

Position Profile

## **Glasgow Kelvin College**

Vice Principal - Operations

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## 1. Welcome from Derek Smeall, Principal and Chief Executive

Welcome and thank you for showing interest in this exciting new post of Vice Principal – Operations.

At Glasgow Kelvin College we work hard to ensure that our programmes are accessible to all, no matter the starting point. We work within our communities which face a series of challenges and recognise that our provision has to be flexible enough to accommodate all learners. We want to ensure that everyone has access to the best career opportunities out there where skills, qualifications and experience are all gateways to opportunity.

The COVID-19 virus and its health, social and economic impacts have created a fast-moving crisis whose dynamics change daily. There is no doubt that the challenges this virus has created are unprecedented and may put demands on society not seen for many decades. Now, more than ever, Glasgow Kelvin College believes in its vision “Transforming lives through education” and in the strength of its shared Ethos. We need a Vice Principal to join us who shares that vision and can align their personal values with the Ethos and Values of Glasgow Kelvin College.

As a member of a small senior team you will play a leading role in ensuring the College continues to go from strength to strength by providing open access to qualifications, knowledge and skills at the level of excellence demanded by employers, industry and university; by winning prestigious awards for many of our trail-blazing innovations; by making an impact on our local and national economy, enhancing our reputation both nationally and internationally and by becoming a Scottish byword for accessible learning, engagement and a cornerstone of economic and social renewal.

All of these initiatives and successes would not be possible without the talents of our remarkable learners and, of course, the expertise of the committed staff who support them. As Vice Principal – Operations you will take on a leading role in shaping our journey.

I wish you well with your application

Derek Smeall  
Principal and Chief Executive

## 2. The Organisation

With a well-earned reputation for high quality accessible learning, Glasgow Kelvin College is the key provider of high quality learning experiences, industry standard vocational skills and relevant skills for life. Our four main campuses sit within the heart of their communities. Many of the communities we serve are some of the most deprived neighbourhoods in Scotland. Providing programmes from foundation to advanced level, the College is a centre of excellence in a wide range of skills areas as well as a key provider of employability and enterprise skills.

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

Engaging with its communities, 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. The College also understands the key role of community capacity building and engagement in creating thriving and innovative organisations and businesses.

The College vision is “Transforming lives through education”. Our mission is to “enhance our learners’ aspirations, careers and lives through accessible, inclusive, high quality lifelong learning”.

The College also has six key principles which help to define the character and ethos of the College alongside our vision and mission. These principles also impact the way in which we provide comprehensive and high quality learning.

- **Professionalism** – Performing to the highest standards to lead and deliver enterprise, progression and excellence.
- **Integrity** – Doing the right thing in an honest, ethical and transparent manner.
- **Creativity** – Fostering the development of new ideas and implementing innovative solutions.
- **Being Supportive** – Demonstrating a commitment to listening, understanding and appreciating the views, needs and aims of others.
- **Respect** – Encouraging working together and investing in College life.
- **Being Participative** – Performing to the highest standards to lead and deliver enterprise, progression and excellence.

The College’s strategic aim is to embed excellence, progression and enterprise opportunities for all its learners, within Glasgow and beyond.

Our strategic priorities for 2019 – 2022 emphasise that the College is:

- Working to develop our learners, communities and curriculum – to deliver an accessible, inclusive, high learner experience for our learners.
- Working to develop our own skills – to provide a professional learning culture to support, retain and develop our highly skilled, diverse workforce which delivers a high-quality learner experience.
- Working in partnership – to be the partner of choice for employers and the communities we serve.
- Working sustainably and collaboratively – to achieve and maintain financial viability.
- Working responsibly and transparently – to maintain the highest standards of corporate governance and responsibility.

### **Number and range of learners**

With over 18,000 enrolments from 16,282 learners in 2018/19, 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.

70% of learners are from the Glasgow area and the age profile reveals that 54% 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 58% of learners live in the most deprived 20% of neighbourhoods in Scotland.

The latest published College Leaver Destinations report reveals that almost 96.2% of full-time learners progressed to employment or more advanced 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 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.

