

AUDIT COMMITTEE VACANCIES

Shetland UHI is the new college for Shetland, formed from the merger of the NAFC Marine Centre UHI, Shetland College UHI and Train Shetland. Shetland UHI is an academic partner of the University of the Highlands and Islands, the United Kingdom's leading integrated tertiary university encompassing both further and higher education and research. Shetland UHI provides a diverse range of training and 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 Audit Committee. We have **two or three vacancies** for co-opted members.

Audit Committee Members make an important contribution to Shetland UHI and their experience, knowledge and commitment enables them to contribute to Shetland UHI'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~~Audit Committee 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~~Audit Committee 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.~~ the long term sustainability of Shetland UHI.

A minimum time commitment of approximately ~~12-4~~ days per year is required: the roles require attendance at regular ~~Board~~Audit Committee meetings (at least quarterly and usually early evening, usually held via Teams) and ~~members may join a Board sub-committee, which will meet three to four times a year and an annual joint meeting of Audit Committee and Finance and General Purposes Committee.~~

Reasonable out of pocket expenses for Board business are reimbursed.

Subject to a PVG Scheme check, appointments will be made immediately, with the length of term agreed mutually between successful candidates and Shetland UHI. Candidates must not be employees or students of Shetland UHI.

Further information about Shetland UHI is available at:
<https://www.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 Board.Shetland@uhi.ac.uk by **5:00pm on ~~6th~~3rd October December 2021**.

Dear enquirer,

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

The new merged College is the single body in Shetland for delivery of first-class education, research and training, across our main campuses in Lerwick and Scalloway. We are 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.shetland.uhi.ac.uk>

Please find attached some general information on Shetland UHI, and a role description for the post of ~~independent director~~Audit Committee Co-Opted Member.

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 ~~6th 3rd October~~ December 2021. The next stage in the process will be for the Board's ~~Search & Nominations committee~~Audit Committee to agree a short list. These applicants will be invited to meet the Principal and one or two current ~~Board~~Audit Committee members for an informal information session, provisionally arranged for ~~15th December~~ 2nd November at 5pm, and then return for an interview on ~~16th 3rd November~~December, date also still to be confirmed. The venue for these meetings **will be face to face at Shetland UHI with the option of Microsoft Teams as needed**. Both meetings are an opportunity for you to find out more about Shetland UHI 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~~Audit Committee. 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,

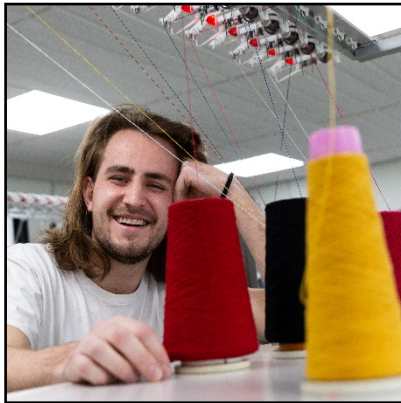
Chair Shetland UHI

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). Registered Scottish Charity
Number SC050701



Shetland UHI has been created as an inspirational hub of innovation and learning designed to meet the needs of the people of Shetland, nationally and internationally

Background

Shetland UHI has been formed out of the merger of NAFC Marine Centre, Shetland College and Train Shetland to create a vibrant new Academic Partner in the family of the University of the Highlands and Islands.

We are 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 merging institutions had 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.

The Transition Board that oversaw the Merger approval process has now been replaced with a Board of Management for Shetland UHI. The new Board has been developing its strengths throughout the process and supports the call for Audit Committee to ~~continues to~~ seek new additions to its ranks.

We are delighted to have launched the newly vested Shetland UHI and are rapidly progressing with implementation of the business case and strategy for 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.

Progressing our business case and change programme

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.

As we move beyond merger, these services are, however, expensive to maintain and require a restructuring of operations. The previous delivery model was not sustainable longer term and it is important to build critical mass and find a way to have in place a single management and governance structure.

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 key goals throughout the merger process were to:

- 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 are a vitally 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.

In 2021, Shetland UHI launched a new, five-year strategic plan. It is available online: <https://www.shetland.uhi.ac.uk/t4-media/one-web/shetland/documents-/strategic-overview/Shetland-UHI-Strategic-Plan-2021-25.pdf>

Learning and Teaching

Shetland UHI will provide the help, facilities and services all students need to participate in the life of the organisation 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 organisation, 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 at
- **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 both Campuses and all remote Learning Centres, reaching rural communities and 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 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 has been established as a non-incorporated college. It will become an assigned college to UHI, the Regional Strategic Body (RSB) for the Highlands and Islands. The new body has achieved charitable status through registration with OSCR prior to vesting.

