COME ON BOARD

Board of Management
Applicant Information Pack

CiTY OF GLASGOW COLLEGE

Let Learning Flourish

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Our College

City of Glasgow College is Scotland's largest professional and technological education and skills college – and we are among the three largest in the UK. Our core purpose is to "Let Learning Flourish". We pursue this through the City Way of inspiration, excellence and innovation with our staff, our approach to learning and teaching and in collaboration with our extensive network of industry and community partners.

The College's multi-award-winning, state-of-the-art, twin-site campus in the heart of Glasgow offers outstanding resources and opportunities for students to gain essential skills and nationally and internationally recognised qualifications – from entry-level to degree-level study, as well as chartered professional qualifications.

Since our highly successful multi-college merger in 2010, the College has thrived by working in a symbiotic partnership with employers, business, industry and education partners to build a curriculum of over 1,800 flexible-study courses across four faculties. In that time, the College has prepared more than 100,000 graduates of more than 130 different nationalities for the world of work. We work with more than 2,600 companies across 231 industries.

Our commitment to excellence and innovation is recognised at both a national and international level. The College was honoured to receive a Queen's Anniversary Prize for Higher and Further Education for our life-saving research highlighting the dangers of oxygen depletion in enclosed spaces on-board ships – the first Scottish college to receive this award for research. We are proud to be a top-tier ranked WorldSkills institution, as well as to be the first educational institution in the world to secure a seven-diamond accreditation from the prestigious European Framework for Quality Management.

Our reach now extends across 26 countries and six continents. Each year some 4,000 international students study with us. Such is our pioneering approach that 50 government delegations have beat a path to our door to see for themselves a new renaissance in technological education, STEM, specialist education and higher skills.

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"Colleges are vital to the future wellbeing and success of Glasgow and Scotland. We educate students, shape lives, provide opportunities and develop the workforce. By collaborating with industry and partners, both locally and internationally, we drive innovation and build a skilled talent pipeline to meet the evolving needs of our economy, society and environment. At the College, through teamwork from the classroom to the boardroom, we Let Learning Flourish"

Chris Deery, Chair of the Board

Our Sector

Scotland's 24 colleges deliver 68 million hours of education and training to more than 248,000 students each year. We provide a vital pipeline of future talent which delivers a skilled workforce to meet the needs of industry and the economy.

Across the country, from our rural highlands and islands to our towns and cities, Scotland's colleges are anchors in their local communities. In Glasgow and across Scotland, colleges provide important hubs for people locally, help to mitigate poverty and provide life-changing opportunities.

