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Our Ref: EMA/TA1/1

Date: 8 October 2012

Dear Sir/Madam

You are invited to the following:

**Special Shetland Charitable Trust
Bressay Room, Lerwick Hotel, Lerwick
Monday 15 October 2012 at 10.00am**

Apologies for absence should be notified to Lynne Geddes on 01595 744592.

Yours faithfully

(signed) Dr Ann Black
Chief Executive

AGENDA

- (a) Hold circular calling the meeting as read.
- (b) Apologies for absence, if any.
- (c) Declarations of interest.

For Decision

1. Establishment of a Selection Panel. Report enclosed

REPORT

To: Shetland Charitable Trust

Date 15 October 2012

From: Chief Executive

Report: CT1210051

ESTABLISHMENT OF A SELECTION PANEL

1. Introduction

- 1.1 This report is presented to agree the establishment of the selection panel for the First Appointed Trustees in terms of Para 7(b)(i) of the Schedule of Governance Arrangements.

2. Background

- 2.1 Trustees agreed on 13 September 2012 to adopt the reorganisation scheme as submitted to OSCR and approved by letter of 3 July 2012. They also instructed the Chief Executive to initiate the process of recruiting the first appointed Trustees, and to consider, at a future meeting, the precise timing of the implementation of the new Trustee arrangements which, in terms of the revised Trust Deed, must be in place by 31 March 2013 at the latest. These points were on the condition that there is an independent review of the organisational scheme within three years of its implementation, with this review to be laid before Trustees for decision before 30 April 2017.

3. Present Position

- 3.1 In order to meet the requirement to have the new Trust arrangements by the 31 March 2013, it is now necessary to establish a Selection Panel consisting of an independent chair from outwith Shetland, and two Trustees selected by the Trustees. Trustees at their meeting of 15 December 2011 delegated authority to the General Manager, to oversee the process and to approach a suitably qualified professional with a proven track record in a relevant field as Chair. This is now in hand.
- 3.2 This process is being undertaken by People Pioneers, and it is envisaged that the preparation of job descriptions, adverts and panel briefings will be undertaken throughout this month with a view to

running a local recruitment campaign. Short listing of candidates and interviews will be undertaken in November in order that recommendations can be made to Trustees in December (see Appendix A for details).

- 3.3 It therefore leaves the appointment of the panel. At least one of the Trustees must be a non-Councillor Trustee. In discussion with the two non-Councillor Trustees, Valerie Nicolson has agreed to participate. This leaves the appointment of the second Trustee, which was not delegated by the decision in December 2011. Therefore Trustees are asked to select and appoint the second Trustee to the panel.

4. Financial Implications

- 4.1 There are no direct financial implications arising from this report. However it has been acknowledged that there will be a cost associated with the implementation of the approved Reorganisation Scheme. A budget of £20,000 has been set aside to cover the costs of recruiting new Trustees.

5. Conclusion

- 5.1 Trustees are asked to establish a Selection Panel in line with the Trust decisions made on 15 December 2011 and 13 September 2012, in order that the Trust meets its commitment to have the new Trustee arrangements in place by 31 March 2013.

6. Recommendations

- 6.1 I recommend that Trustees:
- (a) Endorse the appointment of Valerie Nicolson as the non-Councillor Trustee on the recruitment panel.
 - (b) Select a second Trustee to participate on the recruitment panel.

Timeline:**Appendix A**

Week ending:

CT1210051

Date	Task	Information
Week beginning:		
8 th October	Prepare draft role description, advert, application pack etc	PP to prepare draft role description, person specification, application form and pack, advert
15 th October	Recruitment Panel agree role description, advert, application pack etc. Advert proofs to media	Recruitment panel
22 nd October	Begin advertising	Applications to be returned to SCT
29 th October		
5 th November	Closing date 9 th November	
12 th November	Panel sent applications for shortlisting Panel meet to discuss and deliberate to reach a consensus on invites to interview	Recruitment panel
19 th November		
26 th November	Interviews	Recruitment panel
3 rd December		
10 th December	Finalise all paperwork etc	Recruitment panel
13 th December	Present recommendations to Trustees	

*PP = People Pioneers SCT = Shetland Charitable Trust

Role of the Recruitment Panel:

Some key elements to be established in identifying the role of the panel:

Needs to be established quickly, with a Chair in place.

