



Edinburgh College Board of Management

Recruitment Pack

Dear Applicant,

Appointment of Non-Executive Board Members – Edinburgh College

Thank you for your interest in joining Edinburgh College's Board of Management. We are seeking two new non-executive members to help shape the future of Scotland's Capital College at an exciting and pivotal time. Like many institutions in the sector, we are navigating financial pressures while delivering an ambitious transformation programme.

We are looking to appoint **two individuals, one with experience in setting direction for People/Human Resources in complex organisations and someone with broader, more generalist experience that would be relevant to the College; we are particularly keen to hear from people who might bring experience of entrepreneurship, sustainability, and/or leading community groups.** These two appointments will strengthen the Board's strategic capability, direction and delivery, and governance oversight.

You will be enthusiastic about our vision to unlock potential, transform lives, and support communities. You will also bring independent judgement, strategic insight, a collaborative way of working, and a demonstrable commitment to equality, diversity, and inclusion. At Edinburgh College we are proud of the diversity of perspectives and experience that our Board members have. We want our new Board members to bring a deep understanding of the diverse needs of our student population and be focused on ensuring that the College is an inclusive place for all. We want to make sure we benefit from the widest range of talent, and we know that disabled people, young people and those from minority ethnic communities are less likely to apply. We want to change that, and as you will see when you read this pack that we do things differently. Our selection process is designed to remove bias and allow you to show how you will help us deliver.

This is an exciting opportunity to join a dynamic board that addresses complex and meaningful challenge. If you are successful, you will receive a full induction and ongoing development support. Both appointments will commence in September 2026 and will be for an initial term of three years, with the potential for re-appointment for a second term. Full details of the role and requirements are included in this recruitment pack.

Thank you for considering this opportunity. We look forward to receiving your application.

Yours faithfully,



Nora Senior CBE DL
Chair of the Edinburgh College Board of Management

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Application deadline

Closing date: 10am Monday 4 May

Please note late applications will not be considered.

Contact Details

Please contact the Board Secretary, Fraser Rudge, for any application related queries.

By email: governance@edinburghcollege.ac.uk

By phone: 0131 297 8130

1 ABOUT EDINBURGH COLLEGE

Edinburgh College is the largest college in Scotland, covering Edinburgh City, East Lothian and Midlothian. We deliver over 10% of all activity across the Scottish college sector with provision ranging from access level through to honour level degrees and continuing professional development.

We offer an extensive range of further education (FE) and higher education (HE) programmes across levels 1-10 on the Scottish Credit and Qualifications Framework (SCQF), supporting learner pathways from entry-level study through to degree provision delivered in partnership with universities. In 2024/25, we had 26,250 student enrolments with 86% of delivery at FE level and 14% at HE level.

Our diverse curriculum spans key areas including Creative Industries, Culture & Languages; Sustainable Technology, Advanced Manufacturing & Digital Innovation; Construction and Care, Health & Wellbeing – aligning with national economic priorities.

We deliver over 580 accredited courses across our four campuses - [Granton](#), [Midlothian](#), [Milton Road](#) and [Sighthill](#), and from a wide range of community venues. Our provision is increasingly flexible incorporating blended and online learning to meet the evolving needs of learners and employers

We are also strengthening our reputation as one of the UK's most internationally active colleges. Our international activity sees students from over 135 countries come to Edinburgh to study with us; and our project work has taken us across five continents in recent years. Like the wider college sector, Edinburgh College is operating in a challenging financial environment, requiring careful prioritisation and innovation to ensure long-term sustainability. In response, the College is progressing a significant programme of transformation, designed to adapt to a changing funding and operating landscape, strengthen delivery, and ensure we continue to meet the needs of learners, employers, and communities.

Demand for skills, upskilling and reskilling is increasing rapidly, alongside expectations for deeper employer engagement and more responsive provision. The College is playing a central role in addressing these challenges, supporting individuals into work, enabling career progression and contributing to regional economic growth.

