

Raising Aspirations
Inspiring Achievement
Increasing Opportunities

Information Pack

Non-Executive Board Member Roles

Ayrshire College
Board of Management

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Dear Applicant

Thank you for your interest in Ayrshire College and in becoming a Non-Executive Board Member of Ayrshire College.

We are a vibrant, student centred place of learning and our motto 'Start Here, Go Anywhere', we believe, sets the scene for our approach to encouraging and engaging our students.

Our students come from diverse range of backgrounds and we use a variety of delivery models that meet the needs of our students and employers. We value diversity and equality and actively work with our partners to embed these values within all that we do.

We engage positively with employers, our multi-agency partners and wider stakeholders so that our learning delivery is aligned to student, business and community needs while forming partnerships that contribute to economic development within the Ayrshire Community, and beyond.

The role of Board Member is pivotal in developing our strategic aims and in ensuring sound stewardship and best practice. It is a time of significant change within the sector, and a time where Education and Learning - no matter what level - is a priority in contributing to the creation of opportunities for people and in supporting the wider economy.

It is a hugely rewarding role, where, as a positive Ambassador for Ayrshire College, you will meet and engage with the workforce of the future, future leaders and potential entrepreneurs.

We raise aspirations, inspire achievement and increase opportunities.

If this engages you and you can contribute to our vision - we really want to hear from you.

We welcome applications from those who have the necessary skills, experience and commitment to join us in addressing the challenges and opportunities which lie ahead.

Willie Mackie
Chair
Ayrshire College Board of Management

Board of Management of Ayrshire College

Ayrshire College is recruiting new members to its Board of Management. You may not previously have considered a Board position; **however, your experience may be invaluable!** The Board is also very keen to increase the diversity of its non-executive membership. You may not have considered a Boardroom position before, so please contact us to discuss the role of the Board, its Members and the contribution you could make to the work of the College.

The vision of Ayrshire College is raising aspirations, inspiring achievement and increasing opportunities in our communities by delivering creative and innovative solutions to support the educational, economic and social needs of Ayrshire.

It is a crucial part of this vision that the Board of Management delivers excellence in corporate governance and provides leadership and strategic direction for the College, inspiring staff to deliver the highest standards of learning, teaching and support services for our students. The Board also has a crucial role in engaging with key stakeholders, businesses and employers in Ayrshire and beyond.

Applications are particularly invited from individuals with experience of key local economy sectors including Hospitality, Engineering, the Third Sector and Sport. In addition, applications from individuals with specific skills in Health & Social Care, Human Resource Management, Information Technology, Accounting, Audit, Financial Management and Construction are also welcomed.

To find out more about this role we have asked Ayrshire College Chairman Willie Mackie to talk us through what the roles involve and – if you feel you could add something to the College – why you should apply.

<https://ayrshirecollegeblog.wordpress.com/2018/03/19/board-of-management-vacancies/>

Application Procedure

To apply for these roles, please visit the web site: <http://www1.ayrshire.ac.uk/about-us/vacancies/> and apply online. If you require any assistance, please contact the HR team on 01292 293005.

Thank you for your interest in Ayrshire College.

Board Membership

About the role

The role of the Board is to provide leadership, direction, support and guidance to ensure Ayrshire College acts at all times in accordance with good governance. The Board is committed to delivering its functions effectively and efficiently, providing value for money, in accordance with the aims, policies, priorities and objectives of Scottish Ministers and the Scottish Funding Council (SFC). The Board has corporate responsibility, under the leadership of the Chair.



Ayrshire College Board consists of:

- up to twelve non-executive members, appointed following a recruitment and interview process undertaken by the Ayrshire College Board of Management and approved by Scottish Ministers;
- four elected positions representing the students and staff of the College;
- the College Principal;
- the Chair appointed by Scottish Ministers.

Responsibilities include (but are not limited to):

- ensuring through the Executive Management Team, the creation and delivery of high quality and effective learning and curriculum aligned to strategic priorities
- approving the strategic aims and objectives of Ayrshire College for agreement annually with the SFC through the College Outcome Agreement
- in reaching decisions, taking into account relevant guidance issued by the Scottish Ministers and/or SFC;
- ensuring regular receipt and review of all pertinent information concerning the management and performance of Ayrshire College and is informed in a timely manner about any concerns regarding activities of the College or those which affect it.
- determining the steps needed to deal with factors likely to impact on the outcomes of the strategic aims and objectives of Ayrshire College or on the attainability of its operational targets and outcomes, including the quality of the student experience
- promoting the effective use of all resources consistent with the Scottish Government's principles of Best Value;
- ensuring that effective arrangements are in place to provide assurance on risk management, governance and internal control.
- demonstrating high standards of corporate governance at all times, including openness and transparency in its decision making

Board Members' Responsibilities

Individual Board members should act in accordance with the responsibilities of the Board as a whole and comply at all times with the Code of Conduct, as set out in the Ayrshire College Board of Management Standing Orders and Articles of Governance, and with the rules relating to the use of public funds and to conflicts of interest. In this context "public funds" means funds provided to Ayrshire College by the SFC and other funds falling within the stewardship of Ayrshire College.



