

Board of Management

October 2020

Dear Applicant

West College Scotland Board of Management – Appointment of Non-Executive Board Members

Thank you for your interest in the appointment of non-executive Board members for the Board of Management of West College Scotland. Please find enclosed information outlining the role of a non-executive member of the Board.

With more than 22,000 students, 1,200 staff and a turnover of £66m, the College is the second largest Regional College in Scotland. Our main campuses are in Clydebank, Paisley and Greenock, although we have a presence across six local authorities and fifteen towns and work from nearly fifty locations. A recent Scottish Funding Council review acknowledged the need for capital investment in our estate, especially at Greenock and Paisley, which is among the most acute in the entire sector. Our plans are not just to rebuild what we have but to create a state-of-the-art, industry-standard hub for local businesses to utilise and for our local communities to access.

We also provide training for a range of business partners, from small- and medium-sized local companies to some of the biggest companies in the world. We are proud of the impact we have on our region and beyond, and we are passionate about making a difference.

The Board of Management is now seeking enthusiastic individuals who have, or can develop, the skills to deal with complex issues and promote high standards of governance. You do not need to be an expert in education or training to join our Board. You need an enquiring mind, an analytical approach with the capability of constructive challenge, and a commitment to helping our students thrive in the local and national economy. You will receive training and support to learn the new skills you may require.

Further details on the requirements for the role can be found in the following pages.

Thank you for your interest.

Waiyin Hatton
Chair, Board of Management

Guidance Note for Applicants

Please read these notes carefully before you apply.

Contents

This pack contains the following:

- Welcome letter
- Guidance Note for Applicants
- Background information
- Role Description, including the Nine Principles of Public Life
- Process, assessment criteria and method including guidance notes for applicants
- Equal Opportunities Monitoring form

For further information about the role, or if you have any general queries regarding this application pack, or require this information in a different format, please do not hesitate to contact Shirley Gordon, Secretary to the Board, by calling 07768 653759 or emailing shirley.gordon@wcs.ac.uk or Charlene Clark, PA to the Principal, on 0141 581 2201 or charlene.clark@wcs.ac.uk.

If you would like an informal chat with Waiyin Hatton, Chair of the Board of Management, please do not hesitate to call her on 07985 722621 or waiyin@waibeyond.com.

We are keen to encourage applications from groups currently under-represented on Scotland's public bodies, such as women, people with a disability, people aged under 50, and black, Asian and ethnic minority applicants. As a Disability Confident organisation, we offer a guaranteed interview scheme for applicants who have declared a disability and who meet the essential requirements of the role.

Closing date: Monday 26 October 2020

Background Information

Colleges in Scotland

Scotland's colleges play a crucial role in the delivery of education and training to young people and adults of all ages and are a key means of improving the economic and social wellbeing of the people of Scotland. Colleges offer a wide range of qualifications and courses at further and higher education levels across a diverse curriculum, including vocational education and training - to a very broad range of people and communities. With enrolments of over 200,000 annually and a geographical coverage that extends from all the major towns and cities to remote rural areas, the sector is central to the Government's economic growth, education, employability and social inclusion agendas.

National Context

Colleges are organised on a regional basis with 10 single Regional Colleges and 3 Multi-College Regions as follows:

- Ten single Regional Colleges: Ayrshire, Borders, Dundee and Angus, Dumfries and Galloway, Edinburgh, Fife, Forth Valley, North East Scotland, West and West Lothian; and
- Three Multi-College Regions: Glasgow Colleges Regional Board (comprising City of Glasgow, Clyde and Kelvin Colleges); New College Lanarkshire; and the University of the Highlands and Islands which delegates its Regional Strategic Body functions to the UHI FE Regional Board.

