

BOARD OF MANAGEMENT VACANCIES

We are working to establish a new college for Shetland (Shetland UHI) through a merger of the NAFC Marine Centre, Shetland College and Train Shetland. Shetland UHI is working towards becoming an academic partner of the University of the Highlands and Islands, the United Kingdom's leading integrated university encompassing both further and higher education. The new college plans to provide a diverse range of courses to students in Shetland and beyond.

We are currently looking for talented and enthusiastic individuals who have a strong commitment to Further and Higher Education to join our Board of Management. We have vacancies for independent non-executive Directors.

Board Members make an important contribution to Shetland UHI and their experience, knowledge and commitment enables them to contribute to the College's strategic direction, decision-making and continued development while also acting as ambassadors to communicate our activities to their 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.

Positions on the Board are voluntary and unpaid, but bring huge rewards to members. Your input can make a real difference to the education and prospects of our learners and to the wellbeing and success of the communities where they live.

A minimum time commitment of approximately 12 days per year is required: the roles require attendance at regular Board meetings (at present monthly and usually early evening) and members may join a Board sub-committee, which will meet three to four times a year. Reasonable out of pocket expenses for Board business are reimbursed.

Appointments will be for four years in the first instance, with the positions available immediately. Candidates must not be employees or students of the college.

Further information about Shetland UHI is available at: <https://www.a-new-college-for-shetland.uhi.ac.uk/>

If you would like to know more about the work of the Board please visit our website or contact Davie Sandison by email at Davie.Sandison@uhi.ac.uk or by 'phone on 07801792830.

To apply please visit the vacancies page on our website where you will find the role description and application pack. Completed applications are to be returned by e-mail to shetlandrecruitment@uhi.ac.uk by **5:00pm on 7th December**

Dear enquirer,

Thank you for your interest in becoming a Non-Executive Board Member of Shetland UHI – the new merged College for Shetland.

The new merged College will continue to deliver the first class education, research and training on offer from NAFC Marine Centre UHI, Shetland College UHI and Train Shetland. We will be the most northern partner of the University of the Highlands and Islands, who offer a diverse range of courses, many taking advantage of our region's unique environment, landscape and culture.

We want to provide a high quality experience for students and learners and ensure the student voice is central to decision making at all levels. We use a variety of delivery models that meet the needs of our students and employers. We value diversity and equality and will actively work with our partners to embed these values within all that we do. We engage positively with employers, our multi-agency partners and wider stakeholders so that our learning delivery is aligned to student, business and community needs while forming partnerships that contribute to economic development within the Shetland Community, and beyond.

The role of non-executive Board Member is pivotal in developing our strategic aims and in ensuring sound stewardship and best practice. You will be part of the board during a period of change and opportunity for Shetland and the future of further and higher education in the region. Find out more at: <https://www.a-new-college-for-shetland.uhi.ac.uk/>

Please find attached some general information on Shetland UHI, and a role description for the post of independent director.

We very much hope that you will wish your interest in Board membership to be taken forward. If this is the case, please forward a copy of your complete Curriculum Vitae, including the names of two referees. Please also include a letter outlining what you might contribute to the Board. The deadline for this is 5pm on the 7th December 2020. The next stage in the process will be for the Board's Search & Nominations committee to agree a short list. These applicants will be invited to meet the Principal Designate and one or two current Board members for an informal information session, provisionally arranged for 14th December at 5pm, and then return for an interview on 15th December, date also still to be confirmed. The venue for these meetings will be virtual through Teams. Both meetings are an opportunity for you to find out more about the College and the role, and to ask any questions you may have.

Thereafter, a recommendation for appointment will be made, subject to final ratification by the Board of Management. If we have more successful candidates than we currently have vacancies then we will, with your permission, offer you an appointment if any of the current board members step down within the next six months.

Yours sincerely,

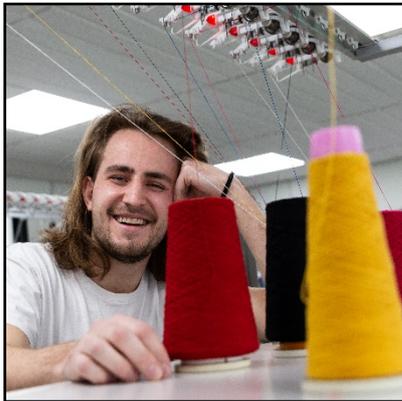
Davie Sandison,

Chair Shetland UHI

Davie.Sandison@uhi.ac.uk

Phone: 07801792830

Registered Office: Shetland UHI, Gremista, Lerwick, Shetland, ZE1 0PX
Shetland UHI is a company limited by guarantee (SC646337) and is presently seeking charitable status.