Panel will have planning meeting, where PP will explain all elements of competency based interviewing and selection

Panel will be responsible for signing off the role description and person specification

Panel will agree the timeline and confirm availability

Upon closing date, panel members will be sent applications and short listing criteria marking sheet for individual marking by email. These will have personal information removed for scoring, as per good practice. A meeting will then take place to discuss individual scoring and resolve anomalies, again, following good practice. This meeting will identify successful candidates for interview, through scoring and any threshold set.

Panel will agree interview format and questions, which will follow good practice, and build on initial questions in application.

Panel will make recommendations, backed up with scoring evidence, on successful candidates

PEOPLE PIONEERS BACKGROUND

People Pioneers Ltd is a company specialising in organisational development activities. They work with both people and processes to support, develop and inspire individuals to achieve business success - both professionally and personally.

Broadly their support falls into three areas;

1. Ensuring clarity of purpose and goals - getting everyone's noses pointing in the same direction!
2. Developing structures, processes and systems - fixing the 'hard wiring' of the organisation.
3. Aligning people's mindsets and behaviours - creating cohesion in thinking and approach.

There will be two People Pioneers working on this project – mainly to ensure nothing from this end will hold up the process as outlined in the timeline. Both individuals have extensive experience in Governance, HR and recruitment processes.

Susan Myles is the Director of People Pioneers Ltd, based in Inverness but with Associates based in both Scotland and England. Susan's background is primarily in HR and staff development. She is a Chartered Member of the CIPD and holds a PG Diploma in HR Management from East London University and a Diploma in Strategic HR from Ashridge Business School.

Susan's HR career in the Voluntary sector lasted 15 years and through her work with its 140 local Associations throughout England established her work in HR and in developing people. She worked extensively with Trustees of Boards (each local Association had its own Board of Trustees) and developed recruitment and selection processes, Governance training and personal and team development. She also worked with staff teams and after developing and leading several Certificate courses in both Housing Management and Line Management Susan believed it was time to move back into the world of HR operations.

This brought her home to Scotland when she took on the role of HR Director for HIE and for four years developed the HR function within the organisation. She also led the pioneering 'Achieve' programme for HIE staff which was a leadership development programme focused on personal development for senior staff.

To complete her sector work Susan then moved into the private sector and as Organisational Development Director developed a leadership programme for the top 75 leaders in a private sector company in the oil and gas industry.

With People Pioneers, Susan has delivered several contracts in the charitable, private and public sectors delivering diverse pieces of work such as skills audits, recruitment and selection programmes, organisational reviews, change management projects, organisational restructures and staff development programmes.

Jackie Wright's career has been about helping organisations to get the best out of their people *and* helping people to get the best out of their organisations. Jackie has an honours degree in Economics and has worked at a senior and Director level in both the public and private sectors. The focus of her work has been change, performance and development – essential ingredients for both organisational and personal success. Jackie has been a Board member of several organisations including Investors in People Scotland, Quality Scotland, Kinlochleven Land Development Trust and the Knoydart Foundation. Jackie is currently non-executive Chair of a medium sized Scottish retail company and is on the Board of the

Mallaig Harbour Authority. She therefore has a sound understanding of governance and Board operations.

Jackie also has considerable skills in project management and has delivered, directed and reviewed major projects. Business transformation and the effects it has on people within organisations are significant areas of her expertise.

Jackie's holds a Diploma in Leadership Mentoring and Executive Coaching from the Institute of Leadership and Management and has coached a variety of people in differing sectors, roles and levels of seniority.