Further information on this Regional structure and the sector in general can be found on the Colleges Scotland website at the following link: <http://collegesscotland.ac.uk/>

The Scottish Government's reform of the College Sector involved an overhaul of college governance, with a range of measures aimed at improving the accountability of colleges, commensurate with the significant amount of public funding they receive. A key measure is the introduction of a more open and fair processes for making Board appointments and the Ministerial appointment of Board chairs which is now via a regulated public appointments process. Additionally, the Office of National Statistics reclassified the colleges in Scotland so that they are treated as part of central government for financial budgeting and reporting purposes. Funding is allocated to the College via the Scottish Funding Council. The College's Regional Outcome Agreement with the Scottish Funding Council can be found at:

<http://www.sfc.ac.uk/funding/outcome-agreements/outcome-agreements.aspx>

West College Scotland Region Context

West College Scotland was created on 1 August 2013 by the merger of Reid Kerr College in Paisley, Clydebank College and the Inverclyde campuses of James Watt College. The College delivers education and vocational training to the West Region of Scotland, a catchment area of 1.2 million people, representing 23% of the resident population of Scotland.

With more than 22,000 students, 1,200 staff and a turnover of £66m, the College is the second largest Regional College in Scotland. Our main campuses are in Clydebank, Paisley and Greenock, although we have a presence across six local authorities and fifteen towns and work from nearly fifty locations. A recent Scottish Funding Council review acknowledged the need for capital investment in our estate, especially at Greenock and Paisley, which is among the

most acute in the entire sector. Our plans are not just to rebuild what we have but to create a state-of-the-art, industry-standard hub for local businesses to utilise and for our local communities to access.

Our immediate local authority areas are Renfrewshire, Inverclyde and West Dunbartonshire. All three claim a rich industrial heritage, including shipbuilding, engineering and textiles. Each, though, has struggled to replace these industries as they declined and therefore have experienced many decades of structural economic change. Many local communities continue to face serious economic and social challenges surrounding skills, employment, deprivation and depopulation. There are, however, many areas of significant growth and opportunity across the Region. For example, investment in the Advanced Manufacturing Innovation District, the National Manufacturing Institute Scotland, the Medicines Manufacturing Institute Scotland, the expansion of the Golden Jubilee Hospital and the Glasgow City Deal all offer opportunities for residents of the West Region, and for West College Scotland to support the skills pipeline required by these investments.

As a Regional College, West College Scotland wants to use our enhanced influence to make a difference. We want to strengthen our innovative partnerships with employers, schools and other stakeholders to encourage economic growth, employability and progression for our young people. In 2017-18 25% of West College Scotland activity was delivered to students in SIMD10 postcodes (Scottish Index of Multiple Deprivation). We strive to widen access to education, improve attainment and enhance social mobility across the West region.

In the last academic year, we worked with 32 secondary schools across the West of Scotland delivering courses to some 1,500 senior phase secondary school pupils in a variety of tailored courses – from short, taster programmes to vocational qualifications delivered in school, in College and online.

We have well established and productive employer partnerships with both large companies, including Scottish Leather Group, BAE Systems and Ferguson Marine Engineering, and local SME's (Small and Medium size Enterprises). We enable these organisations to upskill their workforce through vocational training, including Modern Apprenticeships, to increase productivity as well as delivering skills pipelines for the recruitment of new employees through Foundation Apprenticeships and pre-Apprenticeship programmes.

The College is also ambitious to win a share of international markets and has entered into partnerships with colleges across the world, including in Vietnam, Malaysia, China, India and the EU.

As a Regional College, West College Scotland believes we can use our scale to provide leadership within the sector and within our region to the benefit of young people and adults returning to education, for our communities and for the wider Scottish economy.

For more information on the College, please see:

'Collective Ambition, Pride and Passion, Inspirational and Innovative', Strategy 2019-2025:
<https://www.westcollegescotland.ac.uk/media/213490/west-college-scotland-strategy-2019-web.pdf>

Annual Review 2019:

https://www.westcollegescotland.ac.uk/media/213489/annual-review-2019-web_compressed.pdf

West College Scotland

The College offers over 400 full-time, part-time and distance learning courses at different levels, such as HND, HNC and NC's, as well as a range of professional development courses and various community and outreach programmes. Since our formation, the College has built a solid foundation delivering first-class education and training to our students and forging partnerships with organisations across our Region and beyond. The training and expertise we offer extends across a range of industries and sectors: from energy conservation and storage to integrated health and social care; from travel and tourism to digital technology. We have partnerships with stakeholders across four local authorities and are in a unique position to identify and deliver the training and skills needed by a modern regional economy.