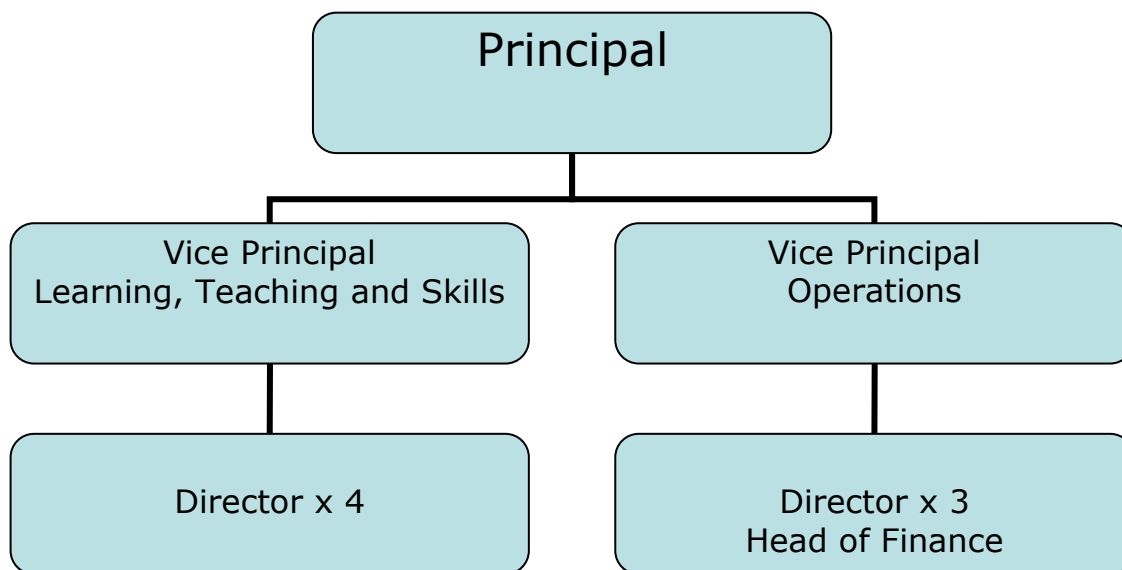
The College's journey, due to COVID-19, has been presented with new obstacles and will continue to be for the foreseeable future, however, as we progress, opportunities to adapt and overcome will become more prevalent. At the moment the College follows a national and sometimes global timeline but this does not prevent it from identifying, planning and preparing for a new start, a renewal. Like many organisations the College is planning, preparing and implementing appropriate actions for when the right opportunities arrive. The College has a Transformation and Renewal Framework which uses a phased approach to support our journey back towards our vision and a vision for health, social equity and a reinvigorated economy.

The College is adopting a systems-based approach, which gives recognition to all of its interrelated and interdependent parts, and their inherent complexities and those of our external partners, authorities and stakeholders, in which distributed leadership will be key. Specifically, collective action will be required, where a number of staff will work independently with their teams but deliver a common aim. To achieve this College managers, teams and staff exercise delegated authority, where appropriate, and feel confident and empowered to achieve the College's immediate ambitions. The College's approach will allow it to confidently exercise collective responsibility in doing all it can to work within the inevitable constraints which are in place to safeguard public health, wellbeing and to begin to support social and economic recovery.

More information can be found at: [www.glasgowkelvin.ac.uk](http://www.glasgowkelvin.ac.uk)

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### 3. Organisational Structure



## 4. Role Overview

With overall responsibility for the strategic development and operational success of the corporate functions of Glasgow Kelvin College, the Vice Principal - Operations will ensure the consistent planning and delivery of strategic objectives whilst leading and managing Corporate Services and Administration; Digital Transformation; Estates; Finance; and Human Resources and Organisational Development functions.

Key priorities of the role, at a strategic level, will include:

- Delivering sustainable financial and environmental performance, driving forward operational efficiency.
- Developing talent, inspiring innovation and creating organisational capacity.
- Ensuring efficient and cost-effective deployment of staff and utilisation of resources and lean working practices.
- Promoting the use of innovative techniques and digital approaches to delivering services.
- Transforming the way in which the College uses information, data, and knowledge by developing organisational intelligence through dynamic access to effective analytics.
- Driving the creation of strategies that invest in a digitally capable and agile workforce .
- Optimising the utilisation and impact of a sustainable College estate and physical resources.
- Embedding the College ethos and its six principles of Professionalism, Integrity, Creativity, Being Supportive, Respect, and Being Participative in our staff and learners.
- Ensuring learners and staff have a voice through effective communication.
- Delivering transformational change across the College.

