



CORPORATION BOARD

SEARCH COMMITTEE TERMS OF REFERENCE

1. The Search Committee is a committee of the Corporation Board established under the terms of clause 5(3) of the Articles of Government.
2. The role of the Committee is to advise the Corporation Board on: -
 - a. the appointment of Business, Community and Local Authority members;
 - b. the co-option of the Co-opted Members of the Corporation Board;
 - c. appointment arrangements for Staff and Student members;
 - d. the appointment of any Co-opted External Members on the Board and its committees; and
 - e. such other matters relating to membership and appointments as the Corporation Board may remit the Committee from time to time.
3. The above role extends to the re-appointment of members of the Board on the expiry of their term of appointment.
4. Consider and advise the Corporation on the composition and balance of the Corporation and its Committees.
5. Ensure that regular skills audits are undertaken to identify areas of relevant experience, expertise and interest when reappointing existing members, and to identify any skills gaps when appointing new members.
6. Ensure that an annual assessment of training needs is carried out for all members, and to ensure methods are in place to monitor members' attendance at, and the effectiveness of in-house and external training events.
7. The Committee shall adopt open and transparent procedures for the recruitment and selection of Members, to ensure that the composition of the Corporation Board broadly reflects the community the College serves in terms of age, gender, ethnicity, geographical spread, experience, etc. Achieving a balance is, however, a secondary consideration to the most important requirement, which is that a candidate must be personally suitable for appointment.
8. The Committee shall comprise four persons appointed by the Corporation Board consisting of:-
 - a. the Chair of the Corporation;
 - b. the Principal and Chief Executive; and

- c. two members of the Corporation.

The Committee may, at its discretion, appoint one person who is not a member of the Corporation Board to represent the interests of the community, i.e. as a Co-opted External Member.¹

9. The Chair of the Committee will be elected by the members of the Committee in the circumstance of the appointment of Chair not being made by the Corporation Board.
10. In the event of the Chair of the Committee being unable to attend, the remaining members, under paragraph 6 above, should elect one of their members as chair for the meeting.
11. The quorum for meetings shall be two members of the Committee, excluding any Co-opted External Members.
12. The Committee shall meet at least three times per year to carry out the responsibilities described in these terms of reference.
13. The Clerk to the Corporation or his/her appointed deputy shall be the clerk to the Committee.
14. Minutes of meetings of the Committee shall be presented to the Corporation Board for information or approval as appropriate.
15. The Committee shall have the power to employ the services of such external advisers as the Committee deems necessary to fulfil its responsibilities.

Revision History: -

Approved by the Corporation Board: April 2001

Revised by the Corporation Board on: 25 March 2004

¹ *Local Public Spending Bodies*, the Second Report of the Committee on Standards in Public Life, chaired by Lord Nolan, published in May 1996. Recommendation No. 68 refers

GENERAL NOTES

1. *The Cadbury Report (with reference to the Boards of listed public limited companies) attaches considerable importance to the process whereby non-executive directors are selected. There is no reason to attach any less importance to the selection of Corporation Members, especially since they are accountable for public monies and have to discharge significant public responsibilities.*

This is what the Cadbury Committee recommends at para. 4.15 of its report:

"Given the importance of the distinctive contribution, non-executive directors should be selected with the same impartiality and care as senior executives. We recommend that their appointment should be a matter for the Board as a whole and that there should be a formal selection process, which will reinforce the independence of non-executive directors and make it evident that they have been appointed on merit and not through any form of patronage. We regard it as good practice for a nomination committee to carry out the selection process and to make proposals to the Board."

2. *The First Report of Lord Nolan's Committee on Standards in Public Life (Vol.1, Cm 2850-1, May 1995) contains recommendations regarding appointments to the boards of "Non-Departmental Public Bodies" (NDPBs), which can be usefully extended to appointments to governing bodies of further education colleges.*

In Chapter 4 of the Report Lord Nolan's Committee recommends that appointments should be made "on the basis of merit" with the aim of achieving "a balance of relevant skills and backgrounds". The Committee also recommends that all appointments to executive NDPBs should be made after advice from a panel committee "which includes an independent element", and that the appointments process should be open.

**WEST NOTTINGHAMSHIRE COLLEGE
CORPORATION BOARD**

**CODE OF PRACTICE FOR
PUBLIC APPOINTMENTS PROCEDURES**

(Adapted from the first report of Committee on Standards in Public Life, the 'Nolan Committee', and adopted by the Search Committee)

Defining the task (job description) and the qualities sought ("person specification")

- Job descriptions and a summary of the key qualities sought "a person specification" should always be documented, be publicly available, be sent to all candidates and be held for scrutiny by the Corporation Board.
- A description of the appointments process should be similarly documented and made available.

Identifying a field of candidates

- A wide field of candidates should be obtained by making appropriate use of:
 - Advertising - both general and for individual posts
 - Executive search
 - Consultation with interested bodies, which should always include any recognised consultative/user groups and, for local appointments, the elected local authorities
 - Maintaining and using databases of interested and appropriate people
- It should always be possible for anyone to nominate anyone, including themselves, and this should be made clear in all advertising and publicity.

Selecting a shortlist and recommending candidates to the Corporation Board

- The sifting of candidates should be undertaken or overseen by committees or panels with independent members.
- Any candidate recommended to the Corporation Board should have been approved as suitable for the post by the committee, taking up references where appropriate.

Choosing the preferred candidate(s)

- Appointments should be made on the basis of merit, with the aim of achieving a balance of relevant skills and backgrounds on the Board.
- Candidates should not normally be appointed without having been interviewed by the Search Committee.
- Re-appointments should not be automatic. The performance of the postholder should be reviewed.

Confirming the appointment

- All appointments should be confirmed in writing.

Length of appointment

- Appointments will be for terms not exceeding 4 years.