The College is committed to putting the student at the heart of everything we do and is continually updating and refreshing the curriculum to ensure it remains appropriate and relevant in order to meet the needs of students and the demands of employers. Indeed, the College undertook a survey of local employers in order to identify their priorities for the future and how the College can help them achieve these. 231 organisations, employing 65,000 people, provided responses to this survey, the findings of which were published in the report 'Our Workforce, Our Future – West of Scotland Skills Survey 2018', the first survey of its kind to be undertaken by a college or university in Scotland. The survey report can be found at the following link:

<https://www.westcollegescotland.ac.uk/our-workforce-our-future/>

The main findings emerging from this are that employers are finding that they have at least one hard-to-fill vacancy, citing necessary qualifications and specialist skills as being the most difficult to obtain from applicants. Almost 9 in 10 of the employers say that their workforce would benefit from further training and development to improve their skillset. The College is working with employers, large and small, to meet these challenges and turn them into opportunities for future prosperity and growth. In return, we look to employers to provide opportunities for 'real life' work experience for our students in order to help them find employment at the end of their studies.

The College works closely with schools in its three main regions, Inverclyde, Renfrewshire and West Dunbartonshire, and provides vocational learning opportunities for school pupils as well as Foundation Apprenticeships. These can be delivered either in school or in the College.

The College staff work closely with the Students Association to ensure that students receive a positive learning experience and the support that they require. Some of the recent challenges have been providing support to students with mental health issues, students who are carers and students who have come through the care system.

The College also has a duty of care to its staff. It currently employs 1,200 staff at its campuses in Clydebank, Greenock and Paisley, making it one of the largest employers in the West Region and an important driver of the local economy. The College actively encourages its staff to

undertake appropriate development and training opportunities. It also promotes a culture of openness and honesty, respect for others, team working and striving for excellence.

In addition to its People Strategy and Workforce Planning Strategy, it has recently developed an Employee Health and Wellbeing Strategy. This focuses on ensuring that staff are provided with support as and when required, as well as opportunities to improve their health and wellbeing, whether through the provision of health and diet checks and advice, or access to an external counselling service that can provide help and assistance to staff coping with bereavement, with mental or physical problems, financial concerns, or other concerns that might impair their abilities to function at their best. The College also recently ran a resilience based programme that included training in stress awareness, mindfulness and mental health awareness.

Board of Management

The Board of Management is essential to the development and achievement of the strategic aims and objectives of the College. The College Board of Management is collectively responsible for overseeing the College's activities, determining its future direction and fostering an environment in which the College vision is achieved and the potential of all learners is maximised. The Board of Management must ensure compliance with the relevant legislation and other regulatory requirements and, subject to these, take all final decisions on matters of fundamental concern to the College and be accountable for them.

The Board comprises 18 members as follows:

- The Chair
- The Principal
- 2 members of staff elected to the Board (1 from the Teaching staff and 1 from the Support staff)
- 2 students nominated by the Students Association
- 12 Non-Executive members.

The non-executive members are recruited based on their skills, expertise and experience that they can bring to the Board.

In February 2019, the Minister announced that it was the intention to add 2 Trade Union nominees to the Board, in addition to elected staff members.

Role Description

As a Board Member, your overarching duty is to use your skills, knowledge and time to work as best you can with your chair, fellow Board members and staff to ensure that the College fulfils its responsibilities. The power to make decisions and hold staff to account in order to deliver these responsibilities lies with the Board as a whole and not any individual member. As a Board member you will not be held personally liable for any decisions taken by the Board or College as long as any actions you take or decisions you make are done “honestly and in good faith”.

