**BOARD OF MANAGEMENT**

**RECRUITMENT**

**INFORMATION PACK**



**Welcome,**

Thank you for your interest in the vacancies on the Glasgow Clyde College Board of Management. We are keen to recruit a diverse Board to take the College forward over the coming years, building on our successes and developing our new strategic direction.

Glasgow Clyde College was formed from the merger of three Colleges, Cardonald, Anniesland and Langside and operates from all three campuses. Glasgow Clyde has an excellent reputation for teaching quality. Our vision is to contribute to the prosperity and well-being of Scotland through exceptional achievement. We employ more than 1,000 staff and have a student population of over 21,000 enrolments and in excess of 7,000 full time students.

The Board of Management provides leadership and strategic direction for the College. The Board is also responsible for the governance of the College and is vital to strengthening our position as a leading College within the sector.

Joining the Board of Management offers a great opportunity to utilise your skills to help shape the direction and focus of this College as it develops its new strategy for the next three to five years. We are looking for people with commitment and drive, who share our ambition of serving our community, putting students first, and working with integrity and respect.

In return for your commitment of time and skills we offer induction, training and support for each Board member. Board members will broaden their own knowledge and experience and be an integral part of supporting the future of our younger people. 'Students First' is a guiding value of Glasgow Clyde College. We are sure you will find the role rewarding, particularly in terms of providing you with an opportunity to give back and make a difference to people’s lives.

Board members serve on a voluntary basis however reasonable out-of-pocket expenses for Board business will be reimbursed.

Please note that applicants do not need to have previous experience of Board membership.

We hope this pack will answer most questions for you and give a real understanding of the role. If you have any queries, however please contact our Clerk to the Board, Gillian Murray, [gmurray@glasgowclyde.ac.uk](mailto:gmurray@glasgowclyde.ac.uk) who will be pleased to assist you.



As a Board Member, you would be helping our students achieve their potential.

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**The College Sector**

## Colleges in Glasgow

In recent years there have been significant changes in the college sector across

Scotland. In Glasgow the three colleges (Glasgow Clyde, Glasgow Kelvin and City of Glasgow) were all formed from mergers of the previous nine colleges which served Glasgow communities.

These three Colleges now form the Glasgow region Colleges, working together to deliver a regional strategy for further education.

In 2014, the Glasgow Colleges’ Regional Board (GCRB) was established and each of the three colleges were assigned to the Regional Board. GCRB is responsible for:

* Ensuring that college provision across the Glasgow region is coherent and aligned to regional strategy, reflecting the needs of the regional economy and communities
* The allocation of Scottish Government funding to the Colleges within the region to enable delivery of the regional strategy and objectives
* Monitoring of college performance against the Regional Outcome Agreement (ROA)

The regional board (GCRB) and the three Glasgow Colleges whilst each retaining their own independence and structures contribute to the further and higher education services available to students from the wider Glasgow area, from across the UK and internationally. Through GCRB we have a combined voice to represent the interests of students who have chosen to make Glasgow their city for studies and development.

Diversity is a priority for the Glasgow Clyde College board. We believe we will serve our students best if we have a diverse mix of skills and experience among our board members.

## About Us

Glasgow Clyde College offers a wide variety of qualifications and courses at both higher education (HE) level and further education (FE). Glasgow Clyde College is the largest provider of FE in Glasgow. Our portfolio has seen over 1000 Modern Apprenticeships in 2017/18 and our partnerships across industry continue to develop. Through partnership with universities we also enable many students to continue onto degree courses.

The curriculum we offer is diverse, and responds to needs and demand and, increasingly, to developments within industry, the environment and economic activity of Scotland as a whole. Recent years has seen substantial growth in new technology used across our campuses which enhances the learning environment.

We have strong links with business and industry partners and much of our offering enhances employability by meeting employers' needs in a fast evolving world. We cater for young students who join us from school but also working age, and older students either studying as part of their existing occupation or learning new skills.