Shetland College, Train Shetland and NAFC Marine Centre will merge to create an inspirational hub of innovation and learning designed to meet the needs of the people of Shetland, nationally and internationally

Background

The proposed merger will build on the considerable strengths of NAFC Marine Centre, Shetland College and Train Shetland to create a vibrant new College within the family of the University of the Highlands and Islands.

We will be at the heart of economic development for the islands and work closely with industries as diverse as textiles and aquaculture, in various ways from skills development to research.

Over recent years, the three institutions have been working to bring all their provision together in order to make efficiencies in operations but also develop opportunities for all learners and better meet the needs of Shetland.

Shetland Islands Council and NAFC Marine Centre recently approved the Merger Business Case, which outlines the business case which will be considered by Scottish Ministers before the new merged college is launched.

We are delighted to be entering the final stages of this project which will end an extended period of uncertainty and will see us work towards the launch of Shetland UHI. We hope you enjoy learning more about what we propose and encourage you to engage with us now and in our future to help us make sure we deliver what Shetland needs.

To find out more about the proposals or to respond to our formal consultation please visit:

www.a-new-college-for-shetland.uhi.ac.uk/consultation

If you would like to contact us then email shetlandmerger@uhi.ac.uk or to provide feedback online visit: www.a-new-college-for-shetland.uhi.ac.uk/feedback

The case for change

The existing services play a vital role in delivering improvements to the economy through skills development, training, research and by providing varied and high quality options to school leavers and others who wish to learn.

Current services are, however, expensive to maintain and are operated separately. This is not sustainable longer term and it was important to build critical mass and find a way to have in place a single management and governance structure.

Over recent years there has been extensive work undertaken to make sure the merger goes forward in the best way for Shetland. We have a business case that outlines how we can make sure the new college will be sustainable and deliver the services that will meet the needs of the community and local economy.

There has been a considerable amount of work done on our business case. The goals for our merger are:

- Achieve the best possible student experience

- Make tertiary education in Shetland sustainable
- Change and innovate, and build capacity amongst staff
- Build on our relationships and be responsive.

We will be an important part of Shetland community planning, not least in supporting targets for local economic policy but also in growing the student population and increasing apprentice opportunities. This can only happen if we develop our curriculum to the highest quality and ensure it is demand-led and inclusive.

The future vision

All of our work to date has helped inform our vision for Shetland UHI. We want the new merged college to be an inspirational hub of innovation and learning designed to meet the needs of the people of Shetland, nationally and internationally.

This will be achieved by:

- **Working together**
Fostering activity and interaction across the organisation and between staff and students
- **Working for Shetland**
Addressing skills needs, supporting innovation and applied research for the Shetland economy as the university for Shetland, within the University for the Highlands and Islands (UHI)
- **Working sustainably**
Embedding sustainability in the curriculum and in our practice
- **Working to become resilient**
Encouraging staff and student development and aspiration, exploring and achieving new income streams
- **Working with partners**
Furthering relationships, strengthening our position within UHI and developing partnerships including with other institutions, particularly in the research field.

Learning and Teaching

Shetland UHI will provide the help, facilities and services all students need to participate in the life of the Institute and to make the most of their learning experience, regardless of their background, reason for learning, when or how they learn. As many learning opportunities as possible will be created for students to explore, enjoy and experience. Students will be able to choose a vocational or an academic route, with equal opportunity for meaningful progression.

Existing expertise in developing short courses and in apprenticeships will strengthen work-based learning throughout the Institute whilst our reputation and track record in scientific and creative/cultural research will allow us to continue to build on our research and curriculum offer.

We have strong community links through our outreach Learning Centres in remote and rural locations and these will be maintained. We will also be looking to widen participation to include residents in Shetland's remotest locations.