The main duties of the role of a member of the Board of Management of West College Scotland are described below:

1. **Governance:**
 - a) to lead the College for the benefit of its students, employees and other stakeholders; and
 - b) to ensure compliance with all relevant legal and financial requirements.

2. **Contribute** to the fulfilment of the Board’s duties, roles and responsibilities including those as an employer, which will comprise:
 - a) Strategy development;
 - b) Leadership;
 - c) Efficiency and effectiveness of the use of resources;
 - d) Financial management oversight;
 - e) Risk management and control;
 - f) Stakeholder relationships.

3. **Participate** in the business of the Board, including:
 - a) Preparing for and attending Board meetings (normally 5 per annum);
 - b) Contributing to the making of Board decisions;
 - c) Chairing or participating in at least one Board Committee;
 - d) Attending and participating in strategic planning, training and other development events;
 - e) Representing the Board externally where required.

All members should exercise their responsibilities in the interests of the College as a whole rather than as a representative of any constituency.

Further information about the role of Boards and Board Members can be found on the College Development Network website at:

<http://www.collegedevelopmentnetwork.ac.uk/projects/governance-leadership-and-management/governance/>

Public Service Role

In carrying out this public service role, 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 (based on the Nolan Principles) (see **Annex A**). At all times you will act in good faith and in the best interests of the learners. You are referred to the Standards Commissions Members’ Model Code of Conduct which can be found at

<https://www.standardscommissionscotland.org.uk/codes-of-conduct/members-model-code-of-conduct>

This Code sets out the standards of behaviour expected of those involved in public life in Scotland and you should review this prior to submitting your application. The College Code of Conduct is based on this Model Code and is available on the College website at <http://www.westcollegescotland.ac.uk/about-us/board-of-management/>

Trustee Role

As West College Scotland is a registered charity, you will need to be aware of your role as a Charity Trustee. You are referred to the Office of Scottish Charity Regulator's guidance for charity trustees which can be found at <https://www.oscr.org.uk/guidance-and-forms/managing-a-charity-guidance/>.

The College maintains and publicly discloses a Register of Interests of members of the Board of Management.

Training and Induction

As a Board member you have a duty to continue to develop your knowledge and skills as appropriate, but you can expect to be supported. If appointed as a Board member you will be provided with appropriate training and induction designed to help you perform effectively in your role. There will be an initial induction session in the College, which will be supplemented with any further induction/development required to assist you in your role. You will be required to attend induction training that is provided nationally through the College Development Network within 6 months of taking up appointment.

You are entitled to ask your Chair, Board Secretary and senior staff to help you identify and build the specific knowledge and expertise required for the role. This might range from basic information about the role of a Board member, information on the College itself, the views of its students and its staff, through to an appreciation of the wider external environment in which the college and its Board need to operate.

Being on a College Board is a multi-faceted role and a good Board member never stops learning and building their knowledge and expertise. For that reason the sector has a Development Framework to support Board members with written material, newsletters, seminars, checklists, and workshops at college, regional and national level covering the four areas of required development: non-executive skills; organisational knowledge; team working and knowledge of the external environment (as appropriate for each individual).

Time Commitment

It is the intention that the Board will meet 5 times during each academic session. Board meetings are held on a Monday, normally starting at 4.00 p.m. and usually last for 2 hours. If additional meetings are required, you will be given adequate notice of this to allow you time to make any necessary arrangements. The Board meetings are held on each of the three campuses, Clydebank, Paisley and Greenock. You will be informed before the start of each academic session where and when the meetings will be held for the coming year.

Board members are normally also appointed to the membership of a Committee of the Board. These normally meet 4 times during the year. These meetings are also normally held in the late afternoon, starting at 4.00 p.m. and usually lasting 1.5 – 2 hours. Committee meetings may be held either all at one campus, or may rotate round the three campuses, depending on the Committee. You will be informed at the outset if you are invited to join one of these Committees and what its pattern of meetings for the coming session will be. You will also be provided with an introduction to the Committee and its role when you join.

