WEST COLLEGE SCOTLAND

Candidate Pack

We are recruiting

2 Non-Executive Board Members



WELCOME

Waiyin's Welcome

Warm welcome from Chair, Board of Management



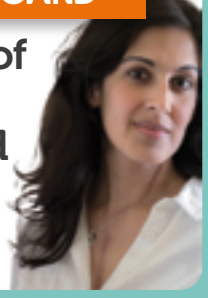
OUR COLLEGE

Our Vision
Our Mission
Our Values



OUR BOARD

Role of the Board



APPLICATION

Skills & Experience

Application and assessment information



Welcome



Thank you for your interest in joining the Board of Management of West College Scotland, at a pivotal moment on our journey of ambitions and growth.

We Are West 2026-30, our strategic plan, affirms our Vision of Unlocking Potential-Enabling Success. At the heart of our ambitions is a belief in the transformational power of education and the role of the College as an anchor institution across the West of Scotland.

We serve diverse communities across Inverclyde, Renfrewshire, West Dunbartonshire and beyond - many of whom face significant social and economic challenges. Our Board plays a critical role in ensuring the College remains people-centred, inclusive, innovative and financially sustainable, while delivering high-quality learning and meaningful outcomes for learners, staff, partners and communities.

We welcome applications from individuals who share our Vision, are passionate about education, and who can provide constructive challenge, strategic insight and strong governance stewardship. You do not need to be an education specialist or experienced board member- what matters most is that you share our values; use your experience, skills and knowledge to benefit the College; and have the desire to make a positive difference.

Being our Board member is a hugely rewarding experience. You will help shape the future direction of the College and support delivery of our four strategic themes: Our People, Our Partnerships, Our Place and Our Performance- ensuring West College Scotland continues to be agile, ambitious and impactful. And deliver our Mission of 'Empowering people and communities to thrive'.

Please do join me and Anne Campbell, Principal and Chief Executive, at the information sessions on 6.30pm on Monday 7 or Thursday 17 September 2026. I look forward to receiving your application,

Dr Waiyin Hatton
Chair, Board of Management



"My experience as a Board Member has been extremely fulfilling. I have valued the opportunity to bring my own professional experience to discussions while learning from others with diverse backgrounds and perspectives. Being part of a Board has enabled me to contribute to the future direction of the organisation and help ensure strong governance and accountability. It is a role that offers genuine personal and professional development whilst making a meaningful contribution.

John Scott
Non-Executive Board Member



"I can highly recommend being a board member, especially of the board of WCS which is committed to transforming the future of our students and of the community

The College benefits from a remarkable board with a wide range of different skills and experience who are all committed to the student experience.

It has given me the opportunity to use my experience in education to give back in a meaningful way. It is a welcoming and inclusive board, and you don't have to have previous board experience, just a willingness to contribute to enhancing the future for our students . I'd encourage you to apply.

Jackie Russell
Non-Executive Board Member

About West College Scotland

West College Scotland is one of Scotland's largest and most influential regional colleges, serving around 20,000 learners annually and employing approximately 800 staff. We deliver education and training from SCQF Level 3 through to degree level study, across campuses in Clydebank, Greenock and Paisley, through extensive digital and community-based provision and with our partners in Malaysia. Our students benefit from progression and articulation agreements with university partners such as the University of the West of Scotland, Glasgow Caledonian University, Glasgow, Strathclyde and Queen Margaret Universities

Our College serves communities with some of the highest levels of deprivation in Scotland. Removing barriers to learning, widening access and supporting social and economic transformation are central to our purpose. We work in close partnership with employers, schools, universities, local authorities and community organisations to shape a responsive curriculum and a coherent skills pipeline.

Our work is guided by our Vision, Mission and Values, which are embedded across our physical, digital and behavioural environments and underpin how we lead, govern and work together.

Our Vision

Unlocking Potential. Enabling Success.

Our Mission

Empowering people and communities to thrive.

Our Values

Board members are expected to model these Values in all aspects of their role.

People centred

Placing learners, staff and communities at the heart of everything we do.

Trustworthy

Acting with integrity, transparency and accountability.

Respectful

Valuing diversity, fairness and mutual respect.

Innovative

Embracing creativity, improvement and change.

Collaborative

Working in partnership to maximise impact.

Our learners are at the heart of everything we do, with the College's vision of 'Unlocking Potential. Enabling Success' and our values of people-centred, trustworthy, respectful, innovative and collaborative.



With around 800 staff members we are also a major employer in the West of Scotland region. With campuses in Greenock, Paisley and Clydebank we work across seven local authorities and serve diverse communities – including some of the country's most deprived.