The curriculum activity areas will be:

- **Creative and Cultural**
Continuing the exciting work in creative textiles and fine art as well as the courses offered in partnership with Shetland Arts
- **Seafood and Sea**
Continuing focused research and learning developed by NAFC Marine Centre
- **Community and Enterprise**
Building core skills, employability and entrepreneurial capacity in our learners and consequently Shetland community
- **Healthcare and Society**
Working to support the provision of a sustainable health and care workforce for Shetland
- **Technology, Engineering and the Marine and Built Environment**
Drawing together Information and Communication Technology and Computing, Construction and Marine and Engineering sections.

Curriculum development

For students, we will make sure we provide:

- A curriculum and student experience that attracts Shetland school leavers and students from the UK, EU and internationally
- Strong school-community-college links which maximise learning opportunities and access to facilities and resources for all learning phases
- Inclusive provision that enables learners with diverse needs to learn and progress, with high quality support for students
- Accessible provision for people of all ages, at all stages in their lifelong learning journey, from all areas of Shetland
- Learner progression and learner journeys enabling cross-curricular learning and diverse pathways
- Excellence in employer engagement and response to employer needs
- High quality teaching and research attracting and retaining excellent staff, providing career progression and continuing professional development in Shetland.

To make sure Shetland UHI provides opportunities for all then we will:

- Enhance the visibility of all Learning Centres including Lerwick and the remote and rural communities, increasing their role in supporting lifelong learning
- Strengthen relationships with local communities to support learning for capacity building, local enterprise and local civic leadership;
- Increase uptake of learning for specific target groups such as parents, for whom local learning is more accessible than centralised learning
- Create stronger links with local organisations supporting carers, care experienced people, and people experiencing other barriers to learning, to create access to learning that meets learners' needs and encourages their aspirations, enabled by well-planned student support services
- Work within UHI to provide the widest possible provision in the islands.

Each curriculum delivery section will establish an employer's forum (or similar), which will be designed to inform curriculum and ensure the skills needs of local

employers are understood and addressed. To make sure that we continue to contribute and support Shetland's economy we will develop:

- A one-stop approach to short course enquiries, administration of bookings, consistent pricing and customer follow-up
- Institute of Leadership and Management centre accreditation, increasing the range of short courses for leadership, management, coaching and mentoring
- A review of short course provision in particular looking to support and promote entrepreneurship for our students and local start-ups
- Feasibility studies to inform direct support to enterprise through college facilities such as the training kitchen, the Textile facilitation Unit and Information and Communications Technology facilities for business-hub use
- Research in particular subjects relevant to Shetland and with international profile.

Governance

Shetland, UHI will be established as a non-incorporated college. It will be an assigned college to UHI the Regional Strategic Body (RSB) for the Highlands and Islands. The new body will seek charitable status through registration with OSCR prior to vesting.

The steps to the launch of Shetland UHI

Now the Ministerial business case has been endorsed and submitted then there is a period of local consultation with staff, students and stakeholders. That will be followed by evaluation visits and work led by the Scottish Funding Council after the summer.

There will then be a further period of consultation led by the Scottish Government before a final decision on the merger is made by the Minister. Time will then be required in order for legislation to dissolve the current colleges and create the new one.

The Board:

We have established a Transition Board leading towards the creation of a Board of Management which will be the governance mechanism from vesting day of the new merged college. Current membership of the Transition Board is available at: <https://www.a-new-college-for-shetland.uhi.ac.uk/transition-board/members/>.

The Board of Management as the College's governing body, plays a central role in shaping the strategic direction of the College and helps support and challenge the management and staff to continue the development and work of the College. We are working to become an assigned College of the University of the Highlands and Islands, the UHI is a Regional Strategic Body (RSB) (under the terms of the Post-16 Education (Scotland) Act 2013), and the Board is accountable to the RSB.

The role of a director is a non-executive one and concerns oversight of the College at the strategic level in line with the corporate plan rather than be concerned with the day to day executive management. The role of the Board director encompasses his or her role as a charity trustee (once we are registered) and director of the Company.

Under current restrictions Board meetings are held virtually but in more normal circumstances will be held in the conference room in Shetland College. At present the board meets on a monthly cycle with papers being sent out one week in advance. We have just established Board committees which include Audit, Finance and General Purposes, HR and remuneration Learning, Teaching and Research and Search and nominations. It is expected that each Board member will contribute to at least one of these committees.

