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# POSITION PROFILE

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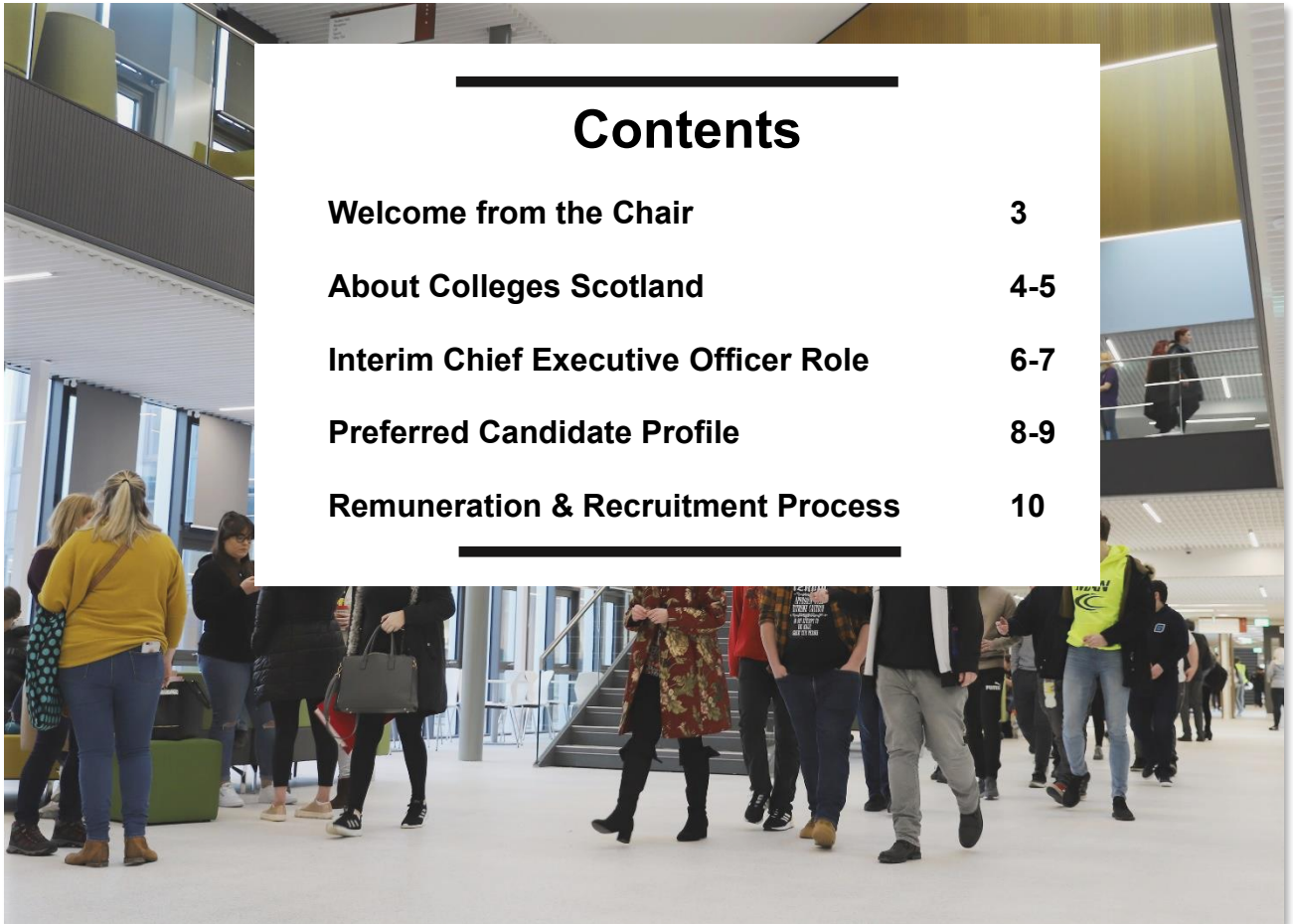
**Interim Chief Executive Officer**

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# Welcome from the Chair

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*“The Interim Chief Executive Officer will act as an ambassador for the college sector, influencing key stakeholders to secure the best possible outcome for the college sector”.*

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Thank you for your interest in this exciting opportunity within Colleges Scotland.

Colleges Scotland is the collective voice of the college sector. We support and champion the sector by leading and influencing policy, enhancing and maintaining strong partnerships, and demonstrating the positive impacts of the sector.