The Board:

The Board of Management, as Shetland UHI's governing body, plays a central role in shaping the strategic direction of Shetland UHI and helps support and challenge the management and staff to continue the development and work of Shetland UHI. 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 Shetland UHI 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 UHI. At present the board meets on a monthly cycle with papers being sent out one week in advance. We have 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 sub-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>

Audit Committee

Audit Committee at Shetland UHI was established in May 2022 and met for the first time in July 2022. Audit Committee has four members, and seeks to boost its number to match other committees of the Board of Management, which number between seven and nine, boosting its Financial and Audit Experience between members simultaneously. Audit Committee is Chaired by Lauren Doughton.

As a Co-opted member of Audit Committee you would have the same responsibilities as any other member of Audit Committee, but would not be a member of the Board of Management. Audit Committee seeks the expertise of those who have experience with undertaking Audits, ideally in a Scottish educational setting.

Full training via our Board Secretary and the College Development Network will be provided to successful applicants.

~~Board of Management~~Audit Committee – ~~Independent Director~~Co-Opted Member Role Description

The ~~independent Directors~~Co-opted members of the Shetland UHI ~~board of management~~Audit Committee are appointed by ~~the board~~Audit Committee itself.

~~An independent non-executive Director~~Co-opted member of Audit Committee is responsible for:

- Contributing to the business of ~~Board~~Audit Committee meetings, following established and agreed procedures
- ~~Contributing to one or more of the Board committees by membership or chairing~~
- Engaging effectively at ~~board~~Audit Committee 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~~Audit Committee business.

The members shall contribute to the ~~Board~~Audit Committee in:

- articulating the vision of Shetland UHI as an academic partner and Assigned college of UHI
- maintaining and developing the ethos of Shetland UHI
- setting corporate objectives in line with Shetland UHI's outcome agreement with UHI
- monitoring the financial health and compliance of Shetland UHI in line with the Shetland UHI's Financial Memorandum agreed with UHI
- monitoring Shetland UHI'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 Shetland UHI policies
- ~~establishing high standards of integrity in the conduct of~~Board~~Audit Committee~~ business
- Undertaking the scrutiny of matters within the remit of Audit Committee, including but not limited to: Strategic and Operational Plans, reports from Auditors, and the Risk Register.

Performance of ~~the Board~~Audit Committee and individual ~~Board~~Audit Committee members

Each ~~Director~~ Co-opted member:

- should discuss his or her contribution and development needs with the Chair of the Board, or designate, at least annually
- is expected to contribute to critical self-assessment of ~~Board~~Audit Committee performance and processes and make an active contribution to the annual performance assessment of the governance of Shetland UHI
- shall ensure regular attendance at ~~board~~relevant meetings.

Ambassadorial role

The Directors shall seek to promote the best interests of Shetland UHI 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~~Co-opted members for Shetland UHI's Audit Committee. ~~Board m~~Membership is not remunerated but out-of-pocket expenses will be paid. The maximum consecutive term of office is eight years. The annual commitment is around ~~515-718~~ 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 Shetland UHI gains maximum benefit from the skills and experience that each ~~Board Director member~~ brings with them. ~~Board m~~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 tertiary 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.

In this regard, we are ~~particularly interested to receive applications from women to aid our non-executive directors group have a stronger gender balance, and are~~ committed to progressing a gender balance in line with the Gender Representation Public Bodies (Scotland) Act 2018.

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

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 Shetland UHI	Essential
Financial and or audit experience	Desirable <u>Essential</u>
Legal background	Desirable
HR and or health and wellbeing experience	Desirable
Personal Qualities	
High level of verbal communication skills	<u>Desirable</u>
Evidence of sound independent judgement	<u>Essential</u>
Ability to contribute constructively	<u>Essential</u>
Time to commit to Board and committee meetings, training and some Shetland UHI events	<u>Essential</u>
Willingness to embrace the use of IT for communication	<u>Essential</u>

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 sequestrated.

Application

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

Closing date ~~6^h December~~ 3rd October at 17.00

Interviews provisionally scheduled for ~~16th December~~ 2nd November with an information session provisionally scheduled for ~~15th December~~ 3rd November.