The College Development Network has produced a helpful guide for Board Members in the College Sector which you can access here: <https://www.cdn.ac.uk/wp-content/uploads/2016/10/Code-of-Good-Governance-for-Scotlands-Colleges-August-2016.pdf>

Board of Management – Independent Director Role Description

The independent Directors of the Shetland UHI board of management are appointed by the board itself.

An independent non-executive Director is responsible for:

- Contributing to the business of Board meetings, following established and agreed procedures
- Contributing to one or more of the Board committees by membership or chairing
- Engaging effectively at board meetings and working collaboratively with other members
- Observing the Nine Principles of Public Life (selflessness, integrity, objectivity, accountability, openness, honesty, leadership, public service and respect) in all Board business.

The members shall contribute to the Board in:

- articulating the vision of the College as an academic partner and (when achieved) assigned college of UHI
- maintaining and developing the ethos of the College
- setting corporate objectives in line with the College outcome agreement with UHI
- monitoring the financial health and compliance of the College in line with the College Financial Memorandum agreed with UHI
- monitoring the College's achievement of its agreed outcome measures
- approving the annual budget
- approving the year end accounts and financial statements
- the appointment and re-appointment and removal from office of Board members, the appointment of, performance appraisal of, and disciplinary action against the Principal
- approving all new and revised College policies
- establishing high standards of integrity in the conduct of Board business

Performance of the Board and individual Board members

Each Director:

- should discuss his or her contribution and development needs with the Chair of the Board at least annually
- is expected to contribute to 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 ensure regular attendance at board meetings.

Ambassadorial role

The Directors shall seek to promote the best interests of the College wherever possible, be its ambassador and, if called upon to do so, represent it at meetings, presentations and conferences.

Vacancies

We are currently seeking at least two new independent Directors for Shetland UHI. Board membership is not remunerated but out-of-pocket expenses will be paid. The maximum term of office is eight years. The annual commitment is around 15-18 days. Meetings are usually held in the late afternoon but there may be occasions on which we will meet for half or full day events for broader discussions.

Our aim is to ensure the College gains maximum benefit from the skills and experience that each Board Director brings with them. Board members have a scrutineering role. The senior staff expect and welcome support and challenge from the Directors. In return Directors gain satisfaction from being directly involved in ensuring the best possible College opportunities for students and employers in Shetland.

We are committed to supporting diversity and equality. We value the benefits of having different points of view and experiences on our Board. Accordingly, we hope to receive applications from a wide range of talented people irrespective of their religion or belief, gender, age, gender identity, disability, sexual orientation, ethnic origin, relationship status or caring responsibilities. We particularly welcome applications from groups currently under-represented on Shetland's public bodies, such as women, disabled people, ethnic minorities and people aged under 50.

We are a developing board and would welcome those with HR, legal, health and wellbeing, financial or accountancy skills. We would also welcome those with links to the energy or health and social care sectors. Induction and training is available.

Person specification

Specific experience and knowledge	
Appropriate business experience in public private or voluntary sector	Essential
Evidence of interest in further/higher education or vocational training appropriate to the needs of the local economy and employers	Essential
Familiarity with the Shetland Islands and the communities served by the college	Essential
Financial and or audit experience	Desirable
Legal background	Desirable
HR and or health and wellbeing experience	Desirable
Personal Qualities	
High level of verbal communication skills	
Evidence of sound independent judgement	
Ability to contribute constructively	
Time to commit to Board and committee meetings, training and some College events	
Willingness to embrace the use of IT for communication	

Please note the following additional requirements:

- Board positions are subject to Enhanced Disclosure check with Disclosure Scotland upon appointment.
- Members are also asked to sign up to a Code of Conduct, and to commit to the Nine Principles of Public Life in Scotland (Public Service, Selflessness, Integrity, Objectivity, Accountability & Stewardship, Openness, Honesty, Leadership, Respect).
- They are required to formally register any interests which may have a bearing on their work for the Board.
- They will complete an application form to be a director of the Company which will be lodged with Companies House.

The Articles of Association prevent the Board from recruiting anyone who cannot be a director by virtue of any provision of the Companies Act or becomes prohibited by law from being a director or a charity trustee, or if he/she has been sequestered.

Application

If you would like to be considered for a vacancy please send a full cv with covering letter to shetlandrecruitment@uhi.ac.uk.

Closing date 7th December at 17.00

Interviews provisionally scheduled for 15th December with an information session provisionally scheduled for 14th December.