

Glasgow Kelvin College



Principal & Chief
Executive

Position Profile

Contents

1. Welcome from Ian Patrick, Chair of the Board of Management	3
2. The Organisation	4
3. Organisational Structure	7
4. Key Priorities	7
5. Key Responsibilities	8
6. Preferred Candidate Background	11
7. Remuneration	13
8. The Recruitment Process	13

1. Welcome from Ian Patrick, Chair of the Board of Management

Dear Candidate,

Thank you for your interest in the opportunity to become Glasgow Kelvin College's new Principal and Chief Executive.

Glasgow Kelvin College was formed in November 2013 following the merger of three local Colleges as part of the Scottish Government's Regionalisation Agenda. The current Principal was appointed at the time of merger and has led developments to create a community-based College which serves the communities of the North and East of Glasgow and beyond. Glasgow Kelvin College strives to provide life-changing opportunities for all its learners.

Glasgow Kelvin is one of three assigned Colleges in Glasgow and works collaboratively with City of Glasgow and Glasgow Clyde Colleges and in partnership with Glasgow College's Regional Board for the benefit of Glasgow City as a whole.

Our College is a shining example of the positive benefits of merger. It is well managed, well governed and financially sustainable and the current Principal, his senior team and indeed all staff are responsible for the success of the College. The Board of Management support and constructively challenge the Executive and were particularly delighted in 2016 when Glasgow Kelvin College was cited by Audit Scotland as being an exemplar of strong governance and transparency.

With our Principal retiring at the end of the current academic session, we require a new Principal and Chief Executive who will build on the success of Glasgow Kelvin College and lead it through its next stage of development. This is a challenging and exciting role and the Board are looking for a strategic thinker who will lead and motivate the staff to continue to deliver for the benefit of our learners and our communities. It is imperative that the successful candidate demonstrates a strong empathy with the mission, vision, ethos and values of Glasgow Kelvin College which lie at the heart of everything we do.

If you are passionate and motivated to make a real difference and ultimately transform lives through education, we would love to hear from you.

I wish you well with your application

Regards,

Ian Patrick

Chair of the Board of Management

2. The Organisation

Glasgow Kelvin College is the key provider of accessible vocational skills and core-skills learning in the North and East of the city. It delivers high quality introductory to degree-level programmes to around 16,000 learners each year across four campuses which sit in the heart of their communities, and through a large network of community-based centres.

As one of three Colleges in the Glasgow Region, Glasgow Kelvin College works closely with its sister Colleges to ensure a quality learner experience, which equips its learners to progress in their working, personal and civic life.

Engaging with its communities that experience high levels of deprivation, the College works with partners and employers to create and deliver relevant industry-standard programmes and inclusive progression opportunities in a vibrant and sustainable environment for the learners, communities and stakeholders, which it serves.



The College mission is 'Transforming lives through education', with a vision to 'enhance our learners' aspirations, careers and lives through accessible, inclusive, high quality lifelong learning.'

The College Strategic priorities for 2018 to 2021 emphasise that it is:

- Working to develop our students, communities and curriculum;
- Working to develop our own skills;
- Working in partnership;
- Working sustainably, transparently and collaboratively.

Number and range of learners

With over 18,000 enrolments from 15,200 learners in 2016/17, the College learner population is diverse and dynamic. At the last Student Satisfaction survey, 97% of learners reported being satisfied or very satisfied with their College experience.

79% of learners are from the Glasgow area and the age profile reveals that some 49% are aged 25yrs and over. The College's strong relationship with local secondary schools through its Senior Phase and Youth Access programmes is borne out by the fact that around 16% of learners are aged under 16yrs.

In addition, a reflection of the intrinsic relationship the College has with its local communities is evident from an examination of the learner profile where 50% of learners live in the most deprived 10% of Scotland's communities (SIMD2016).

The College Leaver Destinations report reveals that almost 97% of full-time learners progressed to employment or further study in 2018.

Glasgow Kelvin College's Curriculum Offer



The College ethos focuses on the progression of learners through their learning journey, whatever their starting point. The curriculum, therefore, offers part-time flexible learning from introductory level right through to full-time advanced study linking with degree-level programmes.

