

# Principal & Chief Executive



South  
Lanarkshire  
College  

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East Kilbride





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# Welcome from Chair of the Board of Management

Thank you for your interest in the position of Principal  
& Chief Executive at South Lanarkshire College.



Working closely with me and the other Board Members, this role will provide the highest level of executive leadership for the organisation, giving strategic direction to ensure the College delivers the Board of Management's Vision and achieves its mission, whilst engaging and supporting employers and communities.

The College is one of the top performing colleges in the UK, is an anchor of our local and regional community and delivers outstanding student results, year on year. I am immensely proud of all students and colleagues for their significant effort and energy invested in teaching and learning. Considering the recent, unprecedented challenges, the delivery of these results has been exemplary.

Our ambition is to create the best possible learning environment and to help all our learners achieve their full potential. We have an enviable track record in ensuring that our students grow and develop, and progress positively to the next stage of their lives.

We have a student population of 5,000 and a staffing complement of around 350. We are located in the sixth largest conurbation in Scotland. The College delivers circa 50,000 credits from a state-of-the-art campus and are

supported greatly by the Board of Management and its standing committees.

This is an exciting time for the College and we look forward to working collaboratively with our new Principal & Chief Executive to nurture opportunities and to shape and lead the College into the next stage of our journey.

If you are excited by the challenge of thriving in an ambitious education environment, want to share in our journey towards excellence and have a demonstrable track-record of delivery, I very much welcome your application.

**Paul Hutchinson, Chair**





# The Organisation

**South Lanarkshire College has three strategic priorities:  
Successful Students; Highest-Quality Education and Support;  
and Sustainable Behaviours.**

Student attainment rates are increasing and almost all full-time students enter a positive destination on course completion, including progressing directly to a job.

East Kilbride, the sixth largest conurbation in Scotland is fast-growing, with new homes under construction and planned over the next five years. Around 5,000 students and 350 staff are accommodated in our 5.5-hectare campus.

Our low-energy buildings have won multiple awards for their innovative and sustainable credentials and for their positive, widespread impact on promoting sustainable behaviours. We've delivered growth in activity of nearly 10% over the past 10 years alongside a programme of campus change. Our curriculum covers all levels across Access, Senior Phase, Foundation Apprenticeships, Modern Apprenticeships, Scottish Wider Access Programmes, Further Education, Higher Education, unique industry-led qualifications and a Degree programme.

We are a multiple award-winning organisation with consistently high student attainment rates. This reflects the commitment of our staff, their enthusiasm, positive ethos and culture which transmits to our students and has a positive impact on student outcomes.

In addition to holding employer accreditations for We Invest in People, Disability Confident Employer and Leaders in Diversity, we recently became the first College in Scotland to achieve platinum level in We Invest in Wellbeing. We also hold the following accreditations and accolades: LGBT Youth Scotland Silver Award, Carer Positive Engaged Employer, Carers Trust Scotland.

We deliver our high levels of student outcomes on a turnover of £15 million per year.

Our staff work activity in key partnership arrangements with Local Authorities, Skills Development Scotland (SDS), employers and the Scottish Funding Council. Our college is assigned to the Regional Strategic Body, known as the Lanarkshire Board. We contribute positively to outcomes for students in Lanarkshire and also to the wider Glasgow City Regional Deal area.







# Advertisement

## South Lanarkshire College delivers outcomes that exceed all sector norms across a range of students, staff and financial performance indicators.

It has a diverse and inclusive culture, attracting students from a huge variety of backgrounds and abilities, enabling them to achieve their very best. The College has an impressive and enviable track record with ambitious plans for the future.

We are interested in speaking with people who have a strong Education leadership background, who are strategically focused, deliver through collaboration and demonstrate a transformational leadership style.

This role will provide strategic direction to ensure the College remains a pillar in our community, supporting learning needs and opportunities for the region, whilst delivering the Board of Management's vision and mission.

You will bring experience of operating in an environment where excellence is standard, and where your ambition to deliver your and your team's best, underpins everything you do. You will be entrepreneurial and can identify and secure appropriate opportunities for the College.