Board members should:

- Understand the operational environment in which Ayrshire College operates within the context of the wider FE/HE sector in Scotland and the public sector;
- *Endeavour to* attend all Board meetings and be well prepared by reading relevant papers in advance and, if necessary, seek further information to ensure their understanding;
- *Endeavour to* attend all relevant training events and keep up to date with the work of the College;
- Make a full contribution to the work of those Committees of the Board to which they are appointed;
- Represent the Board as required and when able to do so;
- Contribute to strategic development and decision-making;
- Monitor the reporting of performance and hold College Management to account through purposeful and constructive challenge and scrutiny;
- As necessary, seek further information than that which is provided to give assurance on organisational performance;
- Question and, as necessary, respectfully challenge proposals made by fellow Board members and the executive management team of the College.

Skills and experience required are noted at Appendix 1 (Person Specification)

Valuing Diversity

Ayrshire College is committed to supporting diversity and equality. We value the benefits of having different points of view and experiences on our Board. Accordingly, we hope to receive applications from a wide range of talented people irrespective of their religion or belief, gender, age, gender identity, disability, sexual orientation, ethnic origin, relationship status or caring responsibilities.

We particularly welcome applications from groups currently under-represented on Scotland's public bodies, such as women, disabled people, ethnic minorities and people aged under 50.



If you require any of the application pack documentation in an alternative format, please phone 01292 293005 or email ayrshirecollegecareers@ayrshire.ac.uk

Time Commitment

Board Members will be expected to attend all Board meetings and sub-committees to which they are appointed. Usually there are four Board meetings per year, which normally take place on a Thursday afternoon at 4pm in one of the three main campuses of the College. Board members are normally also appointed to two Board committees which meet on a quarterly basis, also at 4pm in one of the main campuses.

Board members are also expected to contribute to other Board business and activities as their availability dictates. There are normally three additional days per annum set aside as Board Development and Board Strategy days. There are invites to other events such as Graduations and employer engagement events where attendance is optional.

Board members will be expected to contribute around 15 days per year to Board business.

Remuneration

Board member appointments are not remunerated and are undertaken on a voluntary basis. Board members are entitled to the reimbursement of all reasonable travel and subsistence costs, including reasonable receipted dependant's carer costs.

Length of Appointment

Board appointments and renewals require to be agreed by the office of the Cabinet Secretary for Education and Skills. Board members will be appointed for a period of up to four years, at the end of which their appointment may be renewed subject to satisfactory performance appraisal and the skills, knowledge and experience requirements of the Board at the time of renewal. Reappointment is not automatic.

Fit & Proper Person Test

Scottish Ministers and the public must feel confident that people appointed to the Boards of public bodies are fit and proper persons to take up these positions. In this context a Fit and Proper Person 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) mean that they are suitable to be appointed.

- **Conduct & Ethical Standards**

Ayrshire College works within a framework of conduct and ethical standards. These are based around the Nolan Principles of: Selflessness, Integrity, Objectivity, Accountability; Openness; Honesty; Leadership and also Respect

- **Conflicts of interest**

Your current employment or other position you might hold may give rise to a conflict of interest which could affect your suitability for appointment to this particular post. It is important that you consider this possibility when you make your application. We will seek confirmation that applicants have no inappropriate or unmanageable conflicts of interest in respect of appointment to the College Board.

Please let us know in your application of any potential conflicts of interest.

If you want to know before applying if you have a conflict that would bar you from being a Board member of the Ayrshire College Board of Management, you should contact Brendan Ferguson, Board Secretary, by calling 01292 293543 or by email: brendan.ferguson@ayrshire.ac.uk

- **Vetting**

The Rehabilitation of Offenders Act 1974 (Exclusions and Exceptions) (Scotland) Order 2003 (as amended) applies to roles where there may be substantial contact with young or vulnerable people. Through appointment to Ayrshire College as a Board Member, you will be required to complete a Protection of Vulnerable Groups (PVG) Scheme Application.

