very helpful if you could complete and return the Equal Opportunities Monitoring Information form with your application.

Accessibility to public appointments is a fundamental requirement and the public appointments process promotes, demonstrates and upholds equality of opportunity and treatment to all applicants. If you require any of the application pack documentation in an alternative format, please get in touch with Erin Grant, Secretary to the Board of Management.

## Interviews/Expenses

In the current context of Covid-19 restrictions we will be conducting interviews via an online panel, with clear joining instructions and guidance provided in advance. Nevertheless, it should be noted that applicants can claim for reasonable expenses incurred in attending for interview, including dependent carer expenses. If invited for interview, you can request a claim form from **Lisa Ross, Secretary to the Board**, by emailing [lisa.ross.ic@uhi.ac.uk](mailto:lisa.ross.ic@uhi.ac.uk).

## Publicising Appointments

Should you be appointed, some of the information that you have provided may be made public in a press announcement of your appointment. We will liaise with you in advance of any such announcement. This applies particularly to any other public appointments you may hold, and of any significant political activity recently undertaken by you. The press release may include:

- Your name;
- A brief summary of the skills, knowledge and experience you bring to the role;
- The period of appointment;
- Details of all other public appointments held.

## How to apply

To apply please visit the Board Recruitment page on our website where you will find the role description, applicant brief and an application form. Completed application forms are to be returned by e-mail to the Secretary to the Board of Management, Lisa Ross at [lisa.ross.ic@uhi.ac.uk](mailto:lisa.ross.ic@uhi.ac.uk).

**Closing date for receipt of applications is 09 November 2020**

## Annex

### Criteria for Disqualification

#### **PERSONS NOT ELIGIBLE FOR APPOINTMENT**

Paragraph 6(1) and 6(2) of schedule 2B to the 2005 Act, as inserted by section 11(2) of the 2013 Act

6 (1) A person is not eligible for appointment as a member of the board if the person—

- (a) has within 5 years of the date on which the appointment would take effect, been sentenced (following conviction for an offence in the United Kingdom, the Channel Islands, the Isle of Man or the Irish Republic) to imprisonment for a period of not less than 3 months, whether suspended or not, without the option of a fine;
- (b) is an undischarged bankrupt; or
- (c) has been removed from office under section 24 of the 1992 Act (in relation to any college) or section 23Q of this Act (in relation to any regional board).

(2) For the purposes of sub-paragraph (1)(b), “undischarged bankrupt” means a person

- (a) whose estate has been sequestrated and who has not been discharged (or against whom a bankruptcy order has been made and is still in force);
- (b) who has granted a trust deed for, or made a composition or arrangement with, creditors (and has not been discharged in respect of it);
- (c) who is the subject of a bankruptcy restrictions order, or an interim bankruptcy restrictions order, made under the Bankruptcy (Scotland) Act 1985 or the Insolvency Act 1986;
- (d) who is the subject of a bankruptcy restrictions undertaking entered into under either of those Acts;
- (e) who has been adjudged bankrupt (and has not been discharged); or
- (f) who is subject to any other kind of order, arrangement or undertaking analogous to those described in paragraphs (a) to (d), anywhere in the world.