Glasgow Clyde College has four faculties:

The Faculty of Access and Learning offers access routes into learning and employment. This faculty offers day, evening and community based courses to meet the needs of our diverse communities. This faculty includes ESOL (English for Speakers of Other Languages), Adult Literacy and Numeracy, Return to Study courses, the Princes Trust Team programme and Employability as well as courses for Learners with Additional Support Needs.

The Faculty of Business, Creative and Digital Industries offers a wide portfolio of courses relevant to the business and creative industries. Courses are highly specialised ranging from finance administration and Information Technology to fashion design, fashion manufacturing, dance, music and performing arts and more. Students are able to access graphics, television production and media courses with first class facilities available.

The Faculty of Engineering, Computing and the Built Environment has strong partnerships with key employers in the public and private sectors. We respond to industry needs and have a wide range of courses which include engineering, electronics, energy, plumbing, construction and computing. We are Scotland’s only provider of water courses delivering on behalf of Scottish Water.

The Faculty of Health and Wellbeing also offers an extensive range of courses. These include social care, early years, sport, tourism, catering and hospitality, hairdressing, beauty and complementary therapies. This faculty manages a number of school / college partnerships delivering to over 1000 school pupils across the academic year.



## The Role of the College Board

The Board is responsible for the overall functioning and strategic direction of the college. It is responsible for ensuring the effective management of the College and for planning its future development. Its responsibility also extends to ensuring the delivery of targets in the Regional Outcome Agreement and in providing the relevant reports and information to the Regional Board (GCRB – Glasgow Colleges’ Regional Board).

As the College is publicly funded, it is very important that there is clear accountability and robust corporate governance. These areas are a responsibility for the Board of Management. It is essential for the public to have confidence in how the College is managed.

In addition, the Board has a representational and promotional role; it should reflect the College’s core values and promote its commitment to equality and inclusion. The Board is ultimately the strategic leadership of the College supporting the Principal and Senior Leadership Team. It seeks to ensure that the College is working to achieve excellence in student experience.

## The Role of a Board Member

### Overall Objective

To support and provide strategic leadership and oversight to Glasgow Clyde College. To agree the direction and aims of the College, maintaining a strong collective sense of delivery, accountability, and challenge in the investment of significant public funds. To contribute to the Board’s duties, roles and responsibilities including those of an employer.

### Key Duties

* Strategic development: setting and agreeing the vision, purpose, outcomes, goals and performance measures for the College
* Overseeing and actively contributing to the effective performance of the Board’s activities and ensuring achievement of its aims
* Ensuring effectiveness and efficiency; that resources (financial, physical, staff) are used effectively and responsibly to support local priorities and strategic objectives
* Ensuring sound financial management. Monitoring relevant budgets, expenditure and key financial targets whilst ensuring corrective action is taken
* Ensuring appropriate systems are in place which manage and control risks, identifying at early stages and mitigating impact. Ensuring systems are reviewed periodically
* Overseeing the human resource performance, policies and key practices affecting staff and stakeholders; ensuring the positive student experience with particular view to equality and inclusion issues
* Developing stakeholder relations as appropriate and maintaining these; ensuring the College practices promote excellent relations.

### Business of the Board

* Preparing for and attending five full Board meetings per year
* Contributing to Board decisions
* Working with other Board members openly in a supportive and constructive manner
* Chairing or participating in at least one Board committee
* Attending occasional key College or external events

Individual Board members should act in accordance with the responsibilities of the Board as a whole and comply at all times with the College’s Code of Conduct for Board Members and Articles of Governance.

The Board is accountable for outcome agreements which meet the needs of the region and make best use of available funding, consistent with national strategy and in agreement with Scottish Funding Council.

The Board approves the statement of accounts for each financial year and annual College reviews.

### Public Service Role

Membership of the Board is a public service role and you will be expected to uphold high ethical standards of integrity and probity and adhere to the nine principles of public life set out by the Committee on Standards in Public Life. At all times a Board member will act in good faith and in the best interest of students and of the College.