You will have the professionalism and passion to make a difference and to utilize your skills and share your experience of best practice. Your knowledge of the role of governance, curriculum issues & development and the College's operational context and associated challenges will enable your success in this role.

To apply for the post, please send a tailored CV and covering letter to [gary.mcintosh@slc.ac.uk](mailto:gary.mcintosh@slc.ac.uk).

For a confidential, informal discussion about the role, please email Paul Hutchinson, Chair to the Board of Management at [paul.hutchinson@slc.ac.uk](mailto:paul.hutchinson@slc.ac.uk)

or Gary McIntosh, Head of Human Resources at [gary.mcintosh@slc.ac.uk](mailto:gary.mcintosh@slc.ac.uk)

Please also complete an Equality Monitoring Form, available [here](#).



# Job Description

## Job Summary

- To be responsible to the Board of Management as Chief Executive for the academic leadership, financial health, internal organisation, management and quality of the College.
- To proactively engage with key stakeholders across the sector.
- To manage the finances of the College in accordance with the Financial Memorandum.

## Job Purpose

The Principal will provide inspiring leadership to staff and learners. They will also provide strategic direction to ensure the College delivers the Board of Management's vision and achieves its mission, while effectively engaging with and supporting employers and communities within the Lanarkshire region.

### The Principal will also ensure the College:

- has a mission, vision and culture which remains largely focused on serving the communities of Lanarkshire
- shapes and develops its curriculum and services to ensure they are aligned with the agreed strategic aims of the Board of Management (the Board) and Lanarkshire Regional Strategic Body (LRSB)
- delivers on its strategic and operational objectives in line the Board's Strategic Plan and the Regional Outcome Agreement
- delivers, using innovative approaches and technological innovation where appropriate, the highest standards of learning and teaching.
- supports and encourages both its staff and learners to enable them to make an effective contribution to the success of the College
- monitors and evaluates performance and plans within a culture of quality improvement and enhancement
- is efficiently and effectively managed to ensure the financial stability of the College.
- delivers high quality outcomes for learners, benefits for its stakeholders and value for money for its funders.
- plays a significant influential role, including making a contribution to relevant educational debate, locally, within the region and nationally.
- adheres to the highest standards of corporate governance.

**To achieve this, the Principal will lead a knowledgeable and highly motivated senior management team who will be committed to the College's success.**

Externally, the Principal will develop and maintain a credible local and national profile. They will work in partnership with key stakeholders within the region to ensure the College's needs are embedded into regional plans, and to ensure regional aims and objectives are achieved. This will require the Principal to develop and sustain effective relationships with key national and local stakeholders, Regional Strategic Board and its Executive Officers, Government officials, elected representatives, the Scottish Funding Council (SFC), senior colleagues working within education in Scotland and community organisations including the Community Planning Partnership. The Principal will also have a key role in ensuring that the College collaborates fully with its partner college, New College Lanarkshire.



# Key Responsibilities

The following table provides an outline of the Principal's key responsibilities:

## Leadership and Strategy

- Act as a key lead in the development of influential and outcome focused strategies which will shape the next stage of development of the College.
- Act as academic adviser to the Board of Management.
- 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 LRSB strategic aims.
- Lead the development and implementation of plans which ensure that the strategic aims of the Board are implemented and that the Board of Management is provided with regular updates on the implementation of relevant plans.
- Work collaboratively with the other Colleges in Lanarkshire and in partnership with LRSB to develop policies and strategies for the Lanarkshire Region.
- Work in partnership with South Lanarkshire Council and the South Lanarkshire Community Planning Partnership to ensure that due account is taken of their priorities in the strategic planning process.
- Be a champion for 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 that they are committed to open communication across the College.
- Provision of effective leadership to all staff within the College.
- Ensure learners and staff have a voice within the College by implementing and maintaining effective engagement and communication processes.
- Demonstrate a commitment to public sector values.

## People and Culture

- Ensure 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 their highest level of performance in line with the Board's vision and towards achieving its 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 full time officials.
- Operate, as agreed by the Board of Management, all policies and procedures in relation to staff.