Colleges also work across our regions to support businesses, from SMEs to FTSE-100 listed companies, and make a significant contribution to the Scottish economy. Recent research conducted by the Fraser of Allander Institute shows that college graduates will boost Scotland's economy by £52 billion over their working lives
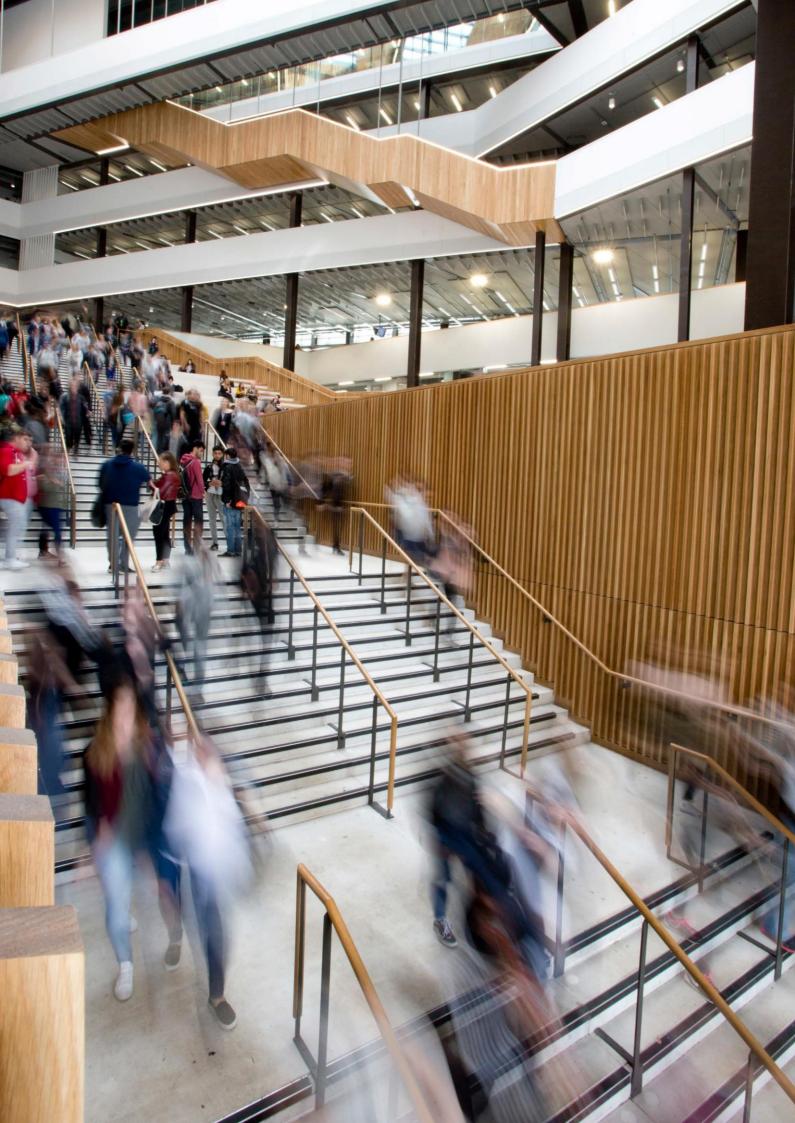
Colleges are essential to Scotland's future, producing the skilled graduates that so many industries rely on. We are key to training and upskilling the future workforce in emerging industries and key growth sectors, such as renewable energy, creative industries, AI, tourism and digital health and care. Colleges are great places to learn, no matter what age or stage of life people are in.

Glasgow is served by three colleges: City of Glasgow College, Glasgow Clyde College and Glasgow Kelvin College. Each of Glasgow's colleges offers a wide range of courses and qualifications at both further and higher education levels. More than 50,000 students from Glasgow, across Scotland and around the world choose to study with us each year.

Glasgow's colleges represent more than one-fifth of all the education and training delivered by Scotland's colleges. Together, we widen access, support employers, help build a modern workforce and contribute to the regional and national economy.

When colleges thrive, Scotland thrives. Please read Colleges Scotland's Key Facts 2025 publication to find out more about the work of colleges.

Our Board

Role

Our Board of Management, as the College's governing body, is responsible for:

- Leading the College and setting its strategic direction and values

- Ensuring effective management and financial controls to support the student experience within a framework of public accountability and transparency

- Delivering high-quality learning and outcomes

Membership

When all positions on our Board are filled, we are a Board of 20 people. Board members arrive at the Board in different ways, through appointment and nomination processes, but are all equal. Our Board values the diversity of thought, skills and experience members bring.

The Chair is appointed by Scottish Ministers to lead the Board. The Principal, appointed to lead and manage the College, is also a member. Our students, staff and trade unions nominate two members each who bring their expertise and knowledge of the College's day-to-day workings. The remaining 12 members are people independent of the College who bring a range of professional skills and, experience in a variety of sectors.

Committees

Committees are essential to the operation of the Board and the governance of the College. A significant amount of our Board's work is undertaken at a committee level, with members usually serving on two each. The Board has six committees:

- Audit & Assurance Committee
- Conveners' Committee
- Development Committee
- Finance Committee
- Learning, Teaching & Student Experience Committee
- People & Culture Committee

Meetings

The Board and its committees meet throughout the academic year. Meetings of the Board are held at least quarterly and committees meet at least three times annually. Board and committee meetings are scheduled in the late afternoon to early evening and last approximately two hours. The Board has a hybrid approach to meetings, with the option of attending on campus and via Microsoft Teams being available to members. Board papers, minutes and reports are regularly published on the College's website.