### Information, Training and Induction

Once appointed, induction will be provided to new Board members including corporate governance training and, if required, a basic overview of financial accounts.

### Time Commitment

The Board usually meets at least five times each year and holds one full day development event. Committees meet either three or four times each year. Meetings are generally held in the early evening (usually Wednesdays).

In addition, attendance at key College events or additional training and development opportunities is expected whenever appropriate and possible.

### Length of Appointment

Appointments are approved at GCRB level, and can be for a period of up to four years. This would be confirmed at the time of appointment. Appointments can then be renewed for a further period subject to performance and approval.

### Remuneration

There is no remuneration attached to this post. Expenses including reasonable travel and subsistence can be met where these are wholly incurred in the carrying out of duties.

### Further information

For further information, or copies of any documents referenced, please contact

Gillian Murray, Clerk to the Board at gmurray@glasgowclyde.ac.uk

## Person Specification

This person specification will form the basis of assessment criteria for applicants to Board membership.

The role of a non-executive members is a public service role and you will be expected to uphold high ethical standards and act always in the best interests of the college and its students.

Previous Board experience is not essential.

While we need people with a variety of general skills and personal qualities to enable the Board to work effectively, the Board is also keen to have some individual members who bring some specific, additional priority skills/experience. Please note you are not required to have these priority skills in order to make an application. However, the Board will be looking to have these skills available in its overall skills mix at this time. The general requirements and other skills are set out below.

The general skills and personal qualities we are looking for do not have to have been gained by working in a management post or at a senior level. You may just have a natural aptitude in these areas or you may have gained them from being active in your community, in a voluntary capacity or just through your life experience”

**General Requirements**

| **General Requirement** | **What does this mean?** | **How will this be tested** |
| --- | --- | --- |
| Provide strategic advice and ability to see the bigger picture | * able to look ahead and consider issues/topics within different timeframes * identifying relevant implications from what is being discussed such as challenges, risks etc. * seeing beyond your own personal experience or specialism and considering other information and perspectives * does not take a short term, parochial view | Please tell us in your application about your experience and ability and how this has been gained. This will also be discussed at interview.  This experience can be in any sector – private, third or public sector. |
| Working collaboratively & constructively with others | * appreciating the knowledge/skills of colleagues * supporting colleagues whenever possible * sharing knowledge at every opportunity * showing respect for colleagues and stakeholders * striving to achieve consensus * able to accept a consensus decision even if it goes against a personal view | During the interview we will ask you to give us some practical examples of situations where you have worked collaboratively and constructively with others. This may have been in employment, through working in the community or in a voluntary capacity |
| Ability to analyse complex information to reach sound conclusions and decisions | * using information which is available to reach conclusions * clearly explain how conclusions have been reached * identifying some of the implications associated with what you are considering – priorities, risks, opportunities etc. * recognising when information is limited and where more information might be needed * being able to balance a number of different considerations | Please tell us in your application about times when in your work or other parts of your life when you have had to do this, what was involved and the outcome |
| An understanding of and an interest in Education | An understanding of the education sector | During the interview we will ask you some questions about your knowledge and understanding of the role and importance of Education – you do not need any specific experience |
| An understanding of corporate governance | Knowledge of what a board is and what it is required to do or what corporate governance means more generally | In your application, please explain how you have been involved in or become aware of what corporate governance is – previous board experience is not required |
| Communicating effectively | * being focussed and succinct in your communication with good listening skills * confident in expressing views and opinions in a group setting * persuasive, able to influence others to your own perspective * able to adapt your style appropriately for different situations * satisfactory written skills | We will assess your written skills from the completion of your written application. We will assess your verbal skills through the interview |
| Commitment to the principles of equality, diversity and inclusion | Are you clear on what these mean and why they are important for a college? | During the interview we will ask for an example to evidence of this commitment |
| An understanding of and commitment to the nine principles of public life in Scotland | These are   * Selflessness * Integrity * Objectivity * Accountability * Openness * Honesty * Leadership * Duty * Respect | During the interview we will check whether this requirement is understood |
| Competent in the use of information and communications technology | * Able to use email * Willing to read board papers online | This will be assessed from the application process and checked at interview |