As part of the Executive Management Team consisting of the Principal, Vice Principal - Learning, Teaching and Skills and Vice Principal – Operations, you will provide leadership across all aspects of the management and governance of Glasgow Kelvin College.

Working closely with the Principal and Vice Principal LT&S you will:

- Support the development of a culture based on shared values, vision and purpose.
- Nurture a thriving organisation with a culture of innovation, collaboration and teamwork.
- Promote innovative approaches to improve learner retention and attainment.
- Drive efficiency to provide excellence, equity, public value, high quality services and socio-economic impact.
- Provide a support service that underpins the delivery of accessible and inclusive lifelong learning which enriches lives and drives economic, social and personal growth.



- Drive the College vision to transform lives through education by aligning action with the strategic aims of the Board of Management (the Board) and Glasgow Colleges' Regional Board (GCRB).

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## 5. Key Responsibilities

- Contribute at a strategic level to the capacity building, organisational development, resilience, sustainability and impact of the College.
- Lead the development and monitoring of long term strategic financial plans aligned to the stated ambitions of the Board / Regional Board, which take full account of key risks, opportunities and variables.
- Lead the development and monitoring of long-term Digital Transformation plans aligned to the stated ambitions of the Board / Regional Board, which take full account of key risks, opportunities and variables.
- Provide a direct link to the Board of Management regarding a number of statutory responsibilities including Health and Safety and corporate parenting.
- Ensure that the Principal and Board are provided with robust and meaningful financial analysis and advice in relation to income and expenditure budgets, forecasts, trends, assets and liabilities.
- Drive a strong culture of financial responsibility and probity within the College and contribute to the learning and development of relevant Directors, Managers and staff across the College in relation to financial processes and controls.
- Take a lead role in ensuring that business cases for capital and revenue investment and options appraisals are financially robust and based upon the best available evidence and include full financial risk assessments to inform decision making.
- Oversee and ensure effective and efficient business planning processes appropriate for governance, strategic planning and operational planning purposes; ensure such processes create a strong marriage between budgeting and expenditure information, delivery plans and measurable outcomes.
- Provide visible professional leadership to staff, ensuring they are resourced and motivated to support the strategic objectives of the College, Glasgow Colleges Regional Board, Scottish Funding Council and Scottish Government.
- Provide individual and collegiate leadership to the development and implementation of Financial, Workforce, Digital and Estates strategies, within the context of wider College strategy and mission.
- Ensure the development and reporting of benchmarks (within and out with the sector), performance indicators and qualitative and quantitative markers of the effectiveness of College functions, aligned to the College's strategic objectives and incorporating the views of internal customers accordingly. Use this cycle to drive continuous improvement.
- Coordinate the use, review and development of the College's risk registers to ensure a live and dynamic process of risk management at governance, strategic and operational levels.

## Functional Areas

Support the functional heads (Head of Finance, Director of Digital Services, Director of Human Resources & Director of Corporate Services) to achieve their agreed contribution to the College's vision, mission and to attain stretching goals and objectives for the various functions. Provide coaching, mentoring, support and guidance to all direct reports as appropriate.

### Lead and manage the:

- Head of Finance to deliver proper and robust administration of the College's financial affairs and internal and external auditing processes meeting all statutory requirements.
- Director of HR to deliver the College's people strategy as an employer of choice, ensuring professional development and HR priorities are aligned to core values and fully support organisational improvement and impact including workforce planning, positive employment relations and meeting all statutory requirements.
- Director of Digital Services to develop and implement the Digital Transformation Strategy which embraces new technology, promotes IT security and compliance to enrich the learning experience, provides high quality digital architecture and platforms and intelligent business processing to ensure internal business systems are fit for purpose, meeting the changing needs of internal customers and learners.
- Director of Corporate Services to deliver effective governance, corporate administration, management of organisational reputation and an Estates Strategy aligned to the College's objectives and to ensure a strategic and effective approach to facilities support, and asset management.
- You will be expected to reflect and promote the reputation of the College by:
  - developing strong and effective working relationships with members of the Board;
  - demonstrating a commitment to public sector values;
  - providing confidence in the leadership and management of the College through action;
  - enhancing the reputation of the College with learners, partners and stakeholders through positive behaviours and attitudes; and
  - promoting fair access and equity for all, advancing equality and diversity in all aspects of College work.