Strategy

The task of the Board is to set the College's strategic direction, oversee progress against the plan and ensure that its objectives are delivered. Members do this at regular Board and committee meetings, or at planning days, by discussing reports, asking questions, considering challenges and solutions, and offering constructive challenge.

The College's Strategic Plan 2021-30, set by the Board and refreshed in light of the COVID-19 pandemic, outlines our commitment to Let Learning Flourish through the inspiration, excellence and innovation of our leading teaching methods and world-class facilities.

By delivering on our strategic priorities, the College will facilitate opportunities for our students, support industry and communities and, in so doing, affect positive change in people's lives in and beyond the city whose name we are proud to bear.

Support, Training and Development

As a member of the Board, you will receive secretariat support and governance advice from the Associate Director of Governance & Risk and the Corporate Governance Officer.

All members receive an induction upon joining the Board to support them in their new role. Individual and group training and development opportunities are facilitated throughout the year. The Chair also undertakes one-to-one

annual reviews with members to discuss their contribution to the Board and identify training and development needs.

The College Development Network's Governance Development Programme provides Board members with access to key training courses and resources that they need to fulfil their roles and responsibilities. CDN provide a mix of online courses, self-directed learning modules and workshops throughout the year, which complement the sessions facilitated at the College.

The Board itself undertakes an annual self-evaluation of its effectiveness and an external effectiveness review every 3-5 years. The Board Development Plan also supports continuous improvement.

Governance

On 31 July 2025, the Glasgow Colleges' Regional Board (GCRB) was dissolved, and City of Glasgow College became a Regional College directly funded and accountable to the Scottish Funding Council.

Key Documents

- Code of Good Governance for Scotland's Colleges

- Standing Orders and Scheme of Delegation

- Code of Conduct and Register of Interests

- Board Development Plan 2024-25

- External Effectiveness Review 2024

- Guide for Board Members in the College Sector

"A highly effective and skilled Board which benefits from strong leadership and clearly determines the vision, strategic direction, and education character for the College... The Board has effective arrangements in place to ensure compliance with the Code of Good Governance...

"The Board has demonstrated great resilience having faced a number of challenges over the last year. The Board response has been professional and robust based on strong leadership, effective communications and sound advice from the Governance Professional."

Candy Munro, External Effectiveness Reviewer

Our Roles

The College is seeking to fill two non-executive member vacancies on our Board in this recruitment round. The Board is delighted to invite applications from people with a belief in the value of college education and a commitment to widening access, lifelong learning and the student experience.

Non-executive members are independent of the College and are a public appointment made in line with ministerial guidance and approved by Scottish Ministers. This ensures that our recruitment processes are open, fair and transparent. The Board member post description is enclosed in Appendix 1.

Skills and Experience
Non-executive members bring a range of professional skills and, experience in a variety of sectors, to the Board. The full Board member person specification is outlined in Appendix 2 and eligibility criteria for appointment is enclosed in Appendix 3.

The Board values the wide variety of skills and experience that members bring. The different perspectives each member brings to discussion and decision-making is key to the Board continuing to operate effectively. We know that it is unlikely that anyone joining the Board will possess all the skills, knowledge and experience necessary to fully carry out the role from the start of their appointment. We will make sure that all new members will receive appropriate support and training, as detailed in the previous section of this pack.

Previous experience in the college sector is not essential for this role. However, applicants should have an interest in education and be enthusiastic about using their expertise to contribute to the College's mission to Let Learning Flourish. Applicants should also share the College's values and be able to demonstrate their commitment to the Nine Principles of Public Life, as shown in Appendix 4, in both their application and interview.

Valuing Diversity
The College is committed to ensuring it represents the diversity of the city and region the College serves. The Board, therefore, encourages applications from groups currently under-represented on the boards of Scotland's public bodies, including women, disabled people, those of different cultural and social backgrounds and people under the age of 50.

Term of Office
The length of a member's first term of office will be for a period of up to four years. Members may be reappointed to serve a second term of up to four years, subject to their performance and the requirements of the Board at that time and conditional upon final approval by Scottish Ministers.

