**Item 10**
**For Approval**

**GLASGOW KELVIN COLLEGE**

**BOARD OF MANAGEMENT MEETING – 5 October 2020**

# COLLEGE STRATEGIC PRIORITIES and OBJECTIVES 2020/21

**Report by Principal and Communications & Planning Manager**

## 1. Introduction

As members will be aware, the College produces annually a set of strategic priorities for the medium term in order to support the development of operational plans with SMART targets for the forthcoming academic year.

As members will also be aware the COVID19 pandemic has impacted significantly on the College's Planning schedule and its operational priorities over the last six months and on its ability to conduct effectively a consultation process with the Senior and Operational Management Team, Trades Unions and Student Association as is customary.

Further, the shifting economic and social landscape under the COVID19 pandemic restrictions has impacted the College's ability to produce a robust Context Statement and environmental scan on which to base its strategic planning priorities.

## 2. College Strategic Priorities 2020/21

As many of last year's operational targets remain extant under the COVID19 restrictions, it was felt that this next year's strategic priorities should be retained and the objectives reviewed to ensure due account is taken of the College operating environment. To this end a decision was taken to 'refresh' the Strategic Plan in consultation with S/OMT, Trades Unions and Learner Representatives. This approach will ensure that Managers and staff continue to engage with, and take ownership of, the direction and development of the College.

The Strategic objectives must also take account of the challenges faced in the current challenging financial climate.

In addition, the lifespan of the Plan would be reduced to a short-term framework of one year.

This process is underway and a first draft of the objectives is currently under consideration by S/OMT to seek discussion and development of a refreshed set of objectives and, thereby, operational prompts. This first draft, which is at an early stage and highlights the tracked changes to the previous plan, is attached as an appendix to this paper.

The College's Strategic Priorities are:

a) deliver an accessible, inclusive, high quality learner experience for our students;
b) provide a professional learning culture to support, retain and develop our highly skilled, diverse workforce which delivers a high quality learner experience;

c) be the partner of choice for employers and the communities which we serve;
d) achieve and maintain financial viability; and
e) maintain the highest standards of corporate governance and sustainability.

These have been retained and will be expanded, if necessary, to encompass challenges around the COVID19 pandemic.

It is envisaged that the resulting Strategic Plan will inform and compliment the College's Transformation & Renewal Plan.

## 3. Resource Implications

The resources associated with the delivery of the draft strategic priorities are set out in the draft budget considered elsewhere on this agenda.

## 4. Assurance and Risk

There are no new risks associated with consideration of this report.

## 5. Equalities

There are no adverse impacts on people with protected characteristics as a consequence of consideration of this report.

## 6. Recommendations

Members are recommended to:

i) note the contents of this report and its appendix;
ii) note the engagement of learners and staff in the strategic planning process; and
iii) approve the direction of the strategic planning process under the current COVID19 and financial restrictions

## 7. Further Information

Members can obtain further information on the contents of this report from Derek Smeall, Principal, at dsmeall@glasgowkelvin.ac.uk or Lesley Lang, Communications and Planning Manager, at llang@glasgowkelvin.ac.uk.

# Glasgow Kelvin College

# Strategic Plan 202019-202112 - Objectives - Board of Management

**College Vision:**

*Transforming lives through education.*

**College Mission:**

*Glasgow Kelvin College will enhance our learners' aspirations, careers and lives through accessible, inclusive, high quality lifelong learning.*

## 1. To deliver an accessible, inclusive, high quality learner experience for our learners.

| Objective | |
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| 1.1 | **Continue to review and develop an ambitious and innovative professional, technical and vocational curriculum for learners, consistent with the identified needs of employers, the economic and community needs in a COVID19 secure environment and~~,~~ in line with the Glasgow Regional Outcome Agreement** |
| | Implement Glasgow Regional Outcome Agreement |
| | Develop further regular consultation with external stakeholders to identify curricular need and inform curricular development under COVID19 arrangements |
| | Take account of the College LMI Review to inform the Context Statement and College curriculum review and development |
| | Review Curriculum activities to focus on flexibility of pathways, introduction and embedding of work-ready/meta-skills, develop further Digital~~STEM~~ provision and Work-experience based Learning Opportunities |
| | ~~Implement the revised Learning, Teaching and Assessment Strategy~~ |
| 1.2 | **Provide an accessible, accredited, high-quality learner experience with flexible entry/exit points offering clear progression pathways to employment and/or to further learning** |
| | ~~Continue to d~~Develop and embed emerging post-COVID19 best practice for blended and flexible learning~~the principles of 21st Century learning and the Modern Learning Environment (MLE)~~ in College provision |
| | ~~Develop the use of 'Supported Experiments' to create and implement~~Promote innovative approaches which enhance the learner experience |
| | Develop new approaches~~further strategies~~ to improve recruitment, retention and attainment during the period of this plan |
| | Discuss and agree guaranteed articulation and progression routes with our two sister colleges |
| | Monitor and report on learner progression and destinations to support wider access for under-represented groups |
| | Continue to implement the College Access & Inclusion Strategy during the period of this plan |

