

**Imperial College Union
Board of Trustees / 16 February 2022**

External Trustee Recruitment Update

Authors: Jill Finney (Chair of Trustees)
Dr Lloyd James (President)
Dr Tom Flynn (Managing Director)
Clem Jones (Governance & Democracy Coordinator)

Purpose: To note the update, and to approve the proposed way forward and associated timeline.

1. Context

The Board currently has one vacancy for a lay (external) trustee. After the unsuccessful recruitment round with Inclusive Boards, this was considered in the September 2021 meeting and the decision was made to seek to recruit an individual with experience in people, culture and organisational development.

A recruitment pack went live on various recruitment sites during w/c 13 December 2021. Applications closed on 24 January 2022. We received six expressions of interest and unfortunately only three applications had the prerequisite experience sought to progress from the longlist to shortlist stage. The remaining three applications were examined, however, it was not felt to be a sufficiently sized or experienced pool of candidates to merit further shortlisting for interview. Therefore, the vacancy remains unfilled.

There is a noticeably large number of trustee vacancies being advertised on online at the moment, not just in the students' union sector but across the wider charity sector as a whole; the pandemic appears to be effecting change and turnover on many charity boards. It is hoped that once a number of these vacancies have been filled, there will be increased opportunity of securing interest from high-quality candidates.

2. Evaluation

Extensive effort was made to manage this recruitment round 'in house'. Support was sought from College HR and industry professionals to promote among their networks. Nevertheless, the timing of this recruitment search overlapped with the departure of the Union's former Governance Officer and the recruitment of the current postholder, meaning there was a temporary lack of dedicated coordinator support to enable the recruitment process to be pursued with maximum tenacity. Inclusive Boards have also indicated a lack of interest in assisting us further with our search unless a new contract is initiated.

We want to make sure we recruit a lay trustee with the credentials we are seeking (particularly around HR, people and organisational transformation experience), rather than appointing a suboptimal candidate at this time for the sake of filling the vacancy.

3. Recommendation

In order to secure the best candidates, the use of a recruitment consultant to fill this vacancy is merited. The proposal is to advertise an invitation to tender and then to shortlist bidding recruitment consultants for interview. The suggested panel membership for the recruitment consultant interview panel is:

- Chair of Trustees
- Deputy Chair of Trustees
- Union President
- Managing Director

For the interviews for prospective trustees, the proposal is to run two interview panels:

- i. Student Engagement Panel (chaired by the Union Council Chair, with student membership)
- ii. Interview Panel (chaired by the Chair of Board)

The suggested interview panel membership is:

- Chair of Trustees
- Deputy Chair of Trustees
- Union President
- 1 x Officer Trustee
- 1 x Student Trustee

4. Proposed Timeline

- The invitation to tender for a recruitment consultant will go live on 22 February 2022
- The recruitment consultant interview panel will shortlist w/c 21 March 2022 and interview bidders on 6 April 2022
- We will ask the recruitment consultant to begin their search by 27 April 2022
- We will ask the recruitment consultant to conclude their search for candidates by 25 May 2022
- A shortlisting discussion with the recruitment consultant will take place 1 June 2022
- Interviews will take place on 8 June 2022
- Any proposed appointment would need to be ratified by the 5 July 2022 Union Council meeting at the latest, in order to be ratified before the July meeting of Board
- An appointment paper to come to the 13 July 2022 meeting of Board