## 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 learning experience.
- Embed, through a focus on quality enhancement, an ethos of success, fostering high aspiration, ambition and levels of attainment promoting positive progression by learners at all levels.

## 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.
- To maximise the potential sources of funding from outside the College budget.
- To ensure the efficient and effective use of all College resources.

## External Relationships

- Be an advocate for the College by developing and maintaining strong links with local communities, other educational establishments, local authorities, 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 Lanarkshire and beyond are effectively represented within the region and nationally.
- Ensure that the college considers appropriate labour market intelligence in its planning processes.

## Governance

- Be accountable to the Board for the proper and effective conduct of the College's affairs, within guidance laid down by the government, SFC and the Regional Body, while 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.
- Work collaboratively with the Chair and independent Clerk to the Board to ensure the highest standards of corporate governance.

# Person Specification

The successful candidate must have empathy with the College's mission and values and have the ability to further develop them in order to bring real benefit to the communities 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

Ability to think strategically and to formulate and implement strategic plans  
Strong leadership and people management skills with the ability to motivate staff and develop and maintain good working relationships both internally and externally  
Excellent communication skills using a variety of formats  
Highly developed negotiation and influencing skills  
Ability to critically evaluate and implement opportunities to develop and expand the range of provision and resources available to learners and stakeholders  
Ability to think analytically in order to probe propositions and identify clear outcomes to develop business opportunities

## Qualities

High degree of personal integrity  
Self-awareness, confidence and political acumen  
Positive and realistic approach  
Innovative, able to offer creative solutions  
Ability to work as part of and lead an organisation at a strategic level  
Demonstrable commitment to delivery of high-quality public value services  
Ability to be an ambassador for the College



## Knowledge

### Essential

The post holder must demonstrate a knowledge of:

- the role of governance
- curriculum issues and development
- financial and resource management
- legal and statutory requirements associated with the role of Principal
- the College's operational context and its associated challenges

### Desirable

knowledge of:

- the FE sector in Scotland and an understanding of the challenges it faces
- Scottish Government post-16 Education Policy
- Community Planning Partnership Frameworks

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## Experience

The post holder will demonstrate a track record of:

- Working successfully and collaboratively with a Board of Management
- Setting and implementing organisational strategy, successfully leading change and innovation and delivering excellent outcomes
- Leading and managing teaching, learning and assessment
- Curriculum Development
- Quality assurance and enhancement processes in an educational environment
- Achievement at senior management level
- Developing a customer/learner focussed organisation
- Financial management, including the management of significant budgets
- Developing a strong organisational identity
- Building and developing effective stakeholder networks
- Working to the highest standard of Corporate Governance
- Promoting a culture of performance management through individual and team accountability and commitment to reflection, responsibility and excellence.
- Developing and implementing initiatives which have had a positive impact on equality, diversity and inclusion.



# Corporate Statement & Values

## Vision

To be Scotland's leading College: delivering excellence.

## Mission

Preparing learners well for their future, in an outstanding learning environment and inclusive community.

## Values and culture

We are:

- inclusive and diverse
- passionate about our roles and responsibilities
- continually improving
- high achieving
- reducing our environmental impact
- delivering community and social value
- committed to health, safety and wellbeing
- creative and innovative
- a listening organisation







# How to Apply

To apply for the post, please send a tailored CV and covering letter to [gary.mcintosh@slc.ac.uk](mailto:gary.mcintosh@slc.ac.uk). Please also complete an Equality Monitoring Form available [here](#).

Please note that the covering letter should be no more than 2 pages of A4 and should summarise your relevant skills, experience and motivations for applying to and working with South Lanarkshire College. It is therefore an important part of the application and will be used as part of our selection process.

**Salary: £110,000**

## Dates for your calendar

The following date apply for the recruitment process:

- 17th March 2023: CV, covering letter & equality monitoring form submission
- Week commencing 27th March 2023: Interview, Presentation & Group Discussion



**One College, for all you want to achieve**