The offer is framed around the abilities and aspirations of learners and is driven by the skills needs of a growing economy with vocationally relevant qualifications which align with employment opportunities. Most mainstream programmes contain a work-experience element. Activities seek to address economic sectors which are of key importance to the city and Glasgow Region:

- Health and Social Care, Early Years and Childcare
- Administration, Financial and Business Services
- Creative and Digital Industries
- Engineering and Construction
- Food, Drink, Hospitality and Leisure
- Life and Chemical Sciences



The majority of qualifications delivered by the College are accredited by Scottish Qualifications Authority (SQA) from NQ level, through HNC/D, with others accredited by external agencies such as City and Guilds.

There is a significant amount of apprenticeship training provided for young people on block release from their employers. In addition, the College works with Skills Development Scotland to deliver Foundation Apprenticeships, Modern Apprenticeships and the new Graduate Apprenticeship.

All College programmes have embedded within them an element of personal development with planned expansion in the delivery of meta-skills to enhance communication, problem-solving and entrepreneurial skills.

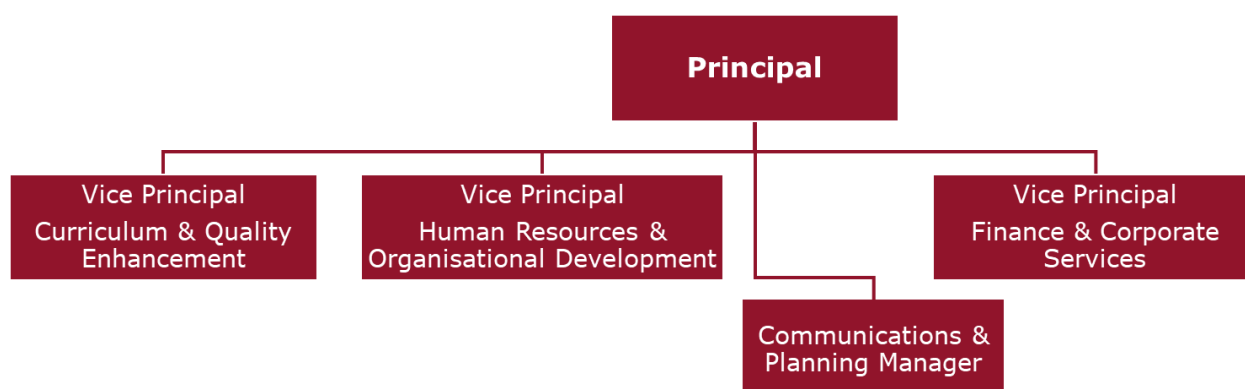
A significant proportion of provision is geared towards specific 'vulnerable' groups of learners who may require additional support, people with learning disabilities, addiction issues, challenging behaviours or young people who are supported through the local authority (young people with experience of the care system). The College works closely with practitioner partners to ensure a relevant and supportive learning journey for all its learners.

The College also works with community partners to deliver learning to third sector groups, opening up that all-important path back into education for many excluded individuals. A significant proportion of this is provided through the John Wheatley Learning Network, an asset-based approach which supports learning in 44 centres in and around Glasgow, with access to IT resources and tutor-supported classes. Glasgow Kelvin works closely with its partners to ensure the continuing success and expansion of the network which is part-funded by a major housing provider and the local authority.

More information can be found at: www.glasgowkelvin.ac.uk



3. Organisational Structure



4. Key Priorities

Providing inspiring leadership to staff and learners, the new Principal will provide strategic direction to ensure the continued financial sustainability of the College and delivery against key strategic and operational objectives in line with the Board's Strategic Plan and the Regional Outcome Agreement.

In addition to ensuring the College continues to deliver high quality outcomes for learners, benefits for its stakeholders and value for money for its funders, the new Principal will ensure alignment of the College's curriculum and services to the agreed strategic aims of the College and Glasgow Regional Boards.