WEST COLLEGE SCOTLAND BOARD OF MANAGEMENT

The Role of the Board

The Board of Management has collective responsibility for setting the strategic direction of the College and ensuring successful delivery of our Vision, Mission and Strategic Plan:

- **Provides purpose driven leadership grounded in public value and community impact.**
- **Places learners, staff and communities at the centre of decision making, supporting an inclusive culture that removes barriers to learning and opportunity.**
- **Promotes our values of being People-centred, Trustworthy, Respectful, Innovative and Collaborative.**
- **Ensures effective governance, financial stewardship and risk management.**
- **Champions equality, diversity, inclusion and wellbeing.**
- **Strengthens partnerships with employers, communities, government and the wider tertiary education system.**
- **Holds the Executive Team to account for delivery against agreed priorities and outcomes.**

Governance

The College is a registered charity and receives public funding. In ensuring strong financial stewardship, effective risk management and sustainable performance, Board members are required to comply with:

The Code of Good Governance for Scotland's Colleges
The Scottish Public Finance Manual.
Charity Trustee duties as regulated by OSCR

Conduct and Ethical Standards

Board members are expected to uphold the highest standards acting in good faith and in the best interests of learners and the College. 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).

The College Code of Conduct is based on the Standards Commission Model Code and is available on the College website.

The Role of a Board Member

As a Board Member, your role is to contribute to collective leadership that enables West College Scotland to deliver transformational impact.

Working collaboratively with fellow Board members and the Executive Team, you will:

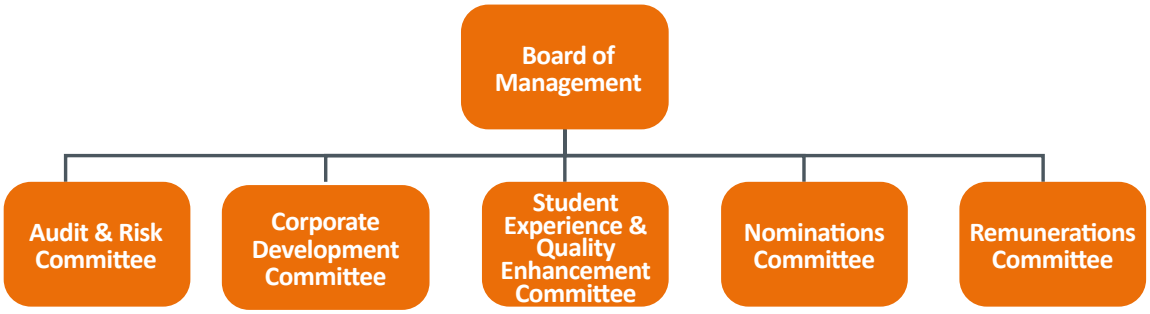
- **Provide strategic oversight aligned to the College's four strategic themes: Our People, Our Partnerships, Our Place and Our Performance.**
- **Offer constructive challenge and informed advice that supports innovation, agility and continuous improvement.**
- **Champion equality, diversity and inclusion, ensuring opportunities to thrive are accessible to all.**
- **Act as an ambassador for the College, building trust and confidence with learners, staff, partners and stakeholders.**
- **Uphold the highest standards of governance, integrity and public accountability.**

All Board Members share collective responsibility; no individual member has authority to act independently of the Board.

The Board comprises up to 20 members as follows:

- **The Chair, appointed by the Scottish Minister.**
- **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.**
- **2 staff members nominated by the local recognised Trade Unions (1 from Teaching staff and 1 from Support Staff).**
- **Up to 12 Non-Executive members, appointed through a recruitment and interview process and approved by the Scottish Minister.**

Since our formation in 2013 we have been one the country's largest colleges, playing a pivotal role in transforming tens of thousands of lives and supporting the economic and social success of the communities we serve.



Skills and Experience Sought

We are seeking individuals who can help guide the College through a period of opportunity and challenge, supporting delivery of our Strategic Plan and long term sustainability. We particularly welcome skills and experience that support:

- **Strategic leadership and organisational performance.**
- **Finance, audit, legal, risk or risk oversight.**
- **People, culture, wellbeing and organisational development.**
- **Employer, public sector or community partnership working.**
- **Innovation, reform transformation, digital or estates development.**
- **Entrepreneurship, business development, marketing, customer service.**

Above all, we are looking for Board members who share our Vision, Mission and Values, bring curiosity and insight, and are motivated by making a positive difference to people's lives.

Time Commitment and Term of Appointment

The Board meets a minimum of four times per year, with additional committee and development activity. Board members are required to be a member on at least one of the committees. The capacity and commitment are important as we adapt to maximise opportunities for growth and face emergent challenges.

The expected time commitment is approximately 12 days per annum. In addition, Board members are encouraged to attend graduations to celebrate students' successes; and student shows and events which showcase their achievements. They are similarly invited to staff events, such as Staff Awards and departmental visits.

Appointments are typically made for up to four years, with the possibility of a single re-appointment, subject to performance and Ministerial approval.

Board member roles are unremunerated. Reasonable expenses incurred in the course of Board duties will be reimbursed, subject to the College's policies.



"Serving as Student President and a Board member has been both an honour and a privilege. As a woman from a country where many women are denied the opportunity to participate in leadership and decision-making, this role has been deeply meaningful and incredibly rewarding. It has shown me the power of inclusion, collaboration and representation. It has given me the opportunity to ensure that the student voice is at the heart of decision-making. I am proud to have worked alongside dedicated colleagues and students to deliver the very best outcomes for our students and create lasting, positive change for our college community.