In addition to this, members are expected to attend strategic and effectiveness review meetings of the Board, and are encouraged to attend development events, both in-house and externally provided, as appropriate.

The time commitment for the role of Board member, including preparing for and attending meetings, is around 12 – 14 days per annum.

Length of Term of Appointment

The length of term will be for a period of up to four years, to be advised at the time of appointment.

You will be expected to attend an annual review meeting either with the Chair or the Vice Chair of the Board to review your performance and to consider any development or training needs you might have. Appointment may be renewed subject to evidence of effective performance and to satisfying the requirements of the person specification for the role at the time of re-appointment. Any re-appointment will be for a period of up to 4 years.

All appointments and re-appointments are subject to approval by the Board and by the Scottish Ministers.

Remuneration

There is no remuneration for these posts. The College will meet reasonable expenses incurred as a result of carrying out the duties of the appointment including travel and subsistence, and dependant carer and childcare.

Process, Assessment Criteria and Method Including Guidance Notes for Applicants

1. Your Application

The information in your application is important in determining whether you will proceed through the assessment stages conducted by the selection panel. The stages include:

- a sift of all applications received;
- shortlisting for interview, following which you will be notified if you will proceed to the next stage or not;
- the interview itself and, if successful,
- appointment by the Board with approval from Scottish Ministers.

The Board of Management of West College Scotland welcomes applications from groups currently under-represented on Scotland's public bodies, such as women, black, Asian and ethnic minorities, disabled people and people aged under 50.

All Board members need to have specific general skills and personal qualities which will enable them to make a good contribution to the Board, but these do not have to have been gained by working at a management post or at a senior/strategic level. You may have gained these skills through being active in your community, in a voluntary capacity or through your personal experience. We are looking for people with enquiring minds and who can communicate ideas and thoughts to others. Please read the criteria as noted in Annex B in conjunction with the Role Description. The criteria describes the skills, knowledge and experience a Member of the Board of Management will require to perform that role.

2. Completing Your Application

Please submit a brief CV and covering letter along with the Equal Opportunity Monitoring form either by email to: shirley.gordon@wcs.ac.uk or by post to:

Shirley Gordon
Secretary to the Board of Management
West College Scotland
Renfrew Road
Paisley
PA3 4DR

If you require to submit your application in any another format, please contact Shirley.

NOTE - Closing date for receipt of applications is Monday 26 October 2020.

The **Equal Opportunity Monitoring Information form** is not seen by the selection panel and will not be used to assess your suitability for appointment. This can be found at <https://www.westcollegescotland.ac.uk/member-for-the-board/>

Your brief CV and covering letter are made available to the Selection Panel.

Please review the role description and assessment criteria before producing your covering

letter. The covering letter should contain a statement which demonstrates how your skills and experience match the criteria or that you can achieve these skills with some further development as appropriate. It should be noted that an induction process and continuing development opportunities will be provided to all Board members. The Board also operates a mentoring system, where longer serving Board members support new members.

3. Selection Panel Evaluation

The Selection Panel must provide enough information and evidence to Scottish Ministers to enable them to feel confident that the person they are appointing to the Board of the public body is suitable to take up the appointment. In the context of public appointments, this is an individual who is suitable for appointment because they meet the requirements of the role and because their past or present activities and/or behaviours do not render them unsuitable for a given appointment. There are various checks built into the stages of the appointment process designed to gather the appropriate information and evidence required including:

- Evaluation of the evidence provided by you in relation to the skills, knowledge and experience required for the role will be tested in the application and further probed at interview, should you be invited.
- Confirmation that you understand the work of the body and the nature of the appointment and that you are not aware of having committed any offence or performed any act incompatible with the position that you are applying for.
- The publicity for the roles sets out the time commitment involved. If invited for interview, this will be fully explored with you to ensure that you can offer the appropriate assurance that you can undertake the commitment required.
- Prior to, or during the interview you will be asked questions about potential conflicts of interest. At interview you will be asked to confirm that, to the best of your knowledge, you do not have any conflicts that are incompatible or unmanageable should you be appointed to the Board. If you have declared a conflict, then this may be explored further with you at interview.
- If appointed to Board membership then you will be asked to sign your agreement to abide by terms and conditions set out in the letter of appointment, which includes agreeing to abide by the College's Code of Conduct.
- Information on disqualifications is provided in the application pack material and you are asked to review this prior to submitting your application – see 10 below. Confirmation that you are not disqualified on any grounds from being appointed to this Board may be sought at interview.

By virtue of submitting an application you are declaring that the information provided is, to the best of your knowledge and belief, true and complete.

4. How we will handle your application

Initially your completed application will be assessed against the advertised criteria for these appointments (see above section 1 – “Your Application”). The panel will invite to interview those applicants who most closely meet the criteria, or who can demonstrate their ability to meet these criteria over time given the appropriate support and development opportunities.

Applicants invited to interview will be advised of the membership of the Selection Panel in

their invitation letter and will be asked to declare if and how they know any of the Panel.

Applicants who are not selected for the interview stage of the assessment will be advised of the outcome of their applications in writing (normally via email).

If invited to the interview stage and you have a disability, it will be at this point that you should let us know (contact details will be provided in your invitation to next stage) if you would like particular arrangements made.

The Board of Management will appoint successful applicants with approval from the Scottish Ministers. If you are successful you will be invited in writing to accept the appointment.

We will comply with the General Data Protection Regulations and will not retain your personal data any longer than is necessary for the completion of this appointment process. Any statistical data retained will be anonymised.

5. Appointment Timetable

The table below shows an indicative timeline for the appointments process.

Stage in Progress	Timescale
Process approved by the Board at its meeting held on	Monday 5 October 2020
Date appointments publicised	Tuesday 6 October 2020
Closing date for applications	Monday 26 October 2020
Shortlisting to select applicants for interview	Aim for M9/ T10 or W11 November 2020
Outcome of shortlist to be relayed to applicants	Aim for M16/ T17 or W18 November 2020
Date for interviews	Tuesday 1 December 2020
Board meeting to approve appointments	Monday 14 December 2020
Date by which the Chair will make recommendation to the Scottish Ministers for appointment	Aim for T15 or W16 December 2020
Date by which Scottish Ministers should approve appointment	Aim for w/e Friday 15 Jan 2021
Date by which outcome of interview will be relayed to applicants	Aim for M18/ T19 or W20 January 2021
Date by which successful applicants should accept position in writing	Friday 29 January 2021
Date of Appointment	1 February 2021

6. Equality and Diversity

West College Scotland is an Equal Opportunities Employer and it would be very helpful if you could complete and return the Equal Opportunities Monitoring Information form with your application. This can be found at:

<https://www.westcollegescotland.ac.uk/member-for-the-board/>

Accessibility to public appointments is a fundamental requirement and the public appointments process promotes, demonstrates and upholds equality of opportunity and treatment to all applicants. Please note that we guarantee interviews for applicants who have declared a disability and who meet the Essential Skills and Experience criteria as detailed in Annex B.

7. Postage

If returning your application by post, please ensure it bears the correct value of postage.

8. Interviews/Expenses

Applicants can claim for reasonable expenses incurred in attending for interview, including dependent carer expenses. It is expected that the most efficient and economic means of travel will be used, and reimbursement will normally be restricted to that amount.

9. Publicising Appointments

Should you be appointed, some of the information that you have provided may be made public in a press announcement of your appointment. We will liaise with you in advance of any such announcement. This applies particularly to any other public appointments you may hold, and of any significant political activity recently undertaken by you. The press release may include:

- Your name;
- A brief summary of the skills, knowledge and experience you bring to the role;
- The period of appointment;
- Details of all other public appointments held.

