



Livingston James



POSITION PROFILE



Principal and
Chief Executive



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Thank you for your interest in the post of Principal & Chief Executive of Borders College.

We are first and foremost a college for the Region focused on making a significant difference to the lives of our students, their families and the communities we serve. Our main campus is in Galashiels, and we have other campuses and learning centres across the whole of the Region providing a diverse curriculum that serves the whole of the Scottish Borders and beyond. This curriculum aims to address current skills gaps and shortages and meet the future skills needs of the Region. 40% of school leavers in the Borders attend college which demonstrates the important role we play in the Borders community. In addition to meeting regional need there is wider national demand for some of our specialist provision which ranges from downhill mountain biking to game keeping.

We are a college committed to high standards and to maximising the opportunities for learners, communities and businesses throughout the Borders and are consistently one of the best performing colleges in Scotland with recent performance statistics highlighting that across all major areas of provision we outperformed the sector averages, in some cases by more than 5-10%. The College is also a great place to work and only a few weeks ago was recognised in the Great Places to Work awards in the UK for the second year in a row.

There are immense opportunities for the college sector across Scotland and specifically within the Borders Region and, of course, a few challenges too. The new National Strategy for Economic Transformation places a very clear emphasis on the development of skills and enterprise and Borders College has a key role to play in driving forward the social and economic development of the Region. As a strategic member of the Community Planning Partnership, we also play a leading role in learning and skills development, delivering a strategy which responds to the Region's demand for skills.

The Board is looking for an outstanding individual with a clear vision which aligns with our role as a leading contributor to the economic and social development of the Scottish Borders through excellence in the provision of education, training and skills. Our new Principal must also embrace and demonstrate our values and have a passion for education and achieving learner success. Our role extends beyond the Borders Region and we seek a Principal who can contribute to, and influence and achieve national policy objectives to the benefit of Scotland and the Scottish Borders.

We are looking for a leader who will build on these successes and who shares our vision for Borders College to be the learning and training provider of choice, providing innovative, life-changing learning opportunities that prepare our learners for global citizenship. If you believe that you are that person we'd be delighted to hear from you.



Ray McCowan

Chair of the Regional Board



Borders College is the regional college for the Scottish Borders and offers a wide range of courses, from an introductory level through to advanced courses at Higher National level, including the full range of apprenticeships courses.

Our [Strategic Ambition](#) is for Borders College to continue to be the learning and training provider of choice for employers, students and our staff whilst also ensuring we provide innovative, life-changing learning opportunities that prepare our students for global citizenship.

Reflecting this ambition, Borders College's strategic objectives are:

- We will create high quality learning and training opportunities which are relevant, enabling and flexible.
- We will proactively engage with our community and stakeholders to ensure our practice reflects their needs.
- We will take a leading role in enabling an inclusive resilient and sustainable Scotland.

The Borders Region is a creative and entrepreneurial Region with a large number of successful SMEs. As a beacon for excellence, Borders College is a proactive innovator, collaborating widely through engagement with a variety of stakeholders and partners such as local and national businesses and employers, and organisations and economic development initiatives such as South of Scotland Enterprise (SOSE), the Borderlands Inclusive Growth Deal and the Edinburgh and South East Scotland City Region Deal.

We are proud of our [Sustainability Strategy](#) which was launched successfully to critical acclaim. Successes which demonstrate significant sustainable impact include our new Sustainable STEM Hub in Hawick developed in partnership with Scottish Power, a collaboration with Eyemouth Boatyard to provide Boatbuilding Apprenticeships and our Care Career Academy, developed in partnership with Scottish Borders Council.

The College also has a strong track record of delivering high quality training opportunities that reflect local and national socio-economic priorities. Over the last few years we have made a significant investment in technology to enable flexible and mobile learning and provide industry standard learning environments. Our digital transformation strategy is sector leading and is paving the way for a new way of learning and community engagement.

Our values underpin who we are and how we behave. Our strategic objectives will be delivered through our values-based culture and contribute to our distinctive approach. For our students, staff and community we will be:

- Inspiring
- Innovative
- Collaborative
- Inclusive
- Empowering

We are agile and innovative in our approach when responding to the needs of the community. Borders College is proud to be regionally focused but globally engaged.

The Opportunity



As Principal and Chief Executive you will lead an innovative, responsive and sustainable College that transforms lives, supports regional development, motivates staff to deliver outstanding performance and is highly regarded and sought after by partners, stakeholders, employers and the wider community.