Our staff are central to our success. As of 31 October 2025, the College employed around 1,000 staff (867.1 FTE), whose skills, knowledge and industry expertise ensure that students receive high-quality, relevant teaching and support.

Edinburgh College plays a vital role in our local communities and in the wider economy. We partner with secondary schools across three local authorities (and beyond) to provide Senior Phase provision for 3,737 school pupils; and work with over 1,789 apprentices, managing agents and associated employers. This is in addition to the upskilling and reskilling work we do throughout the region to help meet the growing demands of our local economy.

In 2024, the College published, [Our Capital, Our College](#), which outlines the reach of our work and highlights the impact our College is having in tackling key local and national challenges; and [Our College, Our Workforce](#), which focussed on the state of the region's labour market and Edinburgh College's role as an important skills provider.

Our Mission and Values

Our mission is focused on empowering positive change by creating an environment that enhances access to improved opportunities for staff, students, and partners. Edinburgh College strives to unlock the potential of individuals, transform lives, and support local and international communities.

At the core of our mission are our guiding values:

- **Responsible.** Demonstrating accountability in decision-making and actions.
- **Respectful.** Fostering a culture where differences are valued, and everyone is treated with dignity.
- **Student-Centred.** Prioritising the needs and development of students, ensuring they are at the heart of all initiatives.
- **Trustworthy.** Building credibility and confidence through transparency and consistency.
- **Working Together.** Emphasising collaboration among staff, students, and external partners to achieve shared goals.

Together, these elements not only define the College's internal culture but also shape how it engages with external stakeholders, driving innovative educational practices and community-focused initiatives.

Our Strategic Plan

We aim to empower and transform communities through inclusive, high-quality education and training. The [Edinburgh College Strategic Plan](#) emphasises the following key elements:

- Empowering Learners and Communities
- Quality, Innovation, and Inclusivity
- Collaboration and Partnerships
- Accountability and Responsible Governance

2 THE BOARD OF MANAGEMENT

The Board of Management is the governing body for Edinburgh College, and is responsible for securing the coherent provision of high-quality fundable higher and further education in Edinburgh, East Lothian, and Midlothian. Related to this, the Board oversees the strategic planning of college provision, the allocation of funding, and the monitoring of performance.

The Board of Management is supported by is supported in discharging its responsibilities by the following committees:

- Audit & Risk Assurance Committee
- Finance, Business Development & Resources Committee
- People & Remuneration Committee
- Student Success Committee
- Governance & Nominations Committee

The Board comprises the Regional Chair, up to 12 non-executive members, the Principal, two elected staff members, two nominated student members, and two nominated staff members put forward by a recognised trade union.

Further information on the Board and its committees can be accessed on the [Board of Management webpages](#).

3 ROLE DESCRIPTION

The full responsibilities and duties of a Board member are outlined in detail within the [Guide for Board Members in the College Sector](#). However, a brief overview of the key duties of a member of the Edinburgh College Board of Management is described below:

1. Agree the direction and aims of the College, maintaining a strong collective sense of delivery, accountability and challenge in the investment of considerable public funds.
2. Contribute to the fulfilment of the Board's duties, roles and responsibilities, including those as an employer:
 - a) Provide leadership, direction, and support to the College, setting its strategy and priorities.
 - b) Promote commitment to the values and ethos of the College including equality and diversity.
 - c) Ensure satisfactory delivery of the College's performance and financial objectives, high quality learning and outcomes, and a good learning experience.
 - d) Be accountable to and maintain the trust of key stakeholders.
 - e) Comply with relevant legal and financial requirements including the Scottish Public Finance Manual.
 - f) Ensure identification and control of the main risks to delivery of the organisation's responsibilities and business objectives.
 - g) Ensure staff have the appropriate skills, knowledge, culture and working environment.
 - h) Adhere to the sector's Code of Good Governance and the college's relevant Financial Memorandum.
3. Participate in the business of the Board, including:
 - a) Preparing for and attending Board meetings of the full Board;
 - b) Contributing to the making of Board decisions;
 - c) Chairing or participating in at least one Board sub-committee;
 - d) Chairing or participating in relevant project groups as required; and
 - e) Attending key college events and representing the Board externally where required.