Time Commitment
By the nature of a non-executive member role, the time commitment will vary throughout the academic year. To fulfil the duties and responsibilities of their role and contribute to the core business of the Board, members will be expected to commit to at least 10 working days throughout the year. This estimate includes preparation for, travel to and attendance at scheduled Board and committee meetings, as well as training and development activities.

Board members will also be encouraged to attend internal and external events in their role, such as graduation ceremonies.

Remuneration
Board members do not receive remuneration for their roles. Reasonable travel and subsistence expenses incurred as a result of carrying out the duties of the appointment will be reimbursed.

All members receive an induction upon joining the Board to support them in their new role. Individual and group training and development

Our Appointment Process

Stage of Process	Date(s)
1. Applications open	On Thursday 18 December 2025
2. Applicant information session	On Monday 19 January 2026
3. Applications closed	On Wednesday 28 January 2026 (midday)
4. Shortlisting outcome to be confirmed	By Friday 6 February 2026
5. Candidate interviews	On Tuesday 17 February 2026
6. Recommendations made to the Scottish Minister	By Friday 20 February 2026
7. Appointments come into effect	From Monday 23 March 2026

Application

For applications to be considered, after reviewing the Board member post description and person specification, candidates must complete and submit the following documentation available on the College website:

- Board member application form – available here
- CV (maximum of two pages)
- Equalities monitoring form – available here

The College is committed to equality and diversity. The equalities monitoring form helps the College ensure that recruitment practices are fair, advance diversity on the Board and to accommodate any necessary reasonable adjustments or support.

All information provided in the equalities monitoring form will be treated with the strictest confidentiality. Equalities information will not be accessible to the selection or interview panels and will not influence the evaluation of your suitability for interview or appointment. This data may be used for statistical purposes but it will never be published in a way that could identify any individual.

Completed applications should be submitted to Marcus Walker, Associate Director of Governance & Risk, by emailing marcus.walker@cityofglasgowcollege.ac.uk You will receive an acknowledgement of your application within 48 hours. The closing date for submitting applications is Wednesday 28 January 2026 (at midday).

Applicant Information and Support

Together with Changing the Chemistry, the College will host an online information session on Monday 19 January 2026 (17:00 –18:00). This will be a great opportunity for people interested in applying to hear more about the College, the opportunity to serve on our Board and the benefits of doing so. To attend, please register on Eventbrite.

Marcus Walker, Associate Director of Governance & Risk, will also be available to answer any questions and provide further information. Applicants may contact Marcus by email or on 0141 375 5262.

Interview

All applications will be anonymised and assessed against the Board member person specification in Appendix 2. The shortlisting panel will select candidates for interview who most closely meet the criteria. Applicants who are not selected for the interview stage of the assessment will be advised of the outcome of their application in writing.

Interviews will take place at our City Campus on Tuesday 17 February 2025. The interview panel will include the Chair, a Non-Executive Board Member, a Student Board Member and an independent panel member. When receiving the interview offer and details, candidates will be asked to disclose if they know any of the panel members.

If you are invited for an interview, you may claim for reasonable expenses incurred in attending.

"I applied to join the Board because of the important role colleges play in growing the economy and building inclusive communities. The application process was a straightforward and positive experience and the practical induction has helped me to make an immediate contribution. I wholeheartedly encourage others to apply and contribute to supporting the work of the College."

Charandeep Singh, Non-Executive Board Member

We expect the most efficient and economical means of travel to be used and reimbursement will be restricted to that amount. Receipts must be provided in support of all claims. Please contact Marcus Walker, Associate Director of Governance & Risk, for more information.

Appointment

Once the interviews have concluded, the interview panel will make a recommendation to Scottish Ministers for final approval. Successful candidates will be invited in writing, by the Chair of the Board, to accept the appointment and its terms and conditions. The Scottish Ministers are expected to make a final decision by 23 March 2026. Please note that the interview panel will be unable to confirm the outcome of a candidate's application until Scottish Ministers have made a final decision.

