

# Board of Management Recruitment Pack



South  
Lanarkshire  
College  

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East Kilbride



If an alternative format of this document is required please contact  
the Equality Officer:  
[equality@slc.ac.uk](mailto:equality@slc.ac.uk) or 01355 807382

## Contents

Join our Board of Management - Advert.....	2
Board of Management - Equality Monitoring Information.....	3
South Lanarkshire College - Background Information .....	4
Persons Not Eligible for Appointment.....	7
Person Specification – Board of Management Member.....	8
Job Description - Board of Management Member .....	10
Corporate Statements and Values.....	11



## Join our Board of Management - Advert

### Non-Remunerated

The Board of Management sets the overall strategic direction of the College and is responsible for its corporate governance. Membership of the College Board is an excellent way to share your knowledge and expertise to help the Board address the needs of students, employers and other stakeholders.

The Board seeks to appoint up to **six independent members** from a broad range of backgrounds and a range of sectors. We are particularly looking to attract candidates with experience of:

- Relevant education – Schools, Further Education (FE), Higher Education (HE).
- Local authorities, local business, industry, finance, legal, the third sector, multi-media sector.
- The communities we serve and their needs.

### Candidates should be able to demonstrate:

- Willingness to give time and energy to assist with the effective governance of the College.
- Commitment of around **12 days per academic year** for Full Board and Committee duties.

Membership of the Board is **unremunerated**, however, reasonable expenses incurred for Board business will be reimbursed.

**Equality, Diversity and Inclusion:** In line with our Equality, Inclusion and Diversity policy, South Lanarkshire College is committed to ensuring that all candidates are treated on the basis of their merits and abilities, and that unfair and unlawful discrimination is eliminated.

The Board positively welcomes applications from groups currently underrepresented on Scotland's public bodies, such as women, disabled people, ethnic minorities, and people aged under 50, and is committed to reflecting the community it serves.

**The new PVG scheme** replaces enhanced disclosures when undertaking work with Children or Vulnerable Adults. This post is considered Regulated Work with Children under the Protection of Vulnerable Groups (Scotland) Act 2007. Successful applicants will be required to become members of the relevant PVG scheme, or undergo a PVG Scheme update check prior to a formal offer being made by South Lanarkshire College.

**Application Process:** If you would like to be considered for Board membership, please send a tailored CV and a covering letter (no more than 2 pages) outlining the qualities you could bring to the South Lanarkshire College Board of Management, to Brian Keegan, Interim Clerk to the Board of Management: [brian.keegan@slc.ac.uk](mailto:brian.keegan@slc.ac.uk) and should be returned by **Friday 9<sup>th</sup> July 2021**.

**Equality Monitoring Form:** Please also complete the online Equality Monitoring Form (link available on page 3 of this pack).

For an informal discussion about the role, please contact: [brian.keegan@slc.ac.uk](mailto:brian.keegan@slc.ac.uk) or telephone 01355 807606.

*The Board of Management of South Lanarkshire College is a charity registered in Scotland. Registration number SC021181.*

## Board of Management - Equality Monitoring Information

At South Lanarkshire College we are committed to ensuring that we continue to be inclusive and diverse.



We are passionate about our roles and responsibilities in achieving equality of opportunity, and to taking actions to ensure that we provide an inclusive learning and working environment.

Your input is vital in helping us to achieve our aim, and to meet our obligations under the Equality Act 2010 and Public Sector Equality Duty (PSED). It is for this reason we ask you to complete our online Equality Monitoring Form.

While it is voluntary to disclose this personal information, doing so helps us to better understand the composition of the Board of Management to improve diversity amongst members.

Recognising that the information requested may be sensitive, there is a prefer not to say option, however, by providing this information you are contributing towards creating a more equal, diverse, and inclusive environment.

Please be assured that your answers will be treated in the **strictest confidence** and the information you provide in the Equality Monitoring Form will:

- NOT be used as part of the selection process
- NOT be seen by the interview panel
- ONLY be used for statistical purposes – no information will be published which allows any individual to be identified

All data disclosed will be processed only by nominated individuals within the Human Resources team and retained securely in line with the South Lanarkshire College Privacy Notice.

Click [here](#) to access the form, it only takes a few minutes to complete.