10. Criteria for Disqualification - Persons Not Eligible for Appointment

Paragraph 6(1) and 6(2) of schedule 2B to the 2005 Act, as inserted by section 11(2) of the 2013 Act

6 (1) A person is not eligible for appointment as a member of the Board if the person—

- (a) has within 5 years of the date on which the appointment would take effect, been sentenced (following conviction for an offence in the United Kingdom, the Channel Islands, the Isle of Man or the Irish Republic) to imprisonment for a period of not less than 3 months, whether suspended or not, without the option of a fine;
- (b) is an undischarged bankrupt; or
- (c) has been removed from office under section 24 of the 1992 Act (in relation to any college) or section 23Q of this Act (in relation to any regional Board).

- (2) For the purposes of sub-paragraph (1)(b), “undischarged bankrupt” means a person
- (a) whose estate has been sequestrated and who has not been discharged (or against whom a bankruptcy order has been made and is still in force);
 - (b) who has granted a trust deed for, or made a composition or arrangement with, creditors (and has not been discharged in respect of it);
 - (c) who is the subject of a bankruptcy restrictions order, or an interim bankruptcy restrictions order, made under the Bankruptcy (Scotland) Act 1985 or the Insolvency Act 1986;
 - (d) who is the subject of a bankruptcy restrictions undertaking entered into under either of those Acts;
 - (e) who has been adjudged bankrupt (and has not been discharged); or
 - (f) who is subject to any other kind of order, arrangement or undertaking analogous to those described in paragraphs (a) to (d), anywhere in the world.

Annex A - The Nine Principles of Public Life

Public Service

You have a duty to act in the interests of the public body of which you are a member and in accordance with the core tasks of that body.

Selflessness

You have a duty to take decisions solely in terms of public interest. You must not act in order to gain financial or other material benefit for yourself, family or friends.

Integrity

You must not place yourself under any financial, or other, obligation to any individual or organisation that might reasonably be thought to influence you in the performance of your duties.

Objectivity

You must make decisions solely on merit when carrying out public business.

Accountability and Stewardship

You are accountable for your decisions and actions to the public. You have a duty to consider issues on their merits, taking account of the views of others and must ensure that the public body uses its resources prudently and in accordance with the law.

Openness

You have a duty to be as open as possible about your decisions and actions, giving reasons for your decisions and restricting information only when the wider public interest clearly demands.

Honesty

You have a duty to act honestly. You must declare any private interests relating to your public duties and take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

You have a duty to promote and support these principles by leadership and example, to maintain and strengthen the public's trust and confidence in the integrity of the public body and its members in conducting public business.

Respect

You must respect fellow members of your public body and employees of the body and the role they play, treating them with courtesy at all times.

Annex B - Assessment Criteria and Methods

CRITERIA SOUGHT	WILL BE TESTED AT	
	Application	Interview
Essential Skills & Experience		
Analytical Skills 1. Ability to analyse complex material and to reach sound conclusions based on this analysis.	✓	✓
Question 2. Ability to question constructively within a team environment.	✓	✓
Communication Skills 3. Ability to communicate effectively with a diverse range of stakeholders and build effective networks.	✓	✓
Strategic Planning 4. Ability to contribute to the development of the Board's strategic thinking.	✓	✓
Education landscape 5. An interest in education.	✓	✓
Desirable		
Public Service Reform 1. An understanding of the Scottish Government's policy ambitions for public services in general and post 16 education in particular.		✓
Corporate Governance 2. An understanding of corporate governance in public, private or charity sectors and of risk management (prior Board experience is not required).		✓
Context 3. An understanding of the needs of the economy, employers, communities and learners, and the challenges of a political environment, at a national and regional level.		✓
Specific skills or experience 4. One of the following areas would be particularly welcome: <ul style="list-style-type: none"> a. education, b. finance/audit, c. income generation, d. technology/digital 	✓	✓