As a role model, the Principal will embed the College's values for our learners, our staff, our partners and our communities of being Inspiring, Collaborative, Innovative, Inclusive and Empowering, thus ensuring that all learners receive an excellent experience, enabling them to fulfil their potential and progress to positive destinations.





Key priorities for the role include:

- Enhancing both student attainment and satisfaction across the College, delivering the highest standards of learning and teaching using innovative approaches and technological innovation where appropriate.
- Developing and maintaining effective relationships with a diverse range of external stakeholders and partners to ensure the College continues to be viewed as a critical strategic partner that directly contributes to the social and economic development of the Region.
- Ensuring the delivery of a cohesive curriculum offer and seamless learner journey through effective engagement and partnership activity with Dumfries and Galloway College and SRUC.
- Developing and delivering new curriculum pathways and a joined up tertiary education experience for learners through effective engagement with both FE and HE providers out- with the Borders Region.
- Ensuring the ongoing financial sustainability of the College as a standalone institution embedding the highest standards of corporate management and governance.
- Exploring opportunities for improved efficiency and operational effectiveness delivered through shared services engaging with relevant stakeholders both locally and out-with the Borders Region.
- Consistently demonstrating the values and behaviours of the College, engaging and leading our people, and fostering a positive culture of wellbeing and success for staff.
- Acting as an outstanding ambassador to ensure the College continues to play a prominent and influential role at a local, regional and national level.

Key Areas of Responsibility:

Leadership

- Lead the College in the successful achievement of its vision and strategic aims and objectives.
- Create a culture that fully reflects the College's values, leading by example with passion, credibility and visibility across the College.
- Lead the ongoing cultural and business change programme.
- Ensure the College is actively contributing to, and shaping, national considerations about the sector, in particular in discussions with Scottish Government and the Scottish Funding Council.