If you prefer an alternative format or have any questions please contact [humanresources@slc.ac.uk](mailto:humanresources@slc.ac.uk) or the Equality Officer on 01355 807382

## **South Lanarkshire College - Background Information**

SLC is a bright, modern and forward-thinking college where we put our students and partners at the heart of everything we do. At our state-of-the-art campus in East Kilbride, we offer excellent programmes in outstanding facilities, delivered by well qualified, highly trained staff. We collaborate with employers and local businesses to make sure that we provide relevant, up-to-date courses that are really of benefit to our students when they go out into the world of work.

### **History**

Originally known as The School of Building, Cambuslang, the college first opened its doors in August 1948 in Glasgow Road, Janebank, Cambuslang. Its main function was to provide training in construction craft skills for school leavers and young apprentices employed in the construction industry. From its earliest years, the School of building was strongly supported by local employers and school leavers. Its increasing popularity led to increased demand for places by mid 1980s and acquisition of additional premises.

The School of Building, Cambuslang, remained a mono-tech for many years, continuing to specialise in construction subjects. However, it changed to poly-tech status in 1983 when the name changed to Cambuslang College. Becoming a Community College in 1983 allowed the College to offer courses other than construction and additional accommodation was found in East Kilbride. Cambuslang College had six centres throughout Lanarkshire — two in Cambuslang, two in East Kilbride, one in Hamilton, and one in Wishaw — giving the College a very large catchment area.

In 1993 all Colleges in Scotland were made autonomous. To ensure financial stability for the future, some buildings were sold, and some were upgraded, and the provision was consolidated in three campuses — one in Cambuslang and at the Village and Allers in East Kilbride.

To reflect the wider community served by the College and the geographical diversity of the students, it was decided in 1999 to change the name of the College to South Lanarkshire College.

In March 2008, the students and staff moved from the three campuses — in Cambuslang and East Kilbride — to one purpose built £34 m College Campus in the Scottish Enterprise Technology Park in East Kilbride. The project was funded with assistance from the European Regional Development Fund and the Scottish Funding Council and was delivered on time and under budget. With the move to East Kilbride, the College name was changed to reflect this — South Lanarkshire College East Kilbride.

In 2008, the College's 60th anniversary year, the new building was opened by HRH the Princess Royal. Since then, the College campus, building and learning and teaching resources continue to be updated to provide staff and students with state of the art learning and teaching resources.

## 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 seen as 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 which they receive. A key measure is the introduction of 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.

## 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 a member of the Board of Management of South Lanarkshire College are described below:

### 1. Governance:

- to lead the College for the benefit of its students, employees and other stakeholders; and
- 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:

- Strategy development;
- Leadership;
- Efficiency and effectiveness of the use of resources;
- Financial management oversight;
- Risk management and control;
- Stakeholder relationships.

### 3. **Participate** in the business of the Board, including:

- Preparing for and attending Board meetings (normally 5 per annum);
- Contributing to the making of Board decisions;
- Chairing or participating in at least one Board committee;
- Attending and participating in strategic planning, training and other development events;
- 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: <https://www.cdn.ac.uk>

#### **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.

#### **Time Commitment**

It is the intention that the Board will meet 6 times during the academic session 2021-22. Board meetings are held on a Tuesday, normally starting at 5.30 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.

Board members are normally also appointed to membership of two committees of the Board. These normally meet 4 times during the year. These meetings are also normally held in the late afternoon, starting at 5.30 p.m. and usually lasting 1.5 – 2 hours. 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.

#### **Application Process**

The information in your application is important in determining whether or not 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 the Regional Board.

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.

