

APPROVED minutes



NOMINATIONS COMMITTEE

12 October 2022

Present: Philippa Hird (Chair), Marilyn Comrie, Anna Dawe, Zeb Farooq, Prof Danielle George, Jim Hancock, Nick Hillman, Roz Webster.

In attendance: Prof Dame Nancy Rothwell (President and Vice-Chancellor) (except for item 6), Patrick Hackett (RSCOO), Mark Rollinson (Deputy Secretary), Sally Ainsworth (minutes)

1. Declarations of Interest

Noted: No additional declarations of interest were made.

2. Terms of Reference and current membership

3. Minutes

Resolved: To approve the minutes of the meeting held on 6 June 2022

4. Matters arising

None to report

5. Chair's Update

Noted:

- i. The Chair referred to the updated skills audit that had been circulated to members prior to the meeting.
- ii. There was one current vacancy, as a result of Raoul Shah stepping down, and one vacancy arising from January 2023, when Richard Solomons will step down from the Board. One of these was for the lay member position proposed for appointment by the Alumni Association.
- iii. Skills, knowledge and experience proposed by the Chair were
 - (1) Current or recent experience as a Chief Executive Officer (this could be in a variety of institutional settings-public, private or third sector)
 - (2) Significant and senior experience in property and real estate, demonstrating a depth and breadth of understanding of the complexity of both major capital projects and investment, and wider efficient estate management issues.
 - (3) Experience and understanding of innovation and entrepreneurship: it would be desirable for this to include experience and understanding of small and medium sized enterprises, profit with purpose and community and placed based enterprise.

- iv. Members also noted the importance of lived experience of inequalities, supporting the Board's ambition to be as inclusive as possible.
- v. Whilst members with experience in communications had recently stepped down from the Board, the current Associate Member of the Board had relevant experience which could be utilized.
- vi. There were some gaps in current committee membership, including a vacancy on Nominations Committee and these would be addressed in the course of the current academic year.

Agreed:

- i. To create a role specification for both lay member vacancies, to be circulated to the Committee
Action: Deputy Secretary

6. President and Vice-Chancellor succession arrangements

Received: a confidential report updating the Committee on President and Vice-Chancellor succession arrangements, noting that the current President and Vice-Chancellor would step down from the role at the end of the 2023-24 academic year.

Noted:

- i. Nominations Committee will agree the membership and skillset required by the Appointment Board (AB). (to be chaired by the Chair of the Board) and make a recommendation to the Board.
- ii. Nominations Committee will approve proposals for the role specification following an extensive consultation process involving a range of internal and external stakeholders and make a recommendation to the Board. This element of the process was very important, as there was limited room for manoeuvre once the specification was finalized and the search had begun.
- iii. Key perspectives to consider in the development of the specification included academic, city/region, community, industry, levelling-up and place based, wider sector and international (reflecting the University's role as a civic university with global impact). Diversity of input (e.g gender, ethnicity, age and cognitive) was essential.
- iv. Having carried out its work, the AB will make a recommendation for appointment to the Board.
- v. Support for the process would be driven by an Administrative and Operational Group chaired by the Chair of the Board and including the RSCOO, Director of People and OD and other senior membership from the Directorate, and the Deputy Secretary.
- vi. Discussion about the composition and optimal size (likely to be 8-10 members) of the AB to ensure it was broadly representative of the University community (e.g membership from senior management (to be determined), academic staff, including non-professorial, Professional Services staff, Students Union, Senate) , noting that diversity was essential. Based on discussion at the meeting, the Chair would develop an outline specification of key qualities and experience sought, which would be circulated to members for comment. There was potential for external membership.
- vii. The proposed timeline was challenging and elements of it may need to be flexed. The timeline included provision for informal panels and in this context, the University's good reputation and standing with local stakeholders was recognised and should be reflected in the composition of external panel membership, to ensure a breadth of stakeholder input. External stakeholder input would be a key part of recruitment materials for the role.
- viii. The importance of careful management of interaction and engagement with candidates, whether internal or external.
- ix. Whilst understanding and empathy with the existing strategy was important, the successful candidate would have a key role in shaping future strategy beyond 2025.

- x. Whilst appointment from outside the sector was possible, academic credibility was essential.

Agreed:

- i. The outline timeline noting the need for flexibility as outlined above
- ii. To consider an outline specification of key qualities and experience sought on the AB, to be circulated after the meeting after further consideration by the Chair.

Action: Chair/Governance Office

- iii. To note the need for additional meetings over the course of the 2022/23 academic year (dates to be determined).

Action: Governance Office

- iv. Once the specification referred to in ii) above was circulated, members would be invited to contact the Chair with any suggestions for people to sit on the Appointment Board, or to indicate if they wished to stand themselves **Action: Governance Office**

7. General Assembly

Received: A report asking the Committee to consider the appointment of an additional member to General Assembly.

Noted:

- i. A substantial review and refreshment of General Assembly membership concluded in 2021-22. Whilst it had been agreed that active recruitment for new lay members should be paused, it was also agreed that further recommendations for membership could be brought forward for consideration on an ad-hoc basis.
- ii. During the recent recruitment exercise, Gary Buxton was amongst the members and officers who made approaches to prospective candidates
The approach to Lucy Danger was one of a number to individuals with experience and expertise in environmental and sustainability matters
- iii. Lucy Danger is the Executive Director of East Manchester Environment and Resources Group Emerge ([EMERGE](#)), and was one of its founder members in 1996.

Agreed:

- i. Lucy Danger to be appointed as a member of the General Assembly

8. Any other Business

Noted:

- i. The process of appointing a staff member to the Board was under review, as part of the wider review of Statutes and Ordinates.

Agreed:

- i. Options will be presented to Nominations Committee at a future meeting
Action: Deputy Secretary

9. Governance Effectiveness Review

Received: A report updating members on progress against the recommendations and suggestions arising from the Governance Effectiveness Review (GER)

Noted:

- i. The Committee were presented with a spreadsheet which confirmed that most actions were completed, with activity in 2022-23 focused on consequential review of Ordinances and Regulations.

10. Dates of future meetings (all meetings planned to be in person, potential for additional meetings to be arranged if required)

Wednesday 23 November 4:30 pm (hybrid meeting)-NB arranged subsequent to the 12 October meeting.

Wednesday 15 March 2023 11am

Wednesday 17 May 2023 12pm