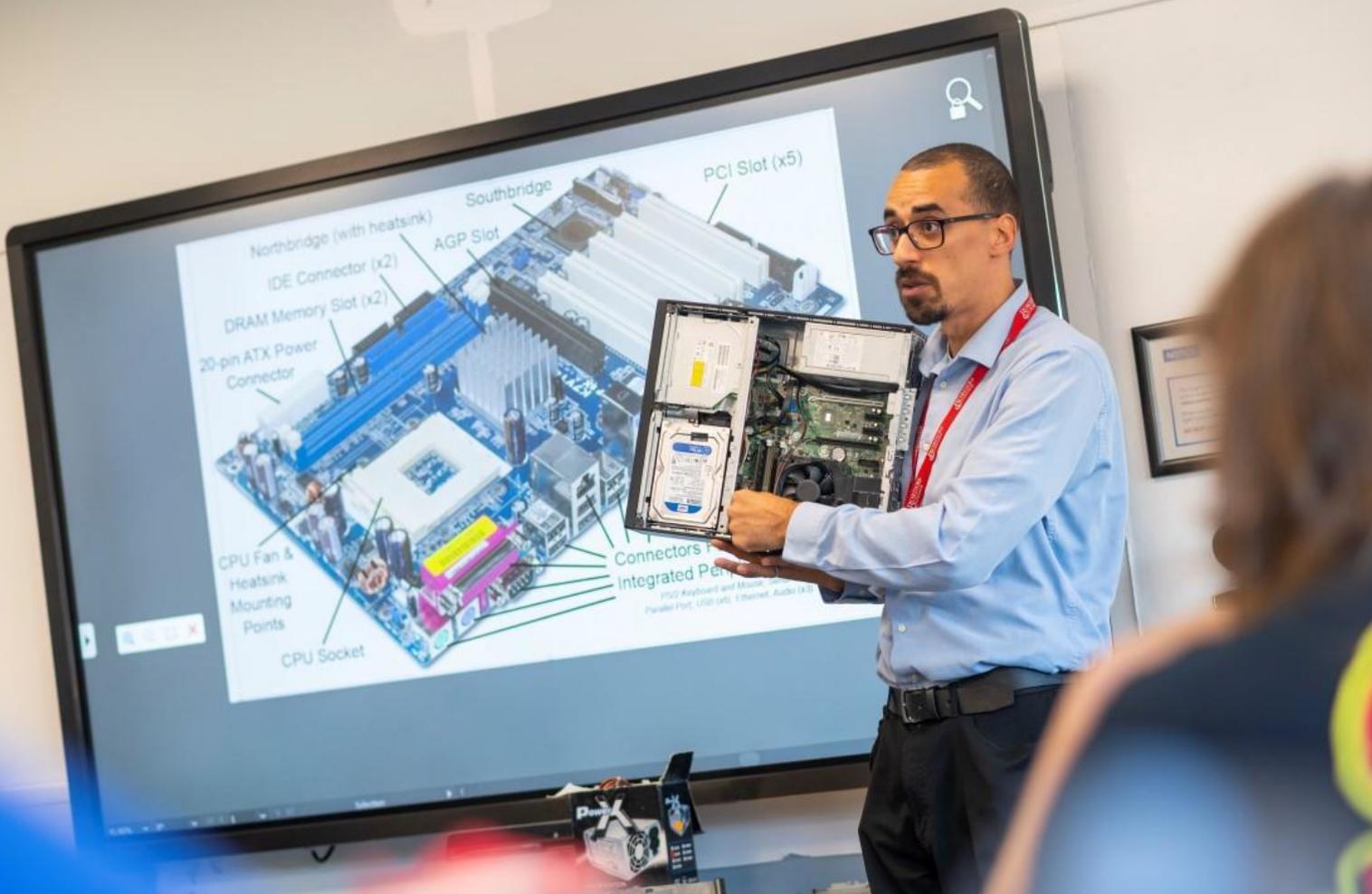
Strategic Vision

- Position the College as an educational institution of choice.
- Build relationships and enhance partnership working locally, regionally, nationally and internationally in order to raise the profile of the College, influence policy and enhance regional and national outcomes.
- Work in partnership with others to implement the recommendations of the Commission for Developing Scotland's Young Workforce and, more generally, to actively promote wider access and efficient, effective learning pathways.
- Work with partners to sustain and develop the regional economy through the delivery of education and training.



Learning, Teaching and the Student Experience

- As lead educational advisor to the Board, ensure the development and delivery of a highly responsive curriculum which anticipates, stimulates and meets the changing demands of business, the community and learners.
- Achieve outstanding success rates across all the College's provision through a continuous focus on high quality teaching, learning and learner outcomes.
- Further develop a strategy of continuous improvement ensuring robust and effective quality assurance systems are in place and standards are maintained and improved.
- Ensure the highest quality student journey is delivered and the student voice is encouraged and heard throughout the organisation through strong student engagement.
- Empower students to be pro-active participants in their learning and to use student feedback to support quality improvement.
- Ensure that the learning, pastoral and social environment for all students delivers high standards of behaviour, respect, safety and fairness.





Governance, Leadership and Management

- Lead the strategic planning process in partnership with the Board involving staff, students and other stakeholders, to develop, agree and implement a plan which will build and sustain the College's success and achieves the Outcome Agreement outputs agreed with the Scottish Funding Council on behalf of Scottish Government.
- As the College's Chief Executive Officer ensure that all funding received is used appropriately and in accordance with the requirements of the relevant funding bodies (Scottish Funding Council, Skills Development Scotland).
- Ensure that College resources are used effectively and efficiently with appropriate and effective risk management strategies and processes in place.
- Maximise opportunities for income generation and develop commercial strategies that will result in additional resource flowing into the College and commercial activities that will contribute to the economic development of the Region.
- As the lead advisor to the Board, promote the highest standards of governance in the College's affairs and carry lead responsibility for implementing Board's decisions.
- Ensure that standards and requirements set out by the Board and regulatory authorities are met.
- Establish and maintain effective organisational structures and management accountabilities to deliver the [Strategic Ambition](#).
- Ensure that the talent, skills and potential of staff is developed through appropriate policies and processes within a culture and environment of challenge, engagement and support.
- Ensure there is an effective and fair framework of staff policies, procedures and terms and conditions of employment which supports the recruitment and retention of high performing staff committed to the ongoing success of the College and students.
- Ensure that the College complies with its statutory and regulatory responsibilities (including Health, Safety and Environment, Safeguarding, Equality and Diversity).
- Ensure that effective systems operate throughout the College to manage performance, risk, health and safety, financial resources and business continuity.
- Actively contribute to the sector wide approach to staff relations including planning for the future sector workforce. Contribute to national discussions and negotiations relating to financial management and workforce deployment to ensure that the aspirations and needs of the College are recognised and reflected in any developments.
- Establish and implement a strategy of investment in the College's estate and facilities to provide a welcoming, safe and high quality learning and working environment.