4. Promote the highest standards of governance, propriety and conduct in the business of the College and the Board of Management, and observe the [Code of Good Governance for Scotland's Colleges](#) and the [Code of Conduct for Board Members](#).
5. Provide accountability for the College's contribution to the Scottish Funding Council's (SFC) [Outcomes Framework](#), ensuring that delivery aligns with regional needs, national priorities and the effective use of public funding, and is evidenced through the SFC [Assurance Model](#).
6. Approve the annual report and financial statements for each financial year.

In your first year you can expect to:

- Contribute to oversight of the College's transformation programme.
- Support strategic workforce and organisational development.
- Provide constructive challenge on financial sustainability and performance.
- Build relationships across the Board of Management and its committees.

Public Service Role

In carrying out this public service role, you will be expected to uphold the highest 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 (see *Annex C*). Please also see the [Code of Conduct for Members of the Edinburgh College Board of Management](#).

At all times you will act in good faith and in the best interests of the learners.

Training and Induction

If appointed as a Board member, you will be provided with an induction and ongoing development support to help you perform effectively in your role.

Time Commitment

During the first year of appointment, it is anticipated you may need to devote an average of 1.5 days per month. Your time will mainly be spent attending meetings, reading documents, and attending occasional evening events.

Meetings of the Board and its committees will either be held online or at one of the College's four campuses: Granton, Sighthill, Milton Road and Midlothian. On occasion, you may be required to attend meetings and represent the Board in other venues across Scotland.

Length of Term of Appointment

Appointments to the Board of Management come into effect once the Cabinet Secretary's approval has been granted. The length of term will be for a period of three years, to be advised at the time of appointment.

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.

Remuneration

There is no remuneration for these posts. Expenses incurred as a result of carrying out the duties of the appointment, including reasonable travel and subsistence, can be claimed through the Edinburgh College Expenses Claim Form.

4 PERSON SPECIFICATION

You may be a good fit for these roles if you:

- Care deeply about improving public services and education.
- Can offer insights that add a different perspective to our Board.
- Understand the dynamics of public, regulated, or complex organisations.
- Can bring experience of transformational people and culture change or delivering environmental sustainability.

To carry out the responsibilities of a Non-Executive Board Member, you will need to bring relevant skills and experience. These will be assessed during the selection process.

The person specification outlines both essential and desirable criteria. If you meet the essential requirements, you should still consider applying even if you don't meet the desirable criteria.

Please note that there are essential skills and experience common to both posts (1-5), and additional skills and experience specific to each post (A-B).

Essential Skills and Experience (required for both posts)		
Essential Skills and Experience	Descriptors	How will this be tested?
1. Independence and Integrity	• Able to exercise independent judgment and challenge others when necessary. • Able to perform duties objectively. • Interest in public service and experience contributing to collective decision-making.	Application and Interview We will invite you to complete a work-based scenario at the application stage and may follow up at interview. We will want you to tell us at interview about your experience and how this has been gained.
2. 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 invite you to complete a work-based scenario at the application stage and may follow up at interview. We will want you to tell us at interview about your experience and how this has been gained.
3. Communicating and Influencing	• Experience of communicating 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, Presentation and Interview We will invite you to give a short presentation (the topic will be provided to shortlisted candidates in advance). We will also have a follow-up discussion at interview that will enable us to obtain further detail.

