

# UHI | SHETLAND



## **Board of Management**

UHI Shetland  
Recruitment Pack  
2024

# Welcome from the Chair



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

UHI Shetland 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.

Through this booklet you will find some general information on UHI Shetland, and a role description for the post of independent director.

**Davie Sandison**



# Board of Management

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# UHI Shetland

UHI Shetland 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.

Since August 2021, UHI Shetland has 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.



# Overview of the Board

Board Members make an important contribution to UHI Shetland and their experience, knowledge and commitment enables them to contribute to UHI Shetland'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.

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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.

The new Board has been developing its strengths throughout the process and continues to seek new additions to its ranks. 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.

## The Future Vision

We want UHI Shetland 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.*



**UHI Shetland's mission is:**

To support a sustainable and collaborative environment in Shetland where the economy and community can prosper with local access to relevant, high-quality learning, training, and research opportunities. Shetland UHI will 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 through our core values of collaboration, openness, respect and excellence.

The main four areas of the strategic plan are:

- Tertiary Education
- Research and Knowledge Exchange
- Engagement
- Enterprise

The five-year Strategic Plan is available online on the UHI Shetland website [www.shetland.uhi.ac.uk](http://www.shetland.uhi.ac.uk)

# Governance

UHI Shetland 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 UHI Shetland's governing body, plays a central role in shaping the strategic direction of UHI Shetland. The primary aims are to support and challenge the management and staff to continue the development and work of UHI Shetland. 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 UHI Shetland 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.

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.



# Learning and Teaching

UHI Shetland 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. 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 Industries**

*Continuing the exciting work in creative textiles and fine art as well as the courses offered in partnership with Shetland Arts. Includes the Centre for Island Creativities.*

## **Marine Science**

*Includes fisheries, aquaculture and marine spatial planning in research and learning and teaching. This section will include the new Centre for Sustainable Seafood.*

## **Community Learning and Business**

*Building core skills, employability and entrepreneurial capacity in our learners and consequently Shetland community*

## **Health, Care and Society**

*Working to support the provision of a sustainable health and care workforce for Shetland*

## **Technology, Maritime and Built Environment**

*Drawing together Computing, Construction, Maritime and Engineering sections.*

# Job Description

## 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 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 business

# Job Description

## 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 Shetland UHI
- Shall ensure regular attendance at board 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.

# Person Specification

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

**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.

## **Commitment**

As a UHI Shetland Board Member a minimum time commitment of approximately 12 days per year is required.

The roles require attendance at regular Board meetings (quarterly and usually starting at 16:30 on Wednesdays) and members to join two Board committees, which will meet four times a year.

Reasonable out of pocket expenses for Board business are reimbursed.

In this recruitment cycle we are particularly interested in candidates who could join our Audit Committee. We hope to fill the following number of vacancies on the following respective committees:

- Audit Committee
- Learning, Teaching and Research Committee
- Finance and General Purposes Committee
- Human Resources and Remuneration Committee

Subject to a PVG Scheme check, appointments will be made immediately, with the length of term lasting for up to four years, renewable once. Candidates must not be employees or students of UHI Shetland.

# Values

All staff and Board Members are to adhere to the UHI Shetland Values:

## **Collaboration**

We will proactively engage and co-operate with others

We will communicate effectively to share knowledge with others

We will work constructively with others to achieve a common purpose

## **Openness**

We will embrace feedback and continue to learn.

We will be empathetic, authentic and honest in all our interactions.

We will listen to others, encourage them to share their views and will value their contributions.

## **Respect**

We will recognise other's strengths and abilities, and their contributions to the organisation.

We will respect and appropriately utilise facilities and resources that are made available to us.

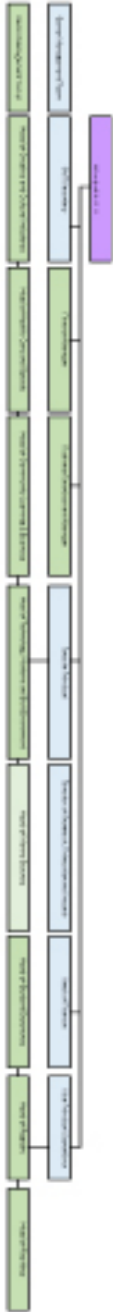
We will consider the impact of our words and actions on others.

## **Excellence**

We will take responsibility for our contribution to the success of UHI Shetland.

We will take pride in our work and work to the highest possible standard.

# Organisational Chart



## How to Apply

We are currently seeking individuals who are passionate about contributing to the growth and success of UHI Shetland to join our Board of Management. We are committed to maintaining an open and ongoing recruitment process. In our dedication to fostering a diverse and dynamic board, we invite interested individuals to submit their applications at any time throughout the year. There is no set deadline, as we believe in providing flexibility to potential candidates who are eager to engage in this opportunity.

If you are interested in being part of our journey, please send a full CV with a covering letter to:

[board.shetland@uhi.ac.uk](mailto:board.shetland@uhi.ac.uk)





# UHI | SHETLAND

Where  
learning  
means  
more

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