

Nominations & Remuneration Committee

Date of Meeting	Thursday 24 September 2020
Paper Title	Non-Executive Recruitment 2020-21
Agenda Item	12
Paper Number	NRC1-G
Responsible Officer	Board Secretary
Status	Disclosable
Action	For Decision

1. Report Purpose

- 1.1 To facilitate the Committee's consideration of recruitment needs and timing or related activity during 2020-21.

2. Recommendations

- 2.1 The Committee is invited to **consider** and **agree** the following timetable of activity and make recommendations to the Board as appropriate.

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. Non-executive recruitment is regulated by Ministerial guidance which is currently under review. The revised guidance is expected to provide for boards to recruit not only to immediate vacancies, but with a view to filling vacancies that are expected to arise within a reasonable timeframe (for example, six months). Current guidance does not provide for this. Depending on the timing of issue of the revised guidance, and the timing of implementation of the Scottish Government's changes to the board's constitution (ie, the introduction of two new non-executive members alongside trade union members), it may be possible to address all non-executive recruitment needs in one round.
- 3.3. Timescales will be subject to amendment depending on availability and other factors. Major events such as a repeat of the lockdown experienced in 2020 could interfere with promotion

of vacancies and would require some activities, including interviews, to be conducted remotely.

4. Non-Executive Recruitment Process 2020-21

Activity	Timing
1. Committee recommends/Board approves arrangements and delegation of authority to decide on extension of terms of office.	10 December 2020/ 25 January 2021
2. Second Terms Committee/Sub-group of NRC meets to consider and agree as appropriate extension of terms of office of two Non-Executive Members.	February
3. Committee recommends/Board approves recruitment panel, which may be subgroup of NRC plus Independent Member.	11 March/ 29 March
4. Committee conducts detailed review of skills, etc, and future needs, taking account of outcome of 2. above and Diversity Succession Plan.	w/c 5 April ¹
5. Panel agrees person specification(s) for vacancies, process and application materials, taking account of information available at that stage including timing of constitutional changes, to determine number of vacancies (minimum three, maximum seven, notwithstanding other currently unknown changes).	w/c 12 April
6. Advert goes live on recommended list of platforms including Public Appointments and CDN website.	26 April
7. Potential event/other activity to disseminate information/ promote opportunity to join Board.	w/c 26 April
8. Closing date for applications.	21 May
9. Shortlisting.	w/c 24 May
10. Interviews.	w/c 7 June
11. Recommendation to Board/approval.	21 June
12. Approval received from Scottish Ministers.	by 19 July
13. New Members take up appointments (based on known terms of office; commencement of new vacancies will depend on Scottish Government guidance).	1 August 2021

¹ 4 April 2021 is Easter Sunday so 2 and 5 April will not be available dates; availability of Committee/panel members will need to be considered nearer the time.

5. Risk 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. In particular, it should be noted that the current statutory minimum membership of the Board is fifteen members.

5.2 COVID-related events are a significant and unpredictable factor which could impact on plans outlined above, however, for the greater part it is assumed that remote/video-conference approaches would mitigate the more serious risks to recruitment proceeding.

6. Equalities Implications

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

7. Legal Implications

7.1 There are no new legal implications associated with this report.

8. Resource Implications

8.1 There are no significant resource implications associated with this report. Depending on the decision to proceed with a recruitment event or other activity there may be moderate cost implications, which would be within normal budget limitations.

9. Strategic Implications

9.1 This report is not directly relevant to the Regional Outcome Agreement, however, robust governance arrangements are the essential to the effective determination and delivery of GCRB objectives.