



# Board Recruitment Pack







**Sustainable Aquaculture  
Innovation Centre**

Dear potential Board applicant,

Thank you for your interest in becoming a member of the SAIC Board.

This information pack includes:

- An introduction to the Sustainable Aquaculture Innovation Centre (SAIC)
- What to expect throughout the recruitment process
- The role and responsibilities of Board members
- The criteria that will be used to assess candidates

**ABOUT SAIC**

Launched in 2014, SAIC is one of seven Innovation Centres in Scotland. We are part of a unique programme that aims to increase the pace of innovation in key economic sectors. SAIC's mission is to transform aquaculture by unlocking sustainable growth through innovation excellence. Connecting businesses and academics, we fund and support commercially relevant, collaborative research that aims to deliver innovative solutions to key sector challenges.

We work in collaboration with, and on behalf of, our 240-plus consortium members. These range from SMEs to multinational businesses, academic and research institutions, retailers, regulators, and other stakeholders across the sector. Our core funding from the Scottish Funding Council, Scottish Enterprise and Highlands and Islands Enterprise is channelled through the University of Stirling.

An illustration of what Team SAIC does:



**GREENING  
THE BLUE ECONOMY**

through innovative R&D projects that minimise the environmental footprint of fish farming



**FOSTERING  
COLLABORATION**

and forging novel connections between Scottish academics and aquaculture professionals



**EDUCATING AND  
UPSKILLING THE  
WORKFORCE**

via funded MSc, PhD, innovation and leadership programmes



**PROVIDING AN  
INDEPENDENT VOICE**

by offering science-based insights into aquaculture challenges and solutions



**SAFEGUARDING  
JOBS AND REVENUE**

through research that leads to spin-out businesses, new markets, and increased productivity



**TRIPLING RETURN  
ON INVESTMENT**

by generating over £3 in industry and third-party funding for every £1 of public money

You can find additional information on SAIC and our activities on our website.

## ABOUT OUR BOARD MEMBERS' ROLE

The strategic direction and performance of SAIC is overseen by a governance Board, comprising members from industry and academia, together with the CEO and an independent Chairperson. The Board meets four times a year, and Board members are also expected to support SAIC in other ways, examples of which are provided in the role profile. A detailed description of the role, responsibilities, and expected commitment of our Board members is attached.

Membership of the SAIC Board is a superb opportunity to contribute to the growth of a key economic sector in Scotland – a sector of global importance in which we can be world-leading. The role also provides opportunities to support the development of Scotland's Innovation Centres programme and to champion the role of innovation in the UK economy.

We are now looking to recruit two new board members: one person with SME and/or shellfish experience, and one person with a broad UK perspective on applied food science research or on innovation sciences. For the former position, we are keen to hear from someone who runs a Scotland-based SME – either involved in the seafood or aquaculture production supply chains, or the production of shellfish or seaweed. For the latter, applications that demonstrate strong knowledge and experience of the UK-wide research funding landscape will be particularly welcome.

With these appointments, we anticipate broadening the Board's experience and strengthening our capabilities to provide additional industry perspectives and a greater diversity of thought, and to reflect the wide geographical spread of aquaculture interests.

## DIVERSITY AND EQUALITY

SAIC is firmly committed to diversity and equality. There is much evidence to show that increasing Board diversity improves organisational performance, and we are determined to have a broad spectrum of Board members with different points of view and experiences.

## We respect and value...



For our new Board members, we hope to receive suitable applications from a wide range of talented people irrespective of religion or belief, gender, gender identity, age, disability, sexual orientation, ethnic origin, political ideologies or affiliations, relationship status, or caring responsibilities. We especially encourage applications from groups under-represented in public bodies and technology companies, such as women, disabled people, and ethnic minorities.

If you are in any doubt, I would encourage you to apply for this post. We are keen to consider a diverse range of applicants as we recognise the benefits that fresh ideas and different perspectives will bring to SAIC, our Consortium and our sector.

Yours sincerely,

*David Gregory*

Chairman

SAIC (Sustainable Aquaculture Innovation Centre)

## What to expect from the recruitment process

### HOW TO APPLY

Please send your CV and covering letter detailing why you have applied for the role and what your experience, knowledge and networks would bring to it, to [susanward@sustainableaquaculture.com](mailto:susanward@sustainableaquaculture.com)

If you have queries about the role or appointment process, please contact our SAIC CEO, Heather Jones on **07772 354843**. The deadline for applications is 5pm on Wednesday 17 November 2021. We would hope to make decisions on new Board members by the end of January 2022.

