



POSITION PROFILE



Principal & Chief
Executive



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Welcome Note



Dear Candidate,

Thank you for your interest in applying for the post of Principal and Chief Executive.

Glasgow Kelvin College is 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 students, by providing relevant education and skills development and a high-quality student experience. A significant proportion of our students live in some of the areas of greatest deprivation in Scotland and undertake Further Education programmes of study which lead them directly into employment or onto further study.

Glasgow Kelvin College is currently one of three assigned Colleges in Glasgow and works collaboratively with City of Glasgow College and Glasgow Clyde College and in partnership with Glasgow Colleges Regional Board for the benefit of Glasgow City as a whole. The Scottish Government have recently launched a consultation on the proposals to reform Glasgow Colleges Regional Board with the preferred option being to dissolve the Regional Board. The result of this move would be to make all three Colleges in Glasgow Regional Colleges. This move would be warmly welcomed by Glasgow Kelvin College as it would remove what is viewed as an unnecessary layer of governance and would enhance collaboration across all Colleges in the Glasgow City Region.

Glasgow Kelvin College is well managed and well governed and the current Principal, his senior team and indeed all staff in the College are responsible for its success. Led by the Principal, the College has positively risen to the challenges of the pandemic and the financial constraints that have been placed on colleges across Scotland. The Board of Management support and constructively challenge the Executive and were particularly delighted when they recently approved a five-year budget which forecasts financial sustainability for the College over that period.

The current Principal has indicated his intention to retire in March 2025. The Board of Management are therefore looking for a 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 students and our communities. The Board are particularly keen that the successful candidate has an empathy with the mission, vision, ethos and values which lie at the heart of all the work that the College undertakes.

If you are an exceptional leader, committed to making a real difference to ultimately transform lives through education, and have a demonstrable track-record of delivery, we would love to hear from you. I trust the information in this recruitment pack will be of use to you and I look forward to receiving your application in due course.

Regards,

Ian Patrick
Chair, Board of Management



Glasgow Kelvin College is the key provider of accessible vocational skills and core skills learning in the North and East of the city. As one of six colleges in the Glasgow City Region, the College works closely with the other colleges to ensure a quality learner experience, which equips its students to progress in their working, personal and civic life.

Placing our students at the centre of everything we do, we aim to address local, regional and national employment needs by maintaining the highest standards and best possible experience of learning, teaching and skills development. We embrace diversity, are inclusive and accessible, and offer a welcoming and safe place where everyone can grow, achieve and get to where they want to be

Our current strategy (2022 – 2027) is focused on “Inspiring, Empowering and Connecting”. It outlines our key priorities for the medium- and long-term and the aspirations we have for our students and stakeholders. The strategy includes three strategic ambitions:

- **Deliver an inspirational and inclusive student experience.**
 - 1.1 Develop employment and life skills through high quality learning teaching and assessment.
 - 1.2 Empower and Support our Students through their Life Changing Journey.
 - 1.3 Provide an Outstanding Physical and Virtual Learning Environment.
- **Strengthen our communities and environment**
 - 2.1 Build capacity within vibrant communities and support inclusive economic growth.
 - 2.2 Deepen employer and industry engagement, earn our reputation as centres of excellence and be the partner of choice.
 - 2.3 Address our Climate Emergency – Act, Educate & Engagement.
- **Be a high performing, resilient and responsive College**
 - 3.1 Build an organisation that thrives with dynamic and empowered people.
 - 3.2 Drive Continuous Improvement and Digital Transformation.
 - 3.3 Achieve financial sustainability and maintain strong and effective governance.

With a vision of ‘transforming lives through education’, our core purpose is to enhance our students’ aspirations, careers and lives through accessible, inclusive, high quality lifelong learning. We have six core [values](#) that drive our actions within the College:

- Professionalism
- Integrity
- Creativity
- Being Supportive
- Respect
- Being Participative



Number and range of students

With over 15,000 enrolments from 13,100 students in 2022/23, the College student population is diverse and dynamic. 69% of students are from the Glasgow area and the age profile reveals that some 45% 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 15% of students 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 41% of students live in the most deprived 10% of Scotland's communities (SIMD2020). The College is also committed to the widening-access agenda and opening up the all-important path back into education for many excluded individuals. A significant proportion of this is provided through the Learning Network, an asset-based approach which supports learning in 33 centres in and around Glasgow, with access to IT resources and tutor-supported classes.