Candidates successful in being appointed to the Board should also note that some of the information they provide during this process may be made public to announce their appointment. The Associate Director of Governance & Risk will liaise with successful candidates in advance of such announcement, which may include:

- Full name
- Brief summary of skills, knowledge and experience
- Period of appointment
- Details of all other public appointments
- Any significant political activity recently undertaken

Data Protection

The College will comply with the Data Protection Act 2018 and the General Data Protection Regulations for all applications and information submitted and gathered during this appointment process. We 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.

"Being a member of the Board has been a great opportunity for me to use my 15 years of experience as a member of staff to work with people, old and new, to drive the ambitions of the College forward. The Board is diverse, with people from different walks of life, but they are all committed to working together in the interest of the College."

Stuart McDowall, Staff Board Member

APPENDIX 1:

NON-EXECUTIVE BOARD MEMBER POST DESCRIPTION

In practice, Board members exercise the roles and responsibilities outlined below together with other members at a Board and committee-level. This includes reviewing papers, attending meetings and events, engaging others, asking questions, identifying challenges, proposing solutions and seeking assurances. Professional advice is also available as necessary to inform the Board's discussion and decision-making.

Key Roles and Responsibilities

1. Collaborate with the Board of Management, the Principal, Executive Leadership Team and Senior Management Team to set the strategic direction of the College. Contribute to the development and delivery of the College's purpose, vision, values and behaviours.

2. Provide constructive challenge to the Board, Principal, Executive Leadership Team and Senior Management Team to ensure the College delivers on strategic priorities. Monitor strategy, performance and resources, and ensure an effective senior team is in place.

3. Contribute actively in Board and committee meetings. Ensure that the student experience remains central to the Board's discussions and decision-making.

4. Demonstrate leadership and act as a role model for ethical standards, in accordance with the College's values and behaviours and the Board's Code of Conduct.

5. Ensure the College adheres to its governing documents, relevant legislation and the Code of Governance for Scotland's Colleges. Fulfil duties as a Charity Trustee under the Charities and Trustee Investment (Scotland) Act 2005.

6. Oversee the College's financial management and sustainability, ensuring accurate financial reporting and record keeping, robust management of risk and compliance with internal/external audit requirements.

7. Ensure the College's compliance with the Children and Young People (Scotland) Act 2014 and complete necessary checks as per the Safeguarding Scheme of the Protection of Vulnerable Groups (Scotland) Act 2007.

8. Prioritise the College's interests and ensure the Board's duty of care to students and staff, particularly in regard to health, safety and wellbeing.

9. Participate in the Board's training and development sessions and undertake any necessary individual training and development identified through one-to-one annual reviews.

General

10. Engage with internal and external stakeholders, fostering positive relationships and representing the Board and the College effectively.

11. Stay informed with developments in policy, the broader educational landscape and matters of interest to the College and the stakeholders/region it serves.

12. Attend events in the College throughout the academic year, including graduation, prize-giving and conferences.

13. Champion equality, diversity and inclusion.

APPENDIX 2:
NON-EXECUTIVE BOARD MEMBER PERSON SPECIFICATION

To fulfil the Role Description of a Non-Executive Board Member an individual will bring specific skills and experience, and these will be tested during the appointment process.

The personal specification contains **essential and desirable criteria**. Lack of experience in the desirable criterion should not prevent applicants who consider they meet the essential criteria from applying.

Essential Skills and Experience	Descriptors	Where and how will this be tested?
1. **Demonstratable skills / experience in at least one of the following:** i. **People, Human Resources and Organisational Development** ii. **ICT and Digital** iii. **Environmental, Social, and Governance (ESG)**	• A proven track record of working in one or more of the areas of *'essential skills / experience'* highlighted. • Able to critique complex information and grasp issues that underlie at least one or more of the areas of *'essential skills / experience'*. • Able to demonstrate an appreciation of one or more of the areas of *'essential skills / experience'* at a strategic level.	Application and Interview We will want you to tell us about your experience and how this has been gained in the written application. We will also have a follow-up discussion at interview which will enable us to obtain further detail.
2. **Independence and Integrity**	• An ability to exercise independent judgment and challenge others when necessary. • Able to perform duties objectively. • Able to demonstrate enthusiasm for public service and some experience of collective decision-making.	Application and Interview. We will want you to tell us at interview about your experience and how this has been gained.
3. **Analysis, Interpretation and Judgement**	• Analytical skills to interpret complex data about the College's operational and governance environment. • Able to interrogate the information and recognise the impact/implications of different elements, taking account of this in the judgements made.	Application and Interview. We will want you to tell us at interview about your experience and how this has been gained.