Partnerships and External Relationships

- Maintain effective College relationships with Heriot-Watt University and other Universities, to maximise student progression and further development of effective articulation arrangements. Collaborate with other educational and training bodies to ensure effective and efficient learner journeys/curriculum pathways.



- Lead and contribute to activities outside the College, including representing the College on external committees and bodies, in particular the Community Planning Framework within the Scottish Borders. Maintain excellent relations with Scottish Borders Council, NHS Borders, Skills Development Scotland (SDS), South of Scotland Enterprise (SOSE) and other key public and third sector organisations, employers and businesses, positioning the College as a major community asset, valued for its high quality learning and skills development activities and opportunities.
- Develop and maintain excellent relationships with employers which enable the College to deliver a wide range of innovative and responsive services to businesses.





As an innovative, solutions focused and visionary leader the successful candidate will have relevant experience of educational leadership coupled with a demonstrable track record of achievement in a senior leadership role, alongside determination to advance equality and diversity through all aspects of college life.

You will be a highly skilled communicator and negotiator with the ability to achieve successful outcomes and build excellent relationships and partnerships with a wide range of stakeholders to shape and influence the strategic agenda at both a local and national level.

Education and Professional Qualifications:

- A degree and/or professional qualification (or equivalent) in a relevant subject area.
- Strong evidence of engagement in professional and personal development.
- An appropriate management/leadership qualification and/or evidence of substantial professional development in leadership and management.

Skills and Experience:

- Direct involvement in developing and implementing organisational strategy, successfully leading change, innovation and delivering excellent outcomes.
- Strong leadership and people management skills with the ability to lead others with energy and enthusiasm, to command respect and to provide an environment where others feel motivated to achieve outstanding results.
- Relevant knowledge/experience of curriculum development and academic innovation.
- Proven ability to deliver successful outcomes working with regional and national partners.
- A sound understanding of financial accountability and good governance.
- Extensive experience of building valuable and influential relationships with individuals and organisations at a regional level.
- A proven track record in financial and budgetary control including the ability to develop financial strategies and to identify and implement new funding opportunities.
- Relevant experience delivering ambitious, innovative and complex tasks and projects, with exceptional outcomes.
- Experience developing and implementing initiatives which have a positive impact on equality, diversity and inclusion.
- Knowledge of the challenges associated with operating within a complex educational and political environment.
- A sound understanding of issues relating to safeguarding young people and vulnerable adults.
- A competent user of information and communication technologies.



Personal Attributes:

- A visionary leader with a recognised ability to inspire others coupled with a passion for education and learner success.
- A highly skilled negotiator with a record of achieving successful outcomes and building excellent relationships and partnerships with a wide range of stakeholders and partners.
- Strong ambassadorial and presentation skills with the ability to express views convincingly and coherently using a variety of media.
- An innovative thinker with well-practiced analytical skills and ability to exercise judgement in complex and unique situations.
- Commitment to continuous personal and institutional improvement.
- A strong sense of purpose and courage, with a personal drive to achieve.
- Excellent communication skills – both verbal and written.
- The ability to operate effectively under pressure.
- A commitment to high professional and personal standards of work and conduct, and an attention to detail.
- Personal presence to stand out from the crowd and be seen as a natural leader who will gain the support and confidence of all stakeholders.





The role offers a salary circa £115,000 with an annual leave entitlement of 45 days (inclusive of public holidays).

The successful candidate will also be able to join one of the following two pension schemes offered by the College that include generous employer contributions:

1. Local Government Pension Scheme – Scottish Borders Pensions Fund
2. Scottish Public Pensions Agency – Scottish Teacher’s Pensions Scheme

Borders College is being supported by Livingston James, our retained recruitment advisors.

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

Candidates will be longlisted by matching the details given in their application against the role profile and person specification. We would therefore ask applicants to provide clear evidence to show how your experience, skills and knowledge match those requirements as well as why you are interested in the role.

Recruitment Timetable

Closing date for applications:	Friday 3 rd June
Initial discussions with Borders College:	Wednesday 8 th June
Formal Panel Assessment (in person on campus):	
Stakeholder sessions	Wednesday 15 th June (1pm onwards)
Panel Interview	Thursday 16 th June

Borders College is an equal opportunities employer and positively encourages applications from suitably qualified and eligible candidates regardless of sex, race, disability, age, sexual orientation, gender reassignment, religion or belief, marital status or pregnancy and maternity.