

Shadow Board – Shetland Merger Project

Committee	Shadow Board
Subject	Report from Board members remitted to recruit Non Executive Members to the Shadow Board following public advertisement.
Action requested	<input checked="" type="checkbox"/> For information only <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation
Brief summary of the paper	A summary of recommendations of new Non-Executive Members to the Shadow Board following the recruitment process: 7 appointments and 1 deferment .
Resource implications [if yes, please provide detail]	No Click here to enter text.
Risk implications [if yes, please provide detail]	No
Date paper prepared	18-Jun-19
Date of committee meeting	27-Jun-19
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Equality and diversity	Yes
Status	Non-confidential
Freedom of Information Can this paper be included in 'open' business?*	Yes
Status following the meeting	

1. Equality and Diversity: the appointment of Non Executive Members as recommended brings the gender balance of the Board to 40% women.
2. The Co-Chairs of the Shadow Board reviewed 8 applications for the Non-Executive Member role. 7 candidates were invited for an information session and brief interview. Recommendations and summary of candidate interviews are attached. The 7 successful candidates were invited to join the Board from 26th June 2019.

Karen Hall	
Candidate interview summary	<p>Keen to see more women on the Board; wants to see good opportunities for own children in the future; can see a range of opportunities the college could exploit in the future.</p> <p>Most interested in the governance and change management process of the merger project; and how staff can be involved.</p> <p>In role as project manager for NDPB, has past experience of managing conflict using active listening and allowing views to be given equally, then looking for compromises.</p> <p>Key skills to bring to the Board are analysis and problem solving, and developing adaptive strategies.</p> <p>Time commitment will be challenging and recognises the early period of the Board requires commitment.</p>
Recommendation	Appoint
Irene Hambleton	
Candidate interview summary	<p>Already made long term commitment to NAFC; previous involvement in fisheries business. Wants to ensure education in Shetland is of sufficient quality to attract people and to enable people to stay in Shetland.</p> <p>Interested in developing the college for the future, enhancing courses and curriculum offered. Also interested in finance and governance with accountancy background to contribute to the Board.</p> <p>Willing to commit the time required by the Board as it develops.</p>
Recommendation	Appoint
John Goodlad	
Candidate interview summary	<p>Long term involvement with NAFC and passionate about accessible education for people in the community.</p> <p>Interested in strategic planning for growth and achieving sustainability for the college.</p> <p>Very experienced in trade associations and can bring business development capacity to the Board. Used to working on Boards and achieving collective outcomes.</p> <p>Willing to make a significant time commitment to the Board.</p>
Recommendation	Appoint
Graeme Howell	
Candidate interview summary	<p>Regards the merger of the colleges the most important piece of work for Shetland in the next few months.</p> <p>Can contribute change management and helping staff to find the best way forward in the process.</p> <p>Has experienced tough decisions at SADA balancing the books through restructuring, based on knowing what the reality looks like. Keen to bring his experience of a successful learning and commercial environment to the college. Has finance skills and experience of reviewing balance sheets.</p> <p>Recognises time commitment is significant and willing to engage.</p>
Recommendation	Appoint

Lauren Doughton	
Candidate interview summary	<p>Interested in the importance of the college in attracting people to work and study in Shetland. Sees fantastic work going on and wants to bring her previous background as a university lecturer to the governance of the college.</p> <p>Interested in the change process and how her skills in marketing and communications can enhance the process, also keen to bring a younger perspective to the Board.</p> <p>Has supported change management processes before in the arts; current professional role in marketing also brings market research insights to the college for its development.</p> <p>Sees Board commitment as dovetailing well with current professional role.</p>
Recommendation	Appoint
Steven Kerr	
Candidate interview summary	<p>Keen to support the development of the college following personal experience of accessing education from a disadvantaged background.</p> <p>Most interested in developing the college's the marketing and communication, has a good insight into young people's communications preferences. Can bring critical analysis to the issues being considered by the Board.</p> <p>Understands the time commitment required and able to meet this.</p>
Recommendation	Appoint
Jean Urquhart	
Candidate interview summary	<p>Wants to bring own experience as a student, and to ensure that the great things about the college and student achievements are recognised and profiled more widely.</p> <p>Long term experience of governance and past experience of audit committees. Has long term relationships with UHI and the region. Believes every voice needs to be heard during decision making process; and that reasons behind decisions are clearly understood. Can bring existing experience of working on committees, and experience of the college sector.</p> <p>Has time to commit to the Board.</p>
Recommendation	Appoint
[REDACTED]	
Application review summary	<p>Guidance promotes an appropriate balance of remunerated and non-remunerated Board members in favour of non-remunerated members. This application is from a serving staff member. The Board members managing the recruitment therefore felt the application should be reconsidered when the Shadow Board makes the transition to a full Board, when it is anticipated the number of staff representatives (currently 4: 2 from 2 colleges) reduces to 2 from the merged college. Further, the maximum number of Board members (15) following recommended appointments will have been reached.</p>
Recommendation	Defer application until a single Board for the merged college seeks new/additional members.