- **Disqualification**

The legislation which set up the Ayrshire College Board of Management stipulates circumstances which prevent some people from becoming Board members. ***Please note, these roles are not open to anyone who has been or becomes:***

- Bankrupt
- Disqualified from holding a Directorship in a Limited Company
- Disqualified from being a Charity Trustee
- Suspended or removed as a Charity Trustee
- Convicted of an offence involving deception or dishonesty

Important - please note that by submitting your completed application you're declaring:

- That the information provided is, to the best of your knowledge and belief, true and complete.
- That you are able to meet the time commitment required of the role.
- That you agree to apply and work within the Principles of Public Life in Scotland.
- That you agree to be bound by the Board Members' Code of Conduct and other relevant Legislative or Regulatory Framework as is required by the Board of Management
- That you have no unmanageable conflict of interests in respect of the appointment
- That you are aware of the terms of disqualification and that you are not disqualified from taking up a public appointment

APPLICATION AND ASSESSMENT INFORMATION

Your application is the key document which will determine whether or not you will be short-listed for interview. You must, therefore, be able to demonstrate within your application how you meet the skills as laid out in the Person Specification. CVs will **not** be accepted as an application for the role.

The application also has a declaration statement, and by submitting your form, you are declaring that the information you have provided is true and complete and that you confirm your understanding of the terms of appointment of a Board Member.

- **Equalities Monitoring Form**

Ayrshire College is committed to appointment on merit, diversity and equality. The Equalities Monitoring information is not provided to the interview panel.

The information gathered from equalities monitoring is very important and helps to determine how the College embeds a culture of equality and diversity, ensuring that everyone is treated fairly and without discrimination

All information supplied will be non-attributable, completely anonymous and will be treated in the strictest confidence, in line with the principles of the Data Protection Act 1998.

- **Shortlisting**

Anonymity at the short-listing stage is used to ensure that the key principles of merit, equality, openness and transparency are upheld. The Personal Information and the Monitoring Information sections will not be seen by the short-listing panel and they are not used to assess your suitability for appointment.

The remainder of your application form is made available to those involved in short-listing and selection for interview. The selection panel will only be informed of candidates' names who are invited to interview after they have decided on whom to invite for interview. Once the names are known, to make sure that the process is transparent, and the appointment is made on merit, the Panel will declare if they know anyone who has applied for appointment.

- **Assessment Process & Outcomes**

The assessment process will include a social meeting with current Board Members, College students and senior management representatives followed by an interview with the selection panel. In the interview the panel will ask questions to assess whether applicants can demonstrate that they meet all the required skills and experience as set out in the person specification.

If invited for interview and you have a disability and you require adjustments to be made, you should advise the Board Office on 01292 293543

For those applicants that are being recommended for appointment, the interview panel will provide the office of the Cabinet Secretary for Education and Skills with a summary of the skills and attributes gathered during recruitment and interview in support of the decision making process.

Candidates will be notified in writing of the outcome of the interview process.

- **Notes on skills & experience requirements:**

While we need people with a variety of general skills and personal qualities to enable the Board to work effectively, the Board also needs individual members who bring some specific additional skills/experience. The General Skills and Priority Skills are set out in Appendix 1 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 skills and personal qualities are the same for each of the vacancies we are looking to fill and are listed below in the 'General skills & personal qualities' section.

In addition to the general skills and personal qualities, we are also looking for people who have one of the sets of priority skills/experience listed in the 'Priority skills/experience' section below.

To clarify – It is not necessary for you to have the Priority Skills/Experience listed below in order to make an application. However, it is equally important that you are able to demonstrate **all** of the General Skills & Personal Qualities listed below.

BOARD OF MANAGEMENT REMIT

1. PRINCIPAL ROLE

As a member of the Board you will promote the highest standards of corporate governance and accountability, influencing the strategic direction of the College to serve learners, local communities, address business needs and support the College Management in achieving its objectives.

2. SUMMARISED REMIT

The Board of Management of Ayrshire College will:

- Work at a senior level, maintaining and developing excellent corporate governance;
- Provide strategic leadership, vision, direction, support and guidance for the College;
- Promote commitment to the College's core values, policies and procedures;
- Engage and communicate effectively and act as ambassadors and advocates for the College with a wide range of individuals and organisations in Ayrshire and beyond;
- Understand the context within which the College operates, namely in terms of providing education and improving public services;
- Ensure the overall proper functioning of the College;
- Ensure the College provides suitable, efficient and effective further education to its students;
- Ensure regularity and efficacy in the expenditure of funds received from the Scottish Funding Council (SFC);
- Ensure the proper stewardship of funds, ensuring probity of spend and delivery of value for money in the use of the College's resources.