Freshta Qaderi
Student President Board Member
(2025-2026 and 2026-2027)



"Being on a college board is a chance to make a difference for students, employers and the community. Colleges have never been more important for our economy and it's a privilege to be involved with such a fantastic organisation as West College Scotland at such a crucial time. I'd urge anyone who cares about education and our future to consider joining us on the Board!

Gordon Hunt
Vice Chair of the Board
Chair of Student Experience & Quality Committee.

APPLICATION AND ASSESSMENT INFORMATION

Please read these notes carefully before you apply.

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.

All Board members need to have 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.

The Board is particularly keen to welcome applications from people local to our main campuses, although it is not essential that you live/work in areas where our campuses are based.

Valuing Equality and Diversity

West College Scotland is committed to diversity and equality. We value the benefits of having different points of view and experiences represented on the Board. WCS is an Equal Opportunities Employer and applicants must embrace equality and diversity. You are requested, therefore, to complete and return the Equal Opportunities Monitoring Information form with your application.

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 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.

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.

2. 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. Please see section on Fit and Proper Person test below.

The panel will seek evidence provided by you that: you have the skills, knowledge and experience required for the role.

- **You understand the work of the College 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.**
- **You can give the time required for the role.**
- **You are not disqualified on any grounds from being appointed to this Board may be sought at interview, may be sought at interview.**

The selection panel may consider publicly available information about candidates which is posted by candidates on social media.

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.

If appointed to the Board, 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.

Fit and Proper Person Test

Scottish Ministers and the public must feel confident that people appointed to Board of public bodies are fit and proper persons to take up these positions. In the context of board member appointments, 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 for appointment.

Vetting

Appointments are subject to satisfactory 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 West College Scotland Board of Management, you will be required to complete a Protection of Vulnerable Groups (PVG) Scheme application before taking up your appointment.

Closing Date
Monday 28 September 2026

Interview Date
Monday 26 October 2026

3. How we will handle your application

The panel will invite to interview those applicants who meet the criteria. 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 not selected for the interview stage 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 then appoint successful applicants following approval from the Scottish Ministers. This process can normally take a minimum of 4-5 weeks. 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.

Register of Interest and Conflict of Interest

Your current employment or other position you may hold may give rise to a potential conflict of interest which could affect your suitability for appointment.

It is important that you consider this possibility before making your application. We will seek confirmation that applicants have no inappropriate or unmanageable conflicts of interest in respect of appointment to the Board.

Please let us know in your application of any potential conflict of interest. If you want to know more information on conflicts of interest, prior to submitting your application, please contact Susan McDonald, Governance Manager, susan.mcdonald@wcs.ac.uk.

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

Applicants are asked to submit:

- **A letter outlining motivation and alignment with the role of no more than 900 words.**
- **The completed application form demonstrating relevant skills and experience of no more than 300 words per criteria.**
- **The Self Declaration form**
- **Equal Opportunities monitoring form.**

Please ensure all four documents are attached to your email submission.

4. Personal Specification

Applicants must be able to demonstrate that they are able to meet all the Essential Skills and Experience below. Please note prior Board experience is not required.

Essential Skills & Experience

- **Corporate Governance - an understanding of corporate governance in public, private or charity sectors and of risk management.**
- **Strategic Thinking - ability to contribute to the development of the Board's strategic directions and priorities.**
- **Analytical - ability to analyse complex material and to reach sound conclusions.**
- **Respectful challenging - ability to question constructively within a team environment.**
- **Communication - ability to communicate effectively with a diverse range of stakeholders and build effective networks.**
- **Education Landscape - an interest in education and understanding of current issues in Scotland.**

Desirable

- **Public Service Reform - an understanding of the current Scottish Government's policy ambitions for public services in general and post-16 education in particular.**
- **Context - 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.**

5. Appointment Timetable

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

Stage in Progress	Timescale
Closing date for applications	Monday 28 Sept 2026
Outcome of shortlist to be relayed to applicants	w/c 8 October 2026
Date for interviews	Monday 26 October 2026
Date by which the Chair will make recommendation to the Scottish Ministers for appointment	w/e 30 October 2026
It is hoped to have approval from the Minister in time for successful candidates to join the Board of Management	Monday 14 December 2026

Further Information

For further information about the role, or if you have any general queries, or require this information in a different format, please do not hesitate to contact Susan McDonald, Governance Manager on 01475 554032 or at susan.mcdonald@wcs.ac.uk

If you would like an informal chat with Dr Waiyin Hatton, Chair of the Board of Management, before submitting an application, please do not hesitate to email the Governance Manager to arrange.

INFORMATION SESSIONS

Information sessions will be held via Teams on the following dates/ times:

Monday 7 September 2026, 6.30pm - 7.30pm

Thursday 17 September 2026, 6.30pm - 7.30pm

Please contact Susan McDonald, Governance Manager at susan.mcdonald@wcs.ac.uk should you wish to join either of these sessions.



For more more information on the Board of Management

Please visit our website:

WCS BOARD

Our strategic plan 'We Are West' reflects our commitment to inspiring and transforming lives by harnessing the individual and collective talent of our staff, learners, partners, stakeholders and industries.

STRATEGIC PLAN