The Principal will also be required to:

- Ensure Glasgow Kelvin College has a mission, vision and ethos which remains largely focused on serving the communities of North and East Glasgow
- Improve student attainment, enabling learners to fulfil their potential and secure new life opportunities
- Deliver the highest standards of learning and teaching using innovative approaches and technological innovation where appropriate
- Monitor and evaluate performance, promoting and embedding a culture of quality improvement and enhancement
- Through effective and ongoing engagement with employers and community planning partners and working in partnership with key stakeholders within the region, ensure the College's needs are embedded into regional plans and that regional aims and objectives are achieved
- Ensure the College collaborates fully with its partner colleges across the Glasgow region

- Develop and maintain a credible local and national profile, making an active contribution to relevant educational debates locally, within the region and nationally
 - Ensure the College continues to be viewed as a high-performing institution that firmly puts learners and the communities they serve at its centre
 - Support and encourage both its staff and learners to enable them to make an effective contribution to the success of the College
 - Adhere to the highest standards of corporate governance
-

5. Key Responsibilities

Leadership and Strategy

- Provision of effective leadership to all staff within the College
- Lead the development of influential and outcome focused strategies which will shape the next stage of development of the College
- Lead the College's strategic planning process; ensuring that staff, learners, stakeholders and the Board have suitable input to the process and that the Board's strategic plans and operational targets are in line with Government policy and the strategic aims of the Glasgow Colleges Regional Board (GCRB)
- Lead the development and implementation of the strategic aims of the Board, providing regular updates on the implementation of relevant plans
- Work collaboratively with other Colleges in Glasgow and in partnership with GCRB to develop policies and strategies for the Glasgow Region
- Working in partnership with Glasgow City Council and the Glasgow Community Planning Partnership to ensure key priorities are considered during the strategic planning process
- Champion continuous improvement in all aspects of the work of the College
- Effectively lead and manage the senior management team, monitor the team's performance against key objectives and ensure they are committed to open communication across the College
- Ensure learners and staff have a voice within the College by implementing and maintaining effective engagement and communication processes
- Act as an academic adviser to the Board of Management

People and Culture

- Ensure the College has a sustainable, diverse, flexible, innovative and talented workforce ready to meet the changing demands facing Further Education through efficient and effective workforce planning
- Develop and promote a culture which engages, motivates and encourages all staff to deliver, through partnership working, high levels of performance in line with the Board's vision and mission

- Promote a culture of performance management through individual and team accountability and commitment to reflection, responsibility and excellence
- Ensure that professional learning supports the vision and mission of the College
- Enable staff to contribute, as reflective practitioners, to the evaluation and enhancement of the learner experience
- Play a lead role in promoting and fostering effective employee relations with the local trade union representatives, and where appropriate, their fulltime officials

Learning Skills and Teaching

- Oversee the development of a curriculum which:
 - is responsive to the needs of learners, employers, partner educational institutions and the communities which the College serves;
 - supports the Government's post-16 education lifelong learning strategies and economic policies.
- Provide leadership to ensure that learners are appropriately supported and are engaged as co-creators of learning
- Promote the use of innovative and digital approaches to learning, teaching and assessment to ensure a high-quality 21st century learning experience
- Embed, through a focus on quality enhancement, an ethos of success; fostering high aspiration, ambition and levels of attainment to promote positive progression by learners at all levels



External Relationships

- As an advocate for the College; develop and maintain strong links with local communities, other educational establishments, local authorities, local and national politicians, employers and other stakeholders
- Ensure the College's local and national reputation is protected and enhanced

- Influence effectively to ensure the Board's priorities are recognised within the region's vision, plans and objectives
- Seek to have an influence on national policy in support of the Board's Vision and Mission
- Ensure learners, communities and employers from the north and east of Glasgow and beyond are effectively represented within the region and nationally

Managing Finance and Resources

- Ensure effective operational planning and risk management processes are in place and advise the Board on relevant actions and progress
- Be accountable for the College's financial affairs and ensure:
 - the College has rigorous financial controls and monitoring processes in place;
 - annual budgets are presented to the Board for approval;
 - action is taken to ensure the sustainability of the College;
 - compliance with funding, legal and statutory requirements.
- Ensure there is an effective and fair framework of staff policies, terms and conditions of employment and working practices which support the recruitment and retention of high performing staff committed to the success of the College
- Ensure College activity considers the health and safety of staff, learners and other users of its facilities as a priority
- Ensure robust and responsive ICT, data information and management systems are in place which comply with statutory reporting requirements, and monitor the delivery of strategic financial and operational plans



