

## Nominations & Remuneration Committee

Date of Meeting	Thursday 17 March 2022
Paper Title	Non-Executive Recruitment
Agenda Item	11
Paper Number	NRC3-G
Responsible Officer	Board Secretary
Status	Disclosable
Action	For Decision

### 1. Executive Summary

**1.1** To apprise the Committee of the status of non-executive recruitment arrangements and to seek agreement on a recommendation to the Board with regard to membership of a recruitment panel.

### 2. Recommendations

**2.1** The Committee is invited to:

- **note** the timetable of activity under 4.0 below;
- **agree** a recommendation to make to the board on membership of a recruitment panel (ref para 3.2 below).

### 3. Background

3.1. The Nominations and Remuneration Committee is responsible for areas of the Board's activity relating to non-executive recruitment. In particular, the Committee should:

- before any non-executive appointment is made by the Board, ensure that a full evaluation of the balance of skills, knowledge, experience and diversity on the relevant Board, has been carried out and that, in the light of this evaluation, an appropriate role description has been agreed; and
- ensure that a fair, open and merit based recruitment process is conducted for the appointment of non-executive board members and that all appointments are made in a manner which encourages equal opportunities and the observance of equal opportunity requirements.

3.2. The established GCRB procedure is for a recruitment panel to be appointed comprising three Board Members and one Independent Person, in accordance with the Ministerial guidance on appointments. In the past, the panel has included the Board Chair (Panel Chair), the Chair of NRC, and a Student Member. The Independent Person should be part of the recruitment process throughout, including the skills assessment.

3.3. The deferral of the next Board meeting should not interfere with completion of the process prior to the date on which tenures end, i.e., 31 July 2022.

3.4. Members will be aware that it had been anticipated that the Scottish Government might have progressed arrangements for the introduction of Trade Union Members and two additional Non-Executive members of GCRB during 2021-22 (these constitutional changes having been planned to come into effect in August 2020, originally). There is no indication at this stage of movement in this area.

### 4. Non-Executive Recruitment Process 2021-22

Activity	Timing
1. NRC to consider and agree as appropriate extension of terms of office of two Non-Executive Members.	17 March 2022
2. NRC recommends/Board approves recruitment panel, which may be subgroup of NRC plus Independent Member.	17 March/ 25 April
3. Panel/Committee conducts detailed review of skills and future needs, taking account of outcome of 1. above and Diversity Succession Plan.	w/c 25 April (following board approval)
4. Panel agrees person specification(s) for vacancies, process and application materials, taking account of outcome of Second Terms process.	w/c 2 May (2nd itself is Bank Holiday)
5. Advert goes live on recommended list of platforms including Public Appointments and CDN website.	9 May
6. Closing date for applications.	27 May
7. Shortlisting.	w/c 30 May
8. Interviews.	w/c 6 June

9. Recommendation to Board/approval.	20 June
10. Approval received from Scottish Ministers.	by 20 July
11. New Members take up appointments (based on known terms of office; commencement of new vacancies will depend on Scottish Government guidance).	1 August 2021

## 5. Risk and Compliance Analysis

- 5.1 Timely and well planned recruitment is essential to mitigate risk 0012: the capacity and capability of the Board is inadequate and standards of governance fall below the level required. The current statutory minimum membership of the Board is fifteen members.

## 6 Financial and Resource Analysis

- 6.1 There are no significant resource implications associated with this report. There may be moderate cost implications for advertising purposes which would be within normal budget limitations.

## 7 Equalities Implications

- 7.1 Equality and diversity should be built into, and be a consideration throughout, the recruitment process in line with the Board's Diversity Succession Plan.

## 8 Learner Implications

- 8.1 There are no direct learner implications. However, all board members are in a position to influence the regional strategy and improve the opportunities for Glasgow's learners.