Colleges are the anchor points of local communities, supporting individuals of all ages and backgrounds to gain skills and qualifications, helping the most disadvantaged and furthest from the labour market and powering regional economies by delivering the skilled workforce that businesses need.

This dynamic sector – consisting of 24 colleges and 13 college regions – is the largest skills and training provider in Scotland. Colleges invest in the futures of almost 240,000 students and over 94% achieve their qualifications, moving onto positive destinations of further study, training, employment or starting their own businesses. Colleges are also essential employers within their respective regions, employing more than 11,000 staff.

Colleges have an intrinsic role in enabling the Scottish Government to deliver its Programme for Government. Now has never been a more important time, as the college sector is at the heart of the Scotland's social and economic recovery by providing people with employability skills, as well as reskilling and upskilling the workforce to deliver what employers specifically require to thrive.

The Interim Chief Executive Officer (CEO) role offers an exciting opportunity for an exceptional leader to lead a short-term review of the business model and strategic priorities of the organisation, ahead of appointing a permanent CEO to lead and grow Colleges Scotland into the future.

The Interim CEO must be passionate about college students and the college sector, with influencing skills to position Colleges Scotland as the voice of the sector. They must be able to build rapport with our diverse membership. They are a confident leader, able to represent the sector at the most senior level with key stakeholders, elected members, the Scottish Government and funders to secure the best possible outcome for the college sector. They will have a track record of leading organisational change in an inclusive way.

We are delighted that you have taken the time to consider this exciting role and wish you well in your application.

A handwritten signature in black ink, appearing to read 'W. Hatton'.

**Dr Waiyin Hatton**  
**Chair of Colleges Scotland**

# About Colleges Scotland

*“Our board is made up of the 13 regional college chairs, four nominated college principals, and the CEO of Colleges Scotland.”*



Colleges Scotland is the collective voice for the college sector, and as the membership body, represents three regional strategic bodies and all 24 colleges in Scotland, which deliver both further education and around 13% of the provision of all higher education in Scotland.

The 24 colleges operate in 13 regions across Scotland, allowing them to plan nationally and regionally, as well as deliver locally, while three regional strategic bodies co-ordinate approaches for colleges in the Highlands and Islands, Glasgow, and Lanarkshire regions.

Our board is made up of the 13 regional college chairs, four nominated college principals, and the CEO of Colleges Scotland.

Colleges Scotland's primary role is to support colleges and regional strategic bodies in achieving their aims and objectives, and to cultivate the strength of the college sector in Scotland. This is achieved through policy development, advocating and campaigning on behalf of the college sector, co-ordinating sector-wide engagement on major issues, and maintaining strong and proactive relationships with government, sector agencies and industry bodies.

It is a crucial time for Colleges Scotland and the college sector. Over the coming years we will have challenges to overcome and opportunities to capitalise on.

The Interim Chief Executive Officer will support our members by:

Providing transformational leadership to review and implement an effective Colleges Scotland Business and Operating model in light of wider reforms to ensure value for money and alignment to government priorities.

Ensure Colleges Scotland provides the sector with a strong and effective voice as directed by sector leaders to produce greater impact and more influence in advocating for continuously improving learner experience, sustainable funding and developing opportunities for colleges, proactive advice, support and evidence to contribute and influence national policies and debates in improving tertiary education for their learners.

Develop a future vision for Colleges Scotland and inspire staff and stakeholders to engage in shaping this vision, so that the organisation is recognised, valued and adequately resourced to be the strong voice for the sector.

# About Colleges Scotland

*“Across Scotland, colleges are equipping students from every background with the education and skills they need to achieve their ambitions and maximise their potential – enabling our country to thrive.”*



Our vision is that Colleges Scotland will be at the heart of a world-class college sector that is recognised, valued, and available to all.

Colleges Scotland has four core values that underpin its work:

- **Respect**
- **Trust**
- **Wellbeing**
- **Support**

The [College Sector Statement of Ambition – 2021-2026](#), sets out a five-year ambition that “colleges will support economic recovery with innovation, excellent education and teaching, skills training and smart investments.”

As the college sector’s representative body, Colleges Scotland has a crucial responsibility in helping the sector achieve its vision and deliver on its ambitions.

As well as Colleges Scotland being a policy organisation for the college sector in Scotland, we are also College Employers Scotland. College Employers Scotland is the forum through which National Bargaining is being implemented by the college sector. College Employers Scotland is jointly responsible for implementing National Bargaining in partnership with the trade unions.



