

# Council Recruitment Policy



Owner	Secretary to Council
Approving Body	Council
Version number	2
Related documents, Policies and procedures and guidelines	College Statutes Standing Orders of Council The Duties of Council Members The Higher Education Code of Governance Council Terms of Reference Strategy and Governance Committee Terms of Reference - Nominations responsibilities Conflicts of Interest Policy Equality & Diversity Policy
Reviewed by	Deputy Secretary to Council
Approved by Council	4 June 2020
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## 1. Purpose of this Policy

- 1.1 Council's role is to promote the long term sustainability and development of the College by ensuring good governance and exercising oversight of the strategic direction and management of the College.
- 1.2 Council has adopted the CUC Higher Education Code of Governance 2020 Statement of Responsibilities (contained within Council's Terms of Reference) in order to follow good practice and ensure it satisfies the requirements of external statutory bodies regarding the operation of Council and the College.
- 1.3 Good governance and good decision making stems from the ability to consider and appropriately challenge, to ensure the right organisational outcomes and mitigate risks. This is best achieved when Council members, working collectively but with independent critical thinking, evaluate material and contribute freely to debate.
- 1.4 In order to achieve a purposeful and informed debate the membership should be drawn from as wide a pool as possible. Board diversity promotes constructive and challenging dialogue, which improves governance outcomes. There is a strong business case for diversity alongside legal and moral expectations.
- 1.5 Council requires a diversity of background, skills and experience at an appropriate level which reflect the governance needs of Council and ensures that Council is able to provide support and challenge to the executive leadership team in defining the strategic priorities of the College. A skills matrix will be maintained and consulted at all stages of the recruitment process to support this aim.

- 1.6 Applicants will be considered, on a fair, equal and inclusive basis and consideration will be given in the interview and selection process to the College commitment to equality and diversity.

## 2. SCOPE

- 2.1 This policy sets out the principles and processes for the appointment of members to Council and its committees..
- 2.2 The number of independent members of Council, terms of office and actions in the event of continued absence, are defined in Statutes.
- 2.3 The membership and procedures through which staff and student members join Council are addressed in the College Statutes and Standing Orders.

## 3 RESPONSIBILITIES

- 3.1 The CUC Code of Higher Education Governance 2020 states that a Nominations Committee will be responsible for addressing Council related recruitment matters:  
*"A Nominations Committee (or equivalent) is an effective way to advise a governing body on the appointment of new members, and must be established. The Nominations Committee can provide advice to the governing body on terms of office, the perceived skills balance required on the governing body, succession planning and skills refreshment. Normally, final decisions on appointment are taken by the governing body."*
- 3.2 Council Standing Orders allocate the nominations responsibilities to the Strategy and Governance Committee. Nominations responsibilities are defined in the terms of reference and also included in appendix 1.

## 4 PRINCIPLES

- 4.1 Council Standing Orders describe the principles that will guide the recruitment and appointment procedure for members.
- 4.2 Members will be appointed for the terms established in the Statutes, normally commencing on 1 August in order to allow for a planned cycle of succession.
- 4.3 Council should collectively maintain an appropriate balance of skills, by agreeing and maintaining an up to date register of skills requirements and ensuring this is consulted when considering new members, throughout the recruitment process and when considering all committee appointments.
- 4.4 Vacancies should be widely advertised with the aim of achieving a skills balance and diversity of membership. This may include the use of specialist search companies, dedicated membership portals, the College website, and other media including digital and social media. Advertising should be targeted to encourage applications from a diverse range of appropriately qualified candidates.
- 4.5 Alumni should be informed of vacancies, usually via the External Relationships team.
- 4.6 Council should promote continuity of knowledge about the College by ensuring a regular cycle of succession, providing a formal induction programme, considering mentoring or buddying options for ongoing development, and encouraging attendance at relevant formal training and development programmes provided externally or by the College.
- 4.6 Vacancies should be filled as soon as possible to ensure that Council has full membership and avoids gaps in coverage.
- 4.8 On completion of a first term of office a second term may be agreed up to the maximum length prescribed in Statute at the Chair of Council's discretion.
- 4.9 In addition to the principles described in Standing Orders:

Independent members are usually expected to serve on at least one Council committee and may also be asked to contribute to areas requiring their technical expertise by serving on short term working groups set up to address specific tasks.

## **5 PROCESS**

- 5.1 The Strategy and Governance Committee will, at least annually, review the membership of Council. It will consider succession, monitor the skills and the broader diversity of Council and identify any areas of underrepresentation. In considering diversity it will seek to align with the demographic of the College staff and students and the wider population.
- 5.2 If appropriate the Strategy and Governance Committee may consider establishing a working group of individuals with relevant experience to co-ordinate the recruitment process, taking advice from a senior member of College HR staff to ensure alignment with College recruitment procedures
- 5.3 Role descriptions or/and person specifications should be maintained and include an indicative time commitment, the position with regard to remuneration, including reimbursement of expenses.
- 5.4 Advertisements (see 4.4)
- 5.5 All applicants will be required to provide a CV and an expression of interest or complete an application form as decided by the Strategy and Governance Committee.
- 5.6 The process of review, long listing and shortlisting will be agreed by the responsible group, ensuring an appropriate briefing of Council as the process progresses.
- 5.7 Shortlisted candidates will be invited for interview with at least two independent members of Council and the Secretary to Council, who will make a recommendation to the Chair of Council. The candidate should also meet with the Chair of Council and the Principal. The meetings are a two way process and should focus on how the candidate meets the criteria, their skills and attributes and the alignment of their experience with the needs of the College, as well as the candidate's aspirations.
- 5.8 A proposal will be presented to the Strategy and Governance Committee once the interview process is complete. The prospective member may be invited to observe a Council meeting prior to being recommended to Council for appointment. Council is formally responsible for approving the appointment.
- 5.9 A formal induction meeting will be held and ongoing support or meetings with senior members arranged as required.
- 5.10 The Chair of Council will hold individual review meetings with all Council members annually.

## **6 PRE-APPOINTMENT SCRUTINY**

All prospective members of Council will be required to provide the names of two referees and complete appropriate joining documentation, including accepting the duties and responsibilities of Council members, prior to confirmation of their appointment to Council. A fit and proper person declaration and declaration of interests must also be provided and updated at least annually.

## **7 POLICY MONITORING AND REVIEW**

This policy and related procedures will be reviewed and updated by the Strategy and Governance Committee as a minimum every 3 years.

### **Appendix 1**

#### **Nominations responsibilities:**

- Review the membership of Council and committees and establish a succession plan to renew appointments or fill vacancies.
- Oversee the process for recruitment of members of Council and make recommendations to Council for the appointment of members based on the balance of skills and experience of existing members.
- Review the skills register of Council members and consult it in recommending to Council the appointment of members to Council and in making appointments to Committees.
- Consider the diversity of Council, and Council Committees.
- Co-opt suitable external people to Council Committees.
- Recommend to Council the appointment of Chairs of Council Committees
- Manage the process for the appointment of the Chair and Vice-Chair(s) of Council, involving others as necessary and to make recommendations to Council on the appointment of all these positions.
- Make recommendations to Council for Honorary Degrees (on the advice of Academic Board) and Honorary Fellowships with a Senior Academic Vice Principal in attendance for this item.
- Review Council training and approve training activities.
- Oversee Council effectiveness reviews.
- Review the Register of Interests, the Statement of Primary Responsibilities for Council members, the Schedule of Delegation and the College Conflict of Interest Policy.
- Review and recommend to Council, changes to the Statutes and Council Standing Orders and to Council Committees and terms of reference.