Governance

- Accountable to the Board for the proper and effective conduct of the College's affairs within guidance laid down by the government, Scottish Funding Council and the Regional Board; whilst ensuring full compliance with legal, statutory and regulatory requirements

- Develop strong and effective working relationships with Board members and accurately implement the policies and decisions of the Board
 - Act as the main policy adviser to the Board, ensuring all relevant matters relating to the proper governance of the College are brought to its attention
 - Lead the College in advancing equality and diversity while ensuring compliance with government, funding and statutory obligations
-

6. Preferred Candidate Background

As an innovative, solutions focused and visionary leader, the incumbent will have relevant experience in curriculum development coupled with delivery against key strategic priorities; demonstrated by a record of achievement in a senior leadership role.

It is imperative that the successful candidate demonstrates strong empathy with the College's mission and ethos and has the ability to further develop them in order to bring real benefit to the communities which the College serves.

Qualifications

Essential

- SCQF level 10 degree or equivalent
- Evidence of continuing personal development

Desirable

- Postgraduate educational management qualification
- Teaching qualification
- Membership of a relevant professional organisation

Skills and Experience

Essential

- A significant and successful track record of strategic leadership and management at senior executive level in customer/learner focused organisations
- Direct involvement in developing and implementing organisational strategy, successfully leading change and innovation and delivering excellent outcomes
- Strong leadership and people management skills with the ability to motivate staff and develop and maintain good working relationships, both internally and externally
- Experience of curriculum development, academic innovation and management of learning, teaching and assessment

- Extensive experience of building and developing effective stakeholder networks
- Responsibility for and track record in financial accountability and governance working at Board level
- The ability to critically evaluate and implement opportunities to develop and expand the range of provision and resources available to learners and stakeholders
- Working knowledge or experience in Quality assurance and enhancement processes
- The ability to think analytically in order to probe propositions and identify clear outcomes to develop business opportunities
- Relevant experience promoting a culture of performance management through individual and team accountability and commitment to reflection, responsibility and excellence
- Experience developing and implementing initiatives which had a positive impact on equality, diversity and inclusion
- Knowledge of the challenges associated with operating within a complex educational and political environment
- Evidence of working within legislative and regulatory frameworks

Desirable

- Knowledge of the FE sector in Scotland coupled with an understanding of the challenges it faces
- An understanding of Scottish Government's post-16 Education Policy
- Previous exposure to Community Planning Partnership Frameworks

Personal Qualities

- A visionary leader with a recognised ability to inspire others, coupled with a passion for education and learner's success
- A strategic thinker with the ability to formulate and implement both strategic and operational plans
- A highly skilled negotiator with a record of achieving successful outcomes and building excellent relationships and partnerships with a wide range of stakeholders
- Intellectual flexibility to move easily between significant detail and the bigger picture
- Strong ambassadorial and presentation skills with the ability to express views convincingly and coherently using a variety of media
- An innovative and solutions focused thinker with well-practiced analytical skills and judgements in complex and unique situations
- High degree of personal integrity
- Strong self-awareness, confidence and political acumen
- Demonstrable commitment to delivery of high-quality public value services
- Significant personal drive and resilience

7. Remuneration

Salary:	£124,000 – 131,000
Pension:	Local Government or Scottish Teacher Superannuation Scheme
Annual leave:	33 days + 12 statutory/public holidays

A full summary of terms and conditions of service can be provided as appropriate.

8. The Recruitment Process

The recruitment process is being handled by our retained advisors, Livingston James.

Douglas Adam at Livingston James will conduct first stage interviews prior to discussing candidates with the College's appointments panel at the shortlist meeting.

Interested candidates should provide a tailored CV and covering letter to Douglas Adam at douglasadam@livingstonjames.com

Recruitment timetable:

Shortlist meeting:	13 th March
(Livingston James & Glasgow Kelvin College)	

Final Candidate Assessment:	20 th and 21 st March
------------------------------------	---