Essential Skills and Experience (required for both posts)		
Essential Skills and Experience	Descriptors	How will this be tested?
4. Governance	- Understanding of the principles of good governance, collective responsibility, and public accountability, or willingness to develop this knowledge. - Demonstrate an understanding of the strategic role of the Board of Management.	Application 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.
Desirable Skills and Experience		
5. Edinburgh Region and its Needs	- Understanding of, or interest in, learning about the Edinburgh region and its social, economic and community needs. - Understanding of, or strong interest in, the role of education, skills development, and employer engagement in supporting economic growth and social impact. - Able to demonstrate an appreciation of diversity across the region.	Interview We may ask you some questions about your knowledge and understanding of regional needs and the role of Edinburgh College in meetings such needs.

Skills and Experience for Post 1 (Strategic HR/People & Culture)		
Essential Skills and Experience	Descriptors	How will this be tested?
A. People Strategy	• Experience contributing to or leading strategic people and culture work in an organisation. • Experience of workforce transformation and organisational change (ideally within a unionised environment) • Experience working in organisations with multiple stakeholders or competing criteria • A sound understanding of employment law, the Equality Act 2010, and the Public Sector Equality Duty.	Application and Interview We will invite you to complete a work-based scenario at the application stage and may follow up at interview.
Desirable Skills and Experience		
B. Committee experience	• Able to provide evidence of being a member and/or chair of a board committee	Application and Interview Please highlight any experience in your CV. We may ask you about your committee experience and specific challenges you have managed.

Skills and Experience for Post 2 (Open to individuals who can broaden the Board's collective expertise)

Essential Skills and Experience	Descriptors	How will this be tested?
A. Strategic Organisational Insight	• Experience of contributing to or working with organisations with multiple stakeholders or competing priorities. • Able to demonstrate an appreciation of organisational sustainability, including financial challenges, and the need to balance ambition with deliverability.	Application and Interview We will invite you to complete a work-based scenario at the application stage and may follow up at interview.
Desirable Skills and Experience		
B. Entrepreneurial / Environmental / Community Leadership	• Able to provide evidence of skills and experience related to one or more of entrepreneurship, environmental sustainability, and community leadership.	Application and Interview Please highlight any experience in your CV. At interview, we may ask you to discuss specific initiatives you have led or contributed to; any challenges managed; and the impact your work achieved.

5 HOW TO APPLY

We are delighted that you are considering applying to become a Non-Executive Board Member at Edinburgh College.

Please follow the steps below to complete your application:

Step 1: Online application and CV upload

Please visit the [College's vacancies website](#) and go to the application page for the post that you are interested in.

You will be asked to complete a work-based scenario so we can assess how well you match the role. Please do not use AI tools to write your responses.

If you want to apply for both roles, you will need to submit a separate application for each one. We recommend drafting your responses on Microsoft Word or similar, as one of the scenario questions is the same for both roles. Where relevant, you can use the same response for each application.

You will be asked to provide your contact details and some demographic information. The demographic data you choose to share helps the College understand how well we are reaching a wide and diverse range of applicants. This information is never shared with the panel and is not linked to your application.

Your CV and name won't be seen by the panel until after the scoring of your application, and only the top scoring candidates will move from longlist to shortlist.

If you have any problems with the application system and need to apply another way, please contact the Board Secretary using the details below. We will make sure you can submit your application without being put at a disadvantage. You can contact the Board Secretary, Fraser Rudge, by:

Email: governance@edinburghcollege.ac.uk

Phone: 0131 297 8130

Step 3: Submit Your Application

Please submit your application by 10:00 AM on **Monday 4 May 2026**.