### SELECTION PANEL

The Board Appointments Sub-Committee will shortlist candidates against the criteria detailed below. Shortlisted candidates will then be invited to meet the Board Appointments Sub-Committee. The assessment of shortlisted candidates at interview will be made using the candidate criteria grid provided.

### CONFLICTS OF INTEREST

Conflicts may relate to situations where there is a clash between your role on this Board and your professional or personal interests. Also, if you and a panel member have a close relationship, the panel chair can decide that the panel member should not be involved in your assessment and may ask the panel member not to take part in the appointment round.

### TELLING YOU ABOUT PROGRESS

If you are not invited to interview, you will be told about the outcome of your application in writing. If you are invited to interview, you will be offered feedback based on the assessment of your merit in relation to the skills, knowledge and experience required by the person specification.

## Role and responsibilities of SAIC board members

The remit of the Board is available to download from the Resources page on SAIC's website. [Click here](#).

### EXPECTED COMMITMENT

- Time commitment: around six to eight days per annum.
- Attending four Board meetings, usually held in the third or fourth weeks of February, May, August and November each year (typically three are held in Stirling and one in the Highlands and Islands). If face-to-face gatherings are not possible, meetings are held using Microsoft Teams.
- Attending a selected number of public and private events, such as periodic SAIC Consortium meetings, conferences or Board strategy days (amounting to around two days per year).

Appointments are for an initial three-year term, with the possibility of one further three-year term thereafter.

### REMUNERATION AND EXPENSES

Board positions are unremunerated. Travel costs and other expenses incurred in connection with the role will be reimbursed in line with the University of Stirling HR protocols.

# Criteria to be used in assessing applications for SAIC board membership

Below is a list of desirable experience, knowledge, skills and personal qualities sought in candidates. It is unlikely that any one candidate will possess the entire inventory of these desirable characteristics, but candidates should be able to demonstrate that they possess as many of these attributes as possible.

SKILL/QUALITY	WHAT DOES THIS MEAN?	HOW WILL THIS BE TESTED?
<b>Industry Experience</b>	<p>You will have a professional knowledge of farmed food production systems, the aquaculture industry and its supply chain, or the impacts of aquaculture on the environment.</p> <p>You will have extensive knowledge and experience of working in the business community.</p> <p>You may have day-to-day involvement in aquaculture production or work in an organisation that supports sustainable aquaculture growth.</p> <p>You may have other commercial expertise that would be of value to the SAIC Board.</p> <p>You will be familiar with the principles and objectives of the Innovation Centres programme.</p> <p>You will run a small- or medium-sized enterprise.</p> <p>You may have particular knowledge of innovation, data analytics, sensors and imaging systems, information technology and artificial intelligence applications for aquaculture, engineering, or people and skills development.</p>	<p>You will be required to demonstrate your knowledge and experience with relevant examples.</p>
<b>Academic Experience</b>	<p>You will have a deep professional knowledge of a subject area relevant to – although not necessarily directly within – aquaculture, as well as the wider UK food system.</p> <p>You will have experience of liaising with university or research organisations at national or international level.</p> <p>You will be conversant with the structures and mechanisms for the funding of joint public/private initiatives at UK level.</p> <p>You will be familiar with the principles and objectives of the Innovation Centres programme.</p> <p>You may have particular knowledge of issues surrounding sustainable food production, including the potential impacts of climate change on aquaculture, or the effects of aquaculture on the environment.</p>	<p>You will be required to demonstrate your knowledge and experience with relevant examples.</p>

**SKILL/QUALITY****WHAT DOES THIS MEAN?****HOW WILL THIS BE TESTED?****Relevant Knowledge**

*A practical knowledge and understanding of business and of the UK food, aquaculture, innovation and/or research sectors.*

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Applicants will have held at least one senior position within the UK's aquaculture/food/research/innovation sectors.

You will understand the importance of the sector to the Scottish and UK economies and to rural communities.

You will understand the role of innovation in driving economic and social benefit for the UK.

You will positively represent SAIC and the sector in public forums including SAIC events.

You will be comfortable championing SAIC's purpose and act as an ambassador for its activities.

You will be required to demonstrate your knowledge and experience of aquaculture, farmed food animal health or marine issues in writing, and more fully in person, with relevant examples.

During the interview, we will ask you some questions about your knowledge and understanding of what SAIC does, and the role and responsibilities of executive staff and the Board.

**Working With Others**

*Experience and skills to support effective decision-making within groups*

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You will appreciate the knowledge and skills of colleagues.

You will show respect for colleagues.

Clearly explain how conclusions and consensus have been reached. Share knowledge, simplify data, and ensure the Board has a common understanding.

Recognise when information is limited and where more information might be needed.

During the interview, we will ask you to provide some practical examples of situations where you have constructively and collaboratively worked with others.