### **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.



**Person Specification – Board of Management Member**

Attributes	Essential	Desirable
<b>Qualifications</b>		<p>SCQF Level 9 or above.</p> <p>Note: Skills and relevant experience can be gained without formal qualifications being awarded.</p>
<b>Strategy and Board Level Leadership</b>	<p>Ability to analyse complex material and to reach sound conclusions based on this analysis.</p> <p>Ability to challenge constructively within a team environment.</p> <p>Ability to communicate effectively with a diverse range of stakeholders and build positive relationships and effective networks.</p> <p>Ability to operate effectively and imaginatively in a strategic function.</p>	<p>Relevant experience of strategic leadership in the public, private, or third sectors.</p> <p>Good numerical/IT skills and experience of using some software packages, including word, excel, powerpoint.</p> <p>Ability to balance constructive challenge and support of staff.</p> <p>Communication skills – listening, explaining, questioning, influencing.</p> <p>Able to contribute to discussions and decisions on finance, audit, risk management, human resources and strategic planning.</p>
<b>Specific Skills/ Knowledge</b>	<p>Ability to contribute to the work of the Board based upon experience and expertise in one or more of the following areas:</p> <ul style="list-style-type: none"> <li>• Board/Governance</li> <li>• Finance/Accountancy</li> <li>• Education</li> <li>• Equality and Diversity</li> <li>• Leadership</li> <li>• Human Resources</li> <li>• Legal Affairs</li> <li>• Third Sector/Industry</li> <li>• Community Relations</li> <li>• Marketing/PR</li> <li>• IT/Multi-Media</li> <li>• Risk Management</li> <li>• Strategic Planning</li> </ul>	<p>Knowledge of National qualifications frameworks and curricular areas.</p> <p>Some knowledge of the College’s local, regional or national partners and other stakeholders.</p> <p>Some knowledge of national or regional skills needs Some knowledge of the current challenges and opportunities in the College sector</p>

<b>Governance</b>	<p>An understanding of corporate governance in public, private or voluntary sectors and commitment to adhere to the nine principles of public life:</p> <ul style="list-style-type: none"> <li>• Duty/Public Service</li> <li>• Selflessness</li> <li>• Integrity</li> <li>• Objectivity</li> <li>• Accountability &amp;</li> <li>• Stewardship</li> <li>• Openness</li> <li>• Honesty</li> <li>• Leadership</li> <li>• Respect</li> </ul>	<p>Understanding of the legal and financial requirements of those bodies your board is accountable to, including the Scottish Funding Council, OCSR (eg Financial Memorandum, including severance guidance).</p> <p>Understanding of the Code of Good Governance, Code of Conduct for Board Members and Outcome Agreements.</p>
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Last updated: June 2021

## Job Description - Board of Management Member

**Line Managed By:** Chair of Board of Management

**Job Purpose** As a Board member you, and your fellow board members, are responsible for ensuring the quality of the education provided, and also that it is delivered in a way that offers value for money.

**Key Task Summary** The board's role is a strategic one which means it focuses on:

- Deciding what the organisation needs to achieve.
- Monitoring delivery of those goals.
- If the goals are not being achieved, understanding why and either ensuring the approach is adjusted or changing the goals.

**Key Tasks** All board members must fulfil the following basic requirements:

- Contribute to board discussions in a constructive and supportive manner, explaining your thinking and listening to others.
- Scrutinise your organisation's performance and, when necessary, provide challenge to senior staff and fellow board members.
- Give the required amount of time to the role, attending meetings unless previously agreed with the chair and be properly prepared for meetings.
- Accept and share corporate collective responsibility once the board has made a decision on anything.
- Devote time to understanding your organisation and its operational environment.
- Take part in an annual board member appraisal process overseen by the chair, taking up opportunities for training to acquire and keep up to date your skills and knowledge.
- Represent your board or organisation at college, regional or national events as required.
- Build relationships of trust and mutual respect with other board members and senior staff.
- Abide by any confidentiality requirements subject to Freedom of Information laws.
- Uphold and promote the required standards of behaviour and values.

## **Corporate Statements and Values**

### **Vision**

To be Scotland's leading College: delivering excellence.

### **Mission**

Preparing learners well for their future, in an outstanding learning environment and inclusive community.

### **Values and culture**

#### **We are:**

- inclusive and diverse
- passionate about our roles and responsibilities
- continually improving
- high achieving
- reducing our environmental impact
- delivering community and social value
- committed to health, safety, and wellbeing
- creative and innovative
- a listening organisation

*This job description is not intended to detail all tasks undertaken, but simply highlight a number of major tasks of the post. The post holder may be required to undertake additional duties which might reasonably be expected and which form part of the function of the post.*

This job may be amended in future to reflect the changing duties of the post.

Date Created: June, 2021