## Communications

The Vice Principal will communicate regularly using a variety of methods with key stakeholders including: Scottish Funding Council, Skills Development Scotland, Colleges Scotland, Education Scotland, Internal and External Auditors, Audit Scotland, GCRB and employers.

Fostering positive and effective internal working relationships with staff at all levels, they will also develop strategic relationships with key partners and stakeholders both internal and external to the College in support of their portfolio of responsibilities.

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## 6. Preferred Candidate Background

The role requires an inspiring, solutions focused and forward-thinking leader with relevant experience of directly managing multidisciplinary teams and creating a culture of reflection, responsibility and excellence. You will be an accomplished communicator able to build and maintain strong working relationships with a range of stakeholders.

### Qualifications

#### Essential

- Educated to degree level (SCQF Level 9) or equivalent in relevant subject area.
- Evidence of Continuous Professional Development.

#### Desirable

- Educated to post graduate level (SCQF Level 11) or equivalent in relevant subject area.

### Knowledge, Skills and Experience

- Extensive leadership and management experience at a senior level coupled with a strong track record in developing and delivering strategy.
- Significant financial acumen and clear strengths in financial management and budget planning at appropriate levels of complexity.
- Relevant record in building capacity, developing and leading high performing multidisciplinary teams .
- Evidence of successful strategic and operational resource management in an appropriately complex setting.
- Direct involvement in driving and delivering positive transformation, working closely with the multi-professional team.
- Evidence of strong contributions to risk management and corporate governance processes at senior management or Board level.
- Experience in utilising technology, existing and emerging, to deliver performance improvements and efficiencies.
- Direct involvement in design thinking involving processes , development and review.

- Evidence of relevant experience in 'people strategies' e.g. through leadership of, or strong strategic contributions to organisational development, learning and development, culture change or internal capacity and skills-building programmes.
- Demonstrable success in senior ownership of legislative and regulatory compliance processes.
- Strong knowledge of both Quality Assurance and Enhancement processes.
- Previous involvement in developing and implementing innovative approaches to developing service areas such as:
  - Funding, budgeting and finance.
  - Digital services technologies and information systems.
  - Administrative and corporate service and support.
  - Workforce management and development.
  - Estates, facilities and environmental utilisation.
- Knowledge of Scottish Government's Education Policy, Scottish Funding Council and Skills Development Scotland strategies and funding methodologies, Regional Outcome Agreements and external quality frameworks would be beneficial.

### **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.
  - Exercises good judgement, confident in own knowledge, able to give advice to others and be accountable for the advice.
  - Strong continuous improvement focus.
  - Demonstrable commitment to delivery of high-quality public value services.
  - High degree of personal integrity.
  - Significant personal drive and resilience.
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## 7. Remuneration

**Salary:** £87,424 - £92,851 (Pay award pending)  
**Pension:** Strathclyde Pension Fund or Scottish Public Pensions Agency  
**Annual leave:** 36 days + 12 statutory/public holidays

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

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## 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](mailto:douglasadam@livingstonjames.com)

### Recruitment timetable:

Shortlist meeting: Tuesday 14<sup>th</sup> July  
(Livingston James & Glasgow Kelvin College)

Final Candidate Assessment: Tuesday 21st July\*

\*Shortlisted candidates will also be asked to undertake a desk-top exercise and have an informal 'coffee' discussion with Derek Smeal (Principal) and Robin Ashton (Vice Principal - Learning, Teaching and Skills) on either Friday 17<sup>th</sup> or Monday 20<sup>th</sup> July

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