Step 4: What Happens Next

- Initial Assessment:** The interview panel will review your answers to the scenario questions using a standard scoring guide. Your answers will be anonymised and mixed up so the panel can't identify you or be influenced by the order of responses. Please do not use AI tools to write your answers.
- Shortlisting:** If you reach the interview score threshold, you'll be placed on a longlist. If you're longlisted, your CV will be checked to confirm your experience, and the highest-scoring applicants will then be invited to interview.
- Interview:** Interviews are expected to be held on 18 and 19 May.
- If you're invited to interview, we'll tell you who will be on the interview panel and ask you to share any connections you may have with them. Having a connection won't stop you from taking part, but we do need to be aware of it.
- All candidates will receive a briefing on the types of questions to expect and will be asked to give a short presentation.
- We want to make sure everyone can perform at their best. The interview will be held in an accessible venue, and if you need any specific adjustments, please let us know when you receive your interview invitation.
- Appointment:** Successful candidates will be appointed by the Board, subject to approval by Scottish Ministers.
- Feedback:** Feedback will be available to all applicants on request.

Additional Information

The appointment process includes Fit and Proper Person checks to ensure suitability for public office. Details are provided in Annex A.

A Privacy Notice explaining how we handle your data is included in Annex B.

Annex A - Fit and Proper Person Tests

For this appointment round, the verifications in place for the fit and proper person tests are:

Verification of relevant information provided by the applicant

Evaluation of the evidence provided by you in relation to the skills, knowledge, and experience required for the role will be tested in the application and explored further at interview, should you be invited.

If applicants provide information in support of having the relevant competency which details roles or qualifications held that is material to the selection panel's decision making, this information may be checked as part of the final assessment.

Ensuring that the individual's conduct to date has been compatible with the public appointment in question

Confirmation that you understand the work of the body and the nature of the appointment and that you are not aware of having committed any offence or performed any act incompatible with the position that you are applying for forms part of the declaration statement of the application form. By virtue of submitting the completed form you are declaring that the information provided is, to the best of your knowledge and belief, true and complete.

If invited for interview, further assessment will be through seeking evidence on how you have practically demonstrated the principles of public life through your conduct in a given situation.

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

If invited for interview, you will be asked if you have any potential conflicts of interest. Further assessment of any potential conflict will be carried out through questioning that you understand what is meant by a conflict, and asking you to confirm that, to the best of your belief, you do not have any conflicts that are incompatible or unmanageable.

Determining that the individual'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

Information on disqualifications is provided in paragraph six of schedule 2B of the [Further and Higher Education \(Scotland\) Act 2005](#), and you are asked to review this prior to submitting your application. Confirmation that you are not disqualified on any grounds from being appointed to this Board forms part of the declaration statement of the application form. By

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

The successful applicant will be subject to a Protection of Vulnerable Groups (PVG) scheme and any appointment will be subject to a satisfactory report.

Ensuring that the applicant agrees to be bound by the members' Code of Conduct for the Edinburgh College Board of Management

You are referred to the Edinburgh College Board of Management members' Code of Conduct. This code sets out the standards of behaviour expected of Board members, and you should review this prior to submitting your application. You can access the code at the [Board of Management webpage](#).

Confirmation that you have read the members' Code of Conduct, that you understand this code and that you agree to be bound by it in the event that you are appointed forms part of the declaration statement of the application form. By virtue of submitting the completed form you are declaring that the information provided is, to the best of your knowledge and belief, true and complete.

Establishing that the individual is able to meet the time commitment required

The advertisement for the roles sets out the time commitment involved. If invited for interview, this will be fully explored with you to ensure that you can offer the appropriate assurance that you can undertake the commitment required.

It is anticipated that during the first year of appointment you may be required to devote an average of 1.5 days per month.

Annex B - Privacy Notice for Non-Executive Board Member Recruitment

Edinburgh College is providing you with this information to comply with data protection law and to ensure that you are fully informed, and we are transparent in how we collect and use your personal data.

Who is collecting the information?

Edinburgh College is the Data Controller. We have an appointed Data Protection Officer (DPO), Lizi Bird, who can be contacted by emailing: DataProtection@edinburghcollege.ac.uk

Why are we collecting it and what are we doing with it (Purpose)?

Information is collated as part of the Non-Executive Board Recruitment process to allow the Edinburgh College Board of Management to shortlist, interview, and appoint appropriate candidates to the Board.