**Desirable Criteria**

| **Criterion** | **What does this mean?** | **How will this be tested** |
| --- | --- | --- |
| An understanding of the current challenges and opportunities in the College sector | * knowledge/understanding of the college sector in Scotland and its recent history * able to explain the importance of the college sector in Scotland * can enthuse others about the sector | In your application please outline your knowledge |
| Financial experience | * We need a person who has experience of working in  finance, audit or risk, who would be able to offer advice to the Board and also participate in either the Audit or Finance and Resources Committees. A formal qualification in finance is not essential but it is considered desirable | We will want you to tell us about your experience and how this has been gained in the written application. We will also be having a discussion with you about this during the interview |
| Knowledge/understanding of ethnic minority communities | * You may have first-hand knowledge/understanding gained through belonging to an ethnic minority community or you may have gained knowledge/understanding by working closely with ethnic minority communities or groups | We will want you to tell us about your knowledge/ understanding and how this has been gained in the written application. We will also be having a discussion with you about this during the interview |

To reiterate – It is not necessary for you to have the Desirable criteria listed in order to make an application. However, it is equally important that you are able to demonstrate **all** of the General criteria listed.

### Register of Interests

The College maintains a Register of Interests for all Board members and persons with significant control of the College. New Board members will be required to complete this declaration on appointment.

### Fit and Proper Person Test

The fit and proper persons test is a statutory requirement which applies to the ‘managers’ of the charity. The term ‘manager’ is defined in the legislation as the persons having the general control and management of the administration of the charity. This can apply to the trustees of charities, directors of corporate charities, directors of corporate trustees, CASC officials, and any other persons having general control and management over the running of the charity or the application of its assets.

A manager would include all trustees or directors of a corporate charity but may also extend to certain employees who are able to determine how a significant proportion of the charity’s funds are spent. Glasgow Clyde College is a registered charity in Scotland.

This form is included with the Application Form and should be returned when applying.

## Application Process

Glasgow Clyde College particularly welcomes applications from groups currently under-represented such as women, disabled people and those from ethnic minorities.

Your application will be considered by a panel who will review the information you have provided against the person specification and the overall skills matrix for the Board. Applicants not selected for interview will be notified. If you are to be interviewed, you will be sent an invitation letter. You will be advised of the names of the members of the interview panel in your invitation for interview letter.

The interview will last approximately 1 hour, during which the interview panel will:

* ask you questions based upon the information you have provided in your application to verify this and explore the skills and experience you could bring to the Board; and
* provide you with an opportunity to ask any questions you may have about the College or service with the Board.

Following the interview panel’s deliberations and decisions, the Chair of the Board is required to submit nominations for appointment to the Glasgow Colleges’ Regional Board for final approval.

In addition to the application form please submit a CV of no more than two sides of A4 in font no smaller than 11 detailing positions held and relevant dates.

The deadline for applications is **Friday 21st June 2019.**

Please note that we also accept applications in audio, Braille, or large print. We also accept applications in Gaelic and will respond in Gaelic as quickly as we would in English.

Please let us know of any special disability related adjustments which you may require to attend interview, if invited. Interviews may be held at any one of the three campus sites and you will be notified accordingly.

The Monitoring form is not seen by the selection panel and will not be used to assess your suitability for appointment.

Applications by email should be made to gmurray@glasgowclyde.ac.uk

Applications by post should be made to

Gillian Murray

Clerk to the Board

Glasgow Clyde College

50 Prospecthill Road

Glasgow G42 9LB

Enquiries by phone should be made to 0141 272 3996

We thank you for your interest and look forward to receiving your application.