4.	Communicating and Influencing	• Proven ability to communicate complex information effectively. • Can provide evidence of credibility and ability to influence in your chosen field. • An ability to listen and to work effectively as a member of a team.	Application, Task and Interview. We will want you to tell us in the written application about your experience and how this has been gained. We will also have a follow-up discussion at interview which will enable us to obtain further detail.
Desirable Skills and Experience		**Descriptors**	**Where and how will this be tested?**
5.	Governance	• Able to demonstrate an understanding of the principles of effective corporate governance, collective responsibility, and public accountability. • Demonstrate an understanding of the strategic role of the Board of Management.	Task and Interview. We may ask you some questions about your knowledge and understanding of the role and responsibilities of a Board Member in the Scottish college sector.
6.	Glasgow Region and its Needs	• Able to demonstrate an understanding of the Glasgow region and its needs. • Able to demonstrate an appreciation of diversity across the region.	Task and Interview. We may ask you some questions about your knowledge and understanding of regional needs and the role of City of Glasgow College in meetings such needs.

APPENDIX 3:
ELIGIBILITY FOR APPOINTMENT

Persons Not Eligible for Appointment

Schedule 2 to the Further and Higher Education (Scotland) Act 1992, as amended by the Post-16 Education (Scotland) Act 2013, outlines that the following persons are not eligible for appointment:

- 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

- Is an undischarged bankrupt

- Has been removed from office under section 24 of this Act or section 23Q of the Further and Higher Education (Scotland) Act 2005

Fit and Proper Person Tests

The selection panel is required to obtain sufficient information and evidence to enable them to feel confident that the person they are recommending for appointment to the Board is fit and proper. In the context of public appointments, this is an individual who is suitable for appointment because they meet the requirements of the role and their past or present activities and/or behaviours do not render them unsuitable for a given appointment.

This is an ongoing process with various checks built into the stages of the appointment round, designed to gather the appropriate information and evidence required. For this appointment round, the verifications in place for the fit and proper person tests are:

- Verification of relevant information provided by the applicant

- Establishing that the applicant's conduct to date has been compatible with the public appointment in question

- Confirmation that the applicant has no inappropriate or unmanageable conflicts of interest incompatible with their appointment

(please see here for more information from the Ethical Standards Commissioner)

- Determining that the applicant's appointment is not barred by reference to the constitution of the body concerned by way of, for example, criminal offences or other relevant matters

- Ensuring that the applicant understands and agrees to be bound by the Code of Conduct

- Establishing that the applicant can meet the time commitment required.

Nationality

There is no restriction on non-British nationals applying for non-executive member vacancies and being appointed to the Board. However, applicants must be legally entitled to work in the UK.

APPENDIX 4:
ETHICAL STANDARDS

Members of the Board of Management must adhere to the Code of Conduct, issued by Scottish Ministers and adopted by the Board, and should promote and support by example the principles of public life.

The Principles of Public Life in Scotland	
Duty You have a duty to uphold the law and act in accordance with the law and the public trust placed in you. 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.	**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.
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.	**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.
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.	**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.
Objectivity You must make decisions solely on merit when carrying out public business including making appointments, awarding contracts or recommending individuals for rewards and benefits.	**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. Similarly, you must respect members of the public when performing duties as a member of your public body.
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.	

CITY OF GLASGOW COLLEGE

Let Learning Flourish

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The Queen's Anniversary Prizes
2023

EFQM®
GLOBAL AWARD 2022
OUTSTANDING
ACHIEVEMENT