Appendix 1 – Person Specification

General skills and personal qualities (You should be able demonstrate all of these):

Skills/Personal qualities	Descriptors	How will this be tested?
Ability to work effectively in a team setting	<ul style="list-style-type: none"> • working with colleagues to deliver objectives • actively seeks out the views of colleagues • prepared to take on a task or role for the ‘good of the organisation’ • seeking opportunities to build constructive relationships both within the organisation and with external stakeholders 	<p>At interview you will be asked to provide specific example(s) that demonstrate this criterion.</p>
Ability to critically examine proposals and their supporting analysis	<ul style="list-style-type: none"> • recognises the information which is needed to make the decision • sound evaluation of the information with a good range of conclusions being reached, which are clearly explained • comfortable working with both numerical and written data • making decisions which have had a positive impact at departmental, functional or organisational level • using ‘hard’ evidence as well as seeking the views of others • able to make decisions when the information available is complicated and made up of several components which have to be analysed and assessed and may contain conflicting information or indicators • thinking through the implications of decisions before coming to a final position. 	<p>You will be provided in advance with a Board Paper. At interview you will be asked to acquaint yourself with the paper and explain to the Selection Panel what further information would have been helpful and what questions you would raise about the paper as an Ayrshire College Board Member. Further details will be provided in the invitation to interview.</p>

<p>Constructive and supportive challenge – you will need to be able to challenge without causing conflict.</p>	<ul style="list-style-type: none"> • direct evidence of challenging effectively within a diverse team or committee situation. • evidence of where challenge has changed the views of others and influenced decisions without causing rancour or resentment. • questioning shows good level of understanding of organisational and other issues that have led people to form their views. 	<p>At interview you will be asked to provide specific example(s) that demonstrate this criterion.</p>
<p>Communicating effectively</p>	<ul style="list-style-type: none"> • being persuasive, able to influence within a committee/meeting setting or perhaps other stakeholders • an understanding of the need for a flexible influencing style • being engaging & enthusiastic • good written skills • able to adapt their style appropriately for different audiences 	<p>We will assess your written skills from the completion of your application and assess your verbal skills through your responses at interview.</p>

Priority skills/experience (You will only need to demonstrate **one** of these)

Skills/Experience	Descriptors	How will this be tested
<p>Experience in a leadership role in the Further Education or Higher Education sectors in either a curriculum or a support role</p>	<ul style="list-style-type: none"> • knowledge and understanding of the issues involved in the delivery or support of the student experience. 	<p>Provide in the application form evidence of how you meet this criterion, in no more than 300 words.</p> <p>At interview you will be asked to provide specific example(s) that demonstrate this criterion.</p>
<p>Significant operational experience as a qualified accountant, either within the financial operation of a large organisation or in an auditing capacity or both.</p>	<ul style="list-style-type: none"> • Experience of applying relevant knowledge and skills within an income/expenditure, recording and monitoring context. • Experience and understanding of the audit process and how it provides independent advice and assurance on the effectiveness of the internal financial management, control and risk management systems of an organisation. • Able to demonstrate an understanding of how skills acquisition and development impacts on the efficiency, effectiveness and governance of an organisation. 	<p>Provide in the application form evidence of how you meet this criterion, in no more than 300 words.</p> <p>At interview you will be asked to provide specific example(s) that demonstrate this criterion.</p>
<p>Significant experience of the Human Resource issues faced by a large organisation and the ability to find solutions to those issues, including the creation of a successful employee relations culture.</p>	<ul style="list-style-type: none"> • Understanding of HR issues and evidence of ability to develop solutions, strategy, culture and policy to address those issues. • Experience in creating a performance management culture centred around positive health & wellbeing. • Able to demonstrate an understanding of how skills acquisition and development impacts on effectiveness within an organisation. 	<p>Provide in the application form evidence of how you meet this criterion, in no more than 300 words.</p> <p>At interview you will be asked to provide specific example(s) that demonstrate this criterion.</p>

Skills/Experience	Descriptors	How will this be tested
<p>Experience in a leadership, operational or advisory role within the third sector, working with the Scottish Government and local organisations in meetings the needs and aspirations of those organisations.</p>	<ul style="list-style-type: none"> • An understanding of the knowledge, experience and commitments required to successfully translate aspirations into operational viability and achieve the objectives set. • Experience of the governance and accountability requirements within the third sector and of the need for openness and transparency in the resourcing of local operations in supporting the achievement their objectives. 	<p>Provide in the application form evidence of how you meet this criterion in no more than 300 words.</p> <p>At interview you will be asked to provide specific example(s) that demonstrate this criterion.</p>
<p>Experience in a leadership role within the Information Technology industry, with experience in the rapid development of the industry and the current and future roles IT will play within the world in general and Scotland in particular.</p>	<ul style="list-style-type: none"> • A clear understanding of how IT will contribute to the ongoing development of the Scottish economy, and the future innovations which are likely to influence learning requirements. • Knowledge and expertise in the application of IT within an organisation and how it can be effectively employed to the benefit of organisational efficiency and increased productivity. 	<p>Provide in the application form evidence of how you meet this criterion in no more than 300 words.</p> <p>At interview you will be asked to provide specific example(s) that demonstrate this criterion.</p>