The College Leaver Destinations report reveals that almost 93% of students progressed to employment or further study in 2022.





Results from the latest College Student Satisfaction survey stated that 96% of students we satisfied or very satisfied with their college experience.

Glasgow Kelvin College's Curriculum Offer

The College ethos focuses on the progression of students 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 articulating to degree-level programmes.

The College curriculum offer is framed around the aspirations of students and is driven by the skills needs of a growing economy with vocational qualifications which align with employment opportunities. It includes youth and community projects, a diverse and ambitious Senior Phase schools and Foundation Apprenticeship programme and a wide portfolio in a number of expanding vocational and academic areas. Several of the College's mainstream programmes contain a work-experience element and collaboration with industry partners is a critical part of many of the programmes. The curriculum aims to meet the needs of the economic sectors which are of key importance to the city and Glasgow Region.

The College is recognised as a centre of excellence in specialisms such as Civil Engineering, Heating, Ventilation & Air Conditioning, Renewables, Science, Care and Creative Industries. This will be invaluable in supporting Scotland's inclusive drive towards a sustainable world and position the College as a gateway to high-value jobs and advanced learning in communities where it is most needed.





There is a significant amount of apprenticeship training provided within the College and in 2023, Glasgow Kelvin College became the apprenticeship managing agent for the Building Services Engineering sector. In addition, the College works with Skills Development Scotland to deliver Foundation Apprenticeships which are available for school pupils in S5 and S6.

A high percentage of the College's provision is also geared towards specific 'vulnerable' groups of students, people with special needs, learning disabilities, ESOL, 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 students.

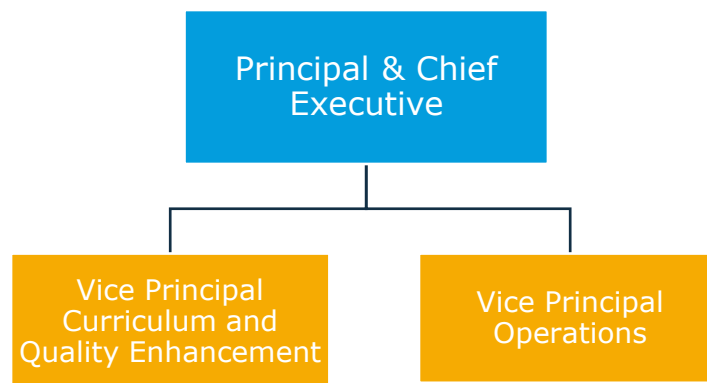
Equality and Diversity

At Glasgow Kelvin College, we are committed to fostering a workforce that reflects the diverse society we serve. We believe that our strength lies in our differences, and we actively seek to attract talent from a wide range of backgrounds. Our goal is to create an inclusive environment where everyone feels valued, respected, and empowered to reach their full potential.

We are dedicated to being an employer of choice by prioritising diversity, inclusion, and wellbeing. Our inclusive policies and practices ensure that every team member experiences a strong sense of belonging and can thrive both personally and professionally. We are a Disability Confident employer and guarantee to interview applicants who meet the essential job requirements.

Join us at Glasgow Kelvin College and be part of a team that celebrates diversity and champions inclusion. Your unique perspective and experiences are not just welcomed—they are essential to our collective success. **To find out more about how we do this visit:** <https://www.glasgowkelvin.ac.uk/equality-diversity/>





Providing inspiring leadership to staff and students, the new Principal will offer strategic direction to maintain both the financial stability and operational effectiveness of the College and deliver against key objectives in line with the College's strategic plan and future ambition.

Ensuring Glasgow Kelvin College has a mission, vision and ethos which remains largely focused on serving the communities of North and East Glasgow, our new Principal will also ensure the College continues to deliver: high quality outcomes for students; benefits for our stakeholders and value for money for our funders.