*“Colleges unlock the potential of students and communities. Industry gains and productivity increases through strong colleges. We make an impact beyond our walls.*

*When colleges thrive, Scotland thrives”.*

# Interim Chief Executive Role

## Job Title:

Interim Chief Executive Officer

## Reporting to:

Colleges Scotland Board

## Managed By:

The Chair of Colleges Scotland Board



## Role Objectives

The objective of Colleges Scotland is ‘to promote the advancement of college education for the public benefit’.

The postholder will be the Accountable Officer for Colleges Scotland and responsible for the Strategic leadership of the organisation to ensure the sector’s views are reflected and its interests effectively represented. Acting as an ambassador for the college sector, the postholder will achieve this by working closely with key stakeholders to influence, debate and shape policy and position of sector. Provide strategic leadership for transitional arrangements as Colleges Scotland review and implement a changed business model aligned to membership needs and government priorities.

## Key Result Areas

### Leadership

- Provide transformational leadership to review and implement an effective Colleges Scotland Business and Operating model in light of wider reforms to ensure value for money and alignment to government priorities.
- Ensure Colleges Scotland provides the sector with:
  - a strong and effective voice as directed by sector leaders to produce greater impact and more influence in advocating for continuously improving learner experience, sustainable funding and developing opportunities for colleges
  - proactive advice, support and evidence to contribute and influence national policies and debates in improving tertiary education for their learners.
- Develop a future vision for Colleges Scotland and inspire staff and stakeholders to engage in shaping this vision, so that the organisation is recognised, valued and adequately resourced to be the strong voice for the sector.
- Ensure the financial oversight and probity of College Employers Scotland on behalf of the Board.
- Lead development of Colleges Scotland’s strategic and implementation plan in an inclusive way for approval by the Board, ensuring input, feedback and guidance from sector leaders, and aligned to the sector’s needs. Subsequently report on performance to the Board based on agreed targets, measures and/or indicators.
- Develop and maintain effective working relationships with sector leaders and key senior stakeholders (including Government, MSPs/MPs, the Scottish Funding Council, trade unions etc.) to proactively influence policy and funders in the best interest of the membership.
- Represent Colleges Scotland at the highest strategic levels in government, with regulators, and across Scotland and the rest of the UK, and be the principal point of contact and the chief spokesperson representing the membership.

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# Interim Chief Executive Officer Role

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## Job Title:

Interim Chief Executive Officer

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## Reporting to:

Colleges Scotland Board

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## Managed By:

The Chair of Colleges Scotland Board

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## Business Development

- Provide customer-focused strategic leadership on membership satisfaction and service delivery – development, review, enhancement of offerings, recruitment and retention.
- Develop opportunities and relationships to generate income outwith membership fees to enable sustainability and growth of the organisation in achieving membership aspirations.
- Ensure strong and credible public affairs and public relations processes are implemented, maintained and developed to promote the sector and the Colleges Scotland brand.
- Ensure the team provides accurate analysis, information and professional advice to the sector and its leaders in facilitating outcomes sought.

## Leading and Developing a High Performing Team

- Effectively lead, nurture, inspire and develop a high performing team in an inclusive way, creating a motivating environment and ensure staff performance and development plans are aligned with the organisation's values and priorities.
- Develop and implement processes which will enable staff to develop, share good practice and deliver high performance.

## Managing Finance, Resources, and Governance

- Be directly accountable to the Board for the proper conduct of Colleges Scotland's affairs.
- Ensure College Employers Scotland effectively represents, supports and guides the sector throughout National Bargaining and workforce development processes; and enhance its reputation by ensuring credible representation at all times.
- Ensure full compliance with legal, statutory and regulatory requirements, and securing best value at all times.
- Develop Colleges Scotland's financial plan, annual budget and membership subscription model for approval by the Board.
- Be responsible for meeting all annual income and revenue targets; and maintaining the organisation's financial viability.
- Responsible for the successful presentation and delivery of College Employers Scotland's Business Case to the Scottish Funding Council.
- Effectively manage all the operational functions of Colleges Scotland, ensuring delivery to the highest standards; monitoring performance against key aims, objectives, workplans and performance measures; seeking continuous improvements.
- Ensure effective planning, management and reporting processes are in place and advise the Board on relevant actions, progress and remedial actions where required.
- Accountable for Colleges Scotland's and College Employers Scotland's financial affairs and ensure rigorous financial controls are in place.

# Preferred Candidate Profile

## Job Title:

Interim Chief Executive Officer

## Reporting to:

Colleges Scotland Board

## Managed By:

The Chair of Colleges Scotland Board



## Qualifications

### Essential

- SCQF Level 10 (honours degree), level 11 or equivalent.
- Track-record of continuous professional development.