What personal data do we collect?

The following personal data will be collected from applicants:

Personal Data	Special Category (Sensitive) Personal Data
Name (First Name and Surname)	Disability
Contact Telephone No.	Ethnicity
Contact Email Address	National Identity
Contact Home Address	Religion
Application information (e.g. job history, experience etc.)	Sex
Date of Birth	Sexual orientation
Fit and Proper Person Test	

Successful applicants will also be required to undertake a Protection of Vulnerable Groups (PVG) Scheme check.

The lawful basis for the processing

The legal basis for processing your personal data for this purpose is GDPR Article 6(1)(b) “processing is necessary for the performance of a contract to which the data subject is party or in order to take steps at the request of the data subject prior to entering into a contract” To meet our statutory obligations under the Equalities Act and for the purpose of monitoring our equality and diversity we collect special category data. The legal basis for this processing is GDPR Article 9(2)(g) “processing is necessary for reasons of substantial public interest, on the basis of

Union or Member State law which shall be proportionate to the aim pursued, respect the essence of the right to data protection and provide for suitable and specific measures to safeguard the fundamental rights and the interests of the data subject."

Who we share the information with

The names of candidates selected by an interview panel, and a statement outlining their suitability for non-executive appointment to the Board of Management, will be submitted to the Scottish Ministers for approval. Successful candidates will be notified of the outcome of the appointments process once confirmation from Scottish Ministers has been received. On successful completion of the recruitment process, appointed Board members' personal data will be shared on the Edinburgh College website through the Board of Management Register of Interest.

How long do we hold the personal data?

Personal data will be held by the data controller for the length of a successful applicant's period of tenure, and a further 6 years after. Following this, the personal data will be destroyed securely, following College procedures.

Unsuccessful applicants' data will be securely destroyed, following College procedures, within 12 months of the non-executive recruitment campaign closing.

Individuals' rights in relation to this processing

Under data protection law individuals have rights in relation to the processing of their personal data. These rights are as follows:

- Right to be informed (i.e. a privacy notice);
- Right of Access – this means individuals have the right to access and have copies of all personal data held;
- Right to rectification – this means individuals have the right to correct/update inaccurate or incomplete information about them;
- Right to erasure, commonly known as the right to be forgotten – this means individuals can request that all their personal data held by an organisation is destroyed;
- Right of restriction – this means individuals can restrict how their personal data is processed. This only applies in certain circumstances;
- Right to data portability – this means individuals can request their personal data in a machine-readable format (e.g., a .csv file) to transfer to another organisation;
- Right to object – this means an individual can object to how their personal data is processed;
- Automated individual decision-making including profiling – this means individuals have the right not to be subject to a decision made solely by automated means.

Please note not all rights are absolute and may only apply in certain circumstances, in such an instance these requests will be assessed on a case-by-case basis. To exercise these rights, please contact the College by the data protection mailbox:

DataProtection@edinburghcollege.ac.uk. *[The College will have one month to respond to your request]*

Complaints to UK Information Commissioner's Office (ICO)

If you are concerned about how your personal data is being used by the College, in the first instance please can you contact the College Data Protection Officer (DPO) at

DataProtection@edinburghcollege.ac.uk . If you are not satisfied with the outcome then you can complain to the regulator of data protection, the UK Information Commissioner's Office (ICO). The ICO has guidance on their website here: <https://ico.org.uk/your-data-matters/raising-concerns/>

You can email them at casework@ico.org.uk or call them on 0303-123-113 or you can send a letter to them at the following address: Customer Contact, Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, SK9 5AF

Annex C - The Nine Principles of Public Life

Public Service

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

Selflessness

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

Integrity

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

Objectivity

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

Accountability and Stewardship

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

Openness

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

Honesty

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

Leadership

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

Respect

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

Edinburgh College Board of Management



Recruitment Pack

For the future you want

For more information please visit:

edinburghcollege.ac.uk



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