To have a **positive impact** in the role you will:

- Ensure the College continues to be viewed as an institution that firmly puts its students and the communities it serves at its centre, enabling all students to fulfil their potential and secure new life opportunities
- Enhance student success and attainment rates across the College, reflected in improvements in the College's Performance Indicators
- Deliver the highest standards of learning and teaching whilst also ensuring the College's curriculum is aligned to the current and future skills requirements and addresses the socioeconomic needs of its communities, supporting future economic growth
- Ensure the College effectively responds to the changing external environment so that it continues to deliver a quality student learning experience aligned to the Scottish Government's key education and skills priorities
- Develop and maintain partnerships and relationships and effectively represent the College with a diverse range of stakeholders both locally and nationally
- Support and encourage both staff and students to enable them to make an effective contribution to the success of the College
- Enable effective organisational and workforce development whilst also creating a collaborative and motivated environment through transparency and open and effective communication with staff and recognised Trade Unions
- Monitor and evaluate performance, promoting and embedding a culture of both continuous improvement and quality enhancement
- Develop and maintain strong and active working relationships with Board members, and particularly the Chair, to ensure the effective functioning of the College, accurately implementing the policies and decisions of the Board



KEY RESPONSIBILITIES

Leadership and Strategy

- Acting as their academic advisor, lead the development and implementation of the strategic aims of the Board, ensuring alignment with Government policy and the strategic aims of the Glasgow City Region and outcomes of the post School Education Reform and providing regular updates on the implementation of relevant plans
- Lead the College's strategic planning process, including outcome focused strategies, and ensure that staff, students, stakeholders and the Board have suitable input to the process
- Work in partnership with Glasgow City Council and the Glasgow Community Planning Partnership to ensure key priorities are considered during the strategic planning process
- Work collaboratively and in partnership with other Colleges in Glasgow and the Glasgow City Region
- Ensure students and staff have a voice within the College by implementing and maintaining effective engagement and communication processes

People and Culture

- Ensure the College has a sustainable, diverse, flexible, innovative and talented workforce ready to meet the changing demands facing the College and the wider College sector 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

- Work closely with the Vice Principal Curriculum and Quality Enhancement to ensure the College's curriculum:
 - is responsive to the needs of students, employers, partner educational institutions and the communities which the College serves.
 - supports Scottish Government's education and skills strategy and economic policies.
- Provide leadership to ensure that students 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 and modern 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 students 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
- Influence effectively to ensure the Board's priorities are recognised within the Glasgow City Region's vision, plans and objectives
- Seek to have an influence on national policy in support of the College's vision, purpose and ambition
- Ensure students, communities and employers from the north and east of Glasgow and beyond are effectively represented within the region and nationally

Managing Finance and Resources

- Work closely with the Vice Principal Operations to ensure rigorous financial controls, effective operational planning and risk management monitoring processes are in place and advise the Board on relevant actions and progress
- Ensure there is an effective and fair framework of staff policies and consistency in application of Nationally agree Terms and conditions 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, students 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 and Scottish Funding Council whilst ensuring full compliance with legal, statutory and regulatory requirements
- 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



Preferred Candidate Background



As an innovative, solutions focused and visionary leader, the successful candidate will bring direct and relevant experience in curriculum development coupled with effective 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 can further develop them to bring real benefit to the communities which the College serves.

- 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
- A track record in financial accountability and governance working at Board level or equivalent
- The ability to critically evaluate and implement opportunities to develop and expand the range of provision and resources available to students and stakeholders
- Working knowledge or experience in Quality assurance and enhancement processes
- The ability to think analytically 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





- Proven track record in strategically developing and implementing initiatives that enhance 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

Personal Attributes

- A proven 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





- Salary:** £134,000 - £139,000
- Pension:** Local Government or Scottish Teacher Superannuation Scheme
- Holidays:** 33 days leave (of which six days are fixed) and 12 statutory/public holidays

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

The Recruitment Process

The recruitment for this position is being managed by our advising consultants, Livingston James.

Livingston James will conduct initial conversations prior to discussing candidates with Glasgow Kelvin College at the shortlist meeting.

Interested candidates should provide a tailored CV and covering letter, outlining their interest and suitability, to douglasadam@livingstonjames.com.

Recruitment Timetable:

Closing Date for Applications	Wednesday 23 rd October
Shortlist meeting (Glasgow Kelvin & Livingston James)	Thursday 21 st November
Panel Interviews & Assessment	Thursday 5 th & Friday 6 th December