### Desirable

- Relevant professional qualification or equivalent.

## Knowledge

### Essential

- Scotland's tertiary education, qualifications and skills development systems, and wider UK dimensions and impact on Scotland's colleges.
- Policy and legislative framework within which Scotland colleges operate within a post-16 educational context.
- Effective corporate governance and associated processes.
- Economic and social factors impacting on Scotland and the sector.
- Strategic management and performance management.
- Financial and resource management, including budget management and financial planning.

### Desirable

- The framework underpinning employment relations.
- Experience of managing media, public affairs and public relations strategies and campaigns.

## Key Skills

### Essential

- Transformational leadership and organisational change in inclusive way.
- Outcomes focus.
- Relationship management.
- Political acumen/awareness.
- Exceptional communicator, motivator and influencer (verbal, written and presentation).
- Proven leadership and people management ability, developing high performing teams.
- Strong business acumen and finance skills.
- Excellent application of good governance practice.
- Strategic thinking, planning, implementation and performance management to meet business objectives.
- Ability to balance competing priorities across the different functions of the organisation.
- Solutions focus.
- Managing and influencing upwards.
- Excellent time management.
- Assertiveness.



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# Preferred Candidate Profile

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*The successful candidate will be able to demonstrate their energy, drive and enthusiasm for the role and a commitment to Colleges Scotland's mission and values.*



## **Desirable**

- Proven track record of effecting change in an organisation of similar size and scale.
- Proven advocacy and campaigning ability.
- Innovative and commercial thinking, focusing on business results, including financial returns.
- Crisis and reputational management.

## **Experience**

### **Essential**

- Working at senior management level.
- Effective leadership and development of high performing team.
- Effective management of resources, delivering best value at all times.
- Dealing with significant national challenges and achieving positive outcomes.
- Contributing to national policy and consultation processes.
- Successfully developing and maintaining effective relationships, and working effectively with external stakeholders, including Ministers, MPs/MSPs, Government officials, regulators, funders, education providers, employers and the media, to achieve organisational objectives.
- Effective media/public relations and communication skills.
- Reporting to Board level non-executive Directors and working with them to lead and implement programmes of work.
- Effective management of operational functions aligned with organisational needs.
- Commercial/financial experience to run a financially sustainable organisation.
- A proven track record in growing income.

### **Desirable**

- Experience of leading a membership organisation.
- Managing the governance arrangements for a membership organisation.
- Leading and managing remote teams.
- Devising and leading national campaigns.
- Successfully influencing national policy and consultation processes.

## **Qualities**

- High level of self-confidence.
- Proactive.
- Customer/member focused.
- Drive and determination.
- Creativity.
- Ability to balance competing priorities across the different functions of the organisation.
- Acts with integrity and interpersonal understanding.
- Working in an inclusive way.
- Ability to work flexibly in a rapidly changing environment.
- Seeking continuous improvement.

# Remuneration & Recruitment Process

## Job Title:

Interim Chief Executive Officer

## Reporting to:

Colleges Scotland Board

## Managed By:

The Chair of Colleges Scotland Board

## Remuneration

**Salary:** £95,611 from 1<sup>st</sup> September 2024 rising to £96,567 on 1<sup>st</sup> June 2025

**Pension:** Falkirk Council Local Government Pension Scheme (LGPS)

**Holidays:** 46 Days (33 flexible and 13 public holidays)

## Recruitment Process

The recruitment for this position is being managed by STEP HR. If you wish to apply for this position, candidates should provide a covering letter with a statement setting out why you believe you are suitable for the post and how you meet the specifications, plus a tailored CV and two referees.

Applications should be made directly to [hr@stepscotland.co.uk](mailto:hr@stepscotland.co.uk).

Please note, a secondment opportunity will be considered for this role.

## Recruitment Timetable

Closing date for applications: **Thursday 22 August 2024**

Short-list Meeting: **Monday 26 August 2024**

Panel Interviews and Assessment: **Friday 6 September 2024**

## Short-listed Applicants

Applicants invited to an interview will be asked to make a short verbal presentation to the panel covering the following:

***How would you effectively lead the organisation in the dual priorities of the role – the short-term review and operation of the organisation?***

Please note, the successful candidate will be invited to attend an all-day Colleges Scotland Board Development Day on **Thursday 19 September 2024** (venue tbc).



 colleges  
Scotland