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| | Evaluate the quality of the learner experience within the COVID19 environment using the quality and self-evaluation framework for Scottish Colleges |
| **1.3** | **Embed the principles of ~~enterprise,~~ employability, equality, aspiration and participation in all programmes** |
| | Promote actively the ~~5~~4 principles through learning, teaching and all College functions |
| | Promote~~Embed~~ further a culture of professional learning with the 4~~5~~ principles at the centre |
| | ~~Develop further learning opportunities for staff and students including 'experience of work'/'Industry Challenge'~~ |
| | Develop and promote a whole-college approach~~Continue to develop opportunities for cross-college and intra-faculty collaboration~~ to add value to the student experience |
| **1.4** | **Work in partnership with students to enhance the College experience** |
| | Implement and review the partnership agreement with the Student Association |
| | Work with the Student Association to develop activity which supports learner engagement in the life and work of the College during COVID19 |
| | ~~Work with the Student Association to develop peer mentoring/buddying approaches for new learners~~ |
| | Engage with learners to evaluate, review and develop the College experience |
| | Enhance progression guidance, in consultation with learners, to deliver a flexible, agile and responsive service taking account of student needs |
| | ~~Continue to embed the role of the Class Tutor in Quality Enhancement and improvement~~ |
| | Work with the Student Association to promote further Mental Health and Wellbeing within the College community |
| | Evaluate the effectiveness of approaches to Mental Health & Wellbeing of learners to support retention and achievement |

## 2. To provide a professional learning culture to support, retain and develop our highly skilled, diverse workforce which delivers a high quality learner experience.

| | Objective |
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| **2.1** | **Increase the capability~~acity~~ of the College to develop a high quality learner experience** |
| | Develop and deliver, in consultation with staff, professional learning activities which support the implementation of the Learning, Teaching and Assessment Strategy |
| | Develop further and implement a range of approaches to evaluate the totality of the learner experience |
| | ~~Develop the Empowered to Take Action /Supported Experiments process to further drive innovation in support staff processes/service provision in order to enhance the learner experience~~ |
| | Continue to engage all staff in identifying and implementing innovative approaches to improve the student experience~~learning and teaching approaches~~ |
| | Support ~~engagement of~~ all staff to engage in professional learning and professional updating |
| **2.2** | **Provide professional learning, induction and support for all staff~~, students,~~ and board members ~~and other stakeholders~~ to deliver the College mission and strategic objectives** |
| | Continue to ~~I~~implement the revised Professional Development Review procedure which takes account of professional update |
| | Develop and deliver, in consultation with staff, a professional learning programme which supports the delivery of the College aims and objectives |
| | Increase capacity of staff to develop knowledge, skills, digital capacities and competencies to deliver an improved learner experience |
| | Develop and implement a leadership framework for all staff to support the Workforce Plan |
| | Identify the training needs of the Board and deliver an appropriate professional learning programme |
| **2.3** | **Continue to embed the College values and ethos in our programmes, processes, procedures and functions** |

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| | Work with learners, staff and partners to continue to mainstream equality throughout College life and embed Public Sector Equality Duties:<br>•Eliminate unlawful discrimination, harassment and victimisation<br>•Advance equality of opportunity between different groups<br>•Foster good relations between different groups. |
| | Work with learners and staff to embed an environment which values Health, Safety & Wellbeing |
| | Work in partnership with the Student Association to identify areas for development in equality, diversity, inclusion, health, safety and wellbeing |
| **2.4** | **Work with partners to achieve best practice in supporting the learner experience** |
| | Use feedback provided by stakeholders to inform the development of professional learning |

## 3. To be the partner of choice for employers and the communities which we serve.

| | Objective |
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| **3.1** | **Continue to develop further, review and evaluate relationships with all current, and potential, stakeholders.** |
| | ~~Expand further~~Continue to foster stakeholder relationships across the public, private and third sectors |
| | Take account of the views of stakeholders to inform the College Self-evaluation activity |
| | Evaluate the impact and effectiveness of ~~the~~ Stakeholder Engagement ~~Strategy~~ |
| **3.2** | **Work with education and employer partners to implement the Developing the Young Workforce and all-age Lifelong Learning agenda** |
| | Work with sector and regional partners to develop further the Foundation Apprenticeship programmes across the region |
| | ~~Work with employers and other stakeholder partners to develop further the Graduate Apprenticeship programme~~ |
| | Work with employers and other stakeholder partners to develop further the Modern and Advanced Apprenticeship programme |
| | Continue to ~~E~~expand the 'Apprenticeship Family' portfolio to include introductory programmes and evaluate their effectiveness |
| | Work to promote engagement with~~Develop further~~ the Senior Phase programme ensuring the development of apprenticeship pathways |
| | Through stakeholder and employer consultation, identify opportunities to provide in-work, ~~and~~ adult learning~~/~~, upskilling and reskilling opportunities |
| | Ensure effective ~~Establish~~ feedback processes to inform review of ~~effectiveness of~~ in-work provision |
| | Work with stakeholders to identify and deliver Community Based Adult Learning programmes |
| **3.3** | **Contribute to the achievement of Community Planning Partnership priorities in North East Glasgow and the city** |
| | Continue to respond to the strategic priorities of the Glasgow Community Planning Partnership Board |
| | Contribute to the development and implementation of the Local Outcome Improvement Plan (LOIP) and Locality Plans within the North East CPP area |

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| | Continue to be represented on sector partnerships and play a leading role in local initiatives for lifelong learning |
| **3.4** | **Work with partners to exchange knowledge, skills and best practice at a local, national and international level under COVID19 constraints** |
| | Continue to identify and develop funded opportunities for students and staff engagement ~~at an international and national level~~ |
| | ~~Consider the findings of the evaluation of transnational partnerships in order to develop further transnational opportunities for learners and staff~~ |
| | Continue to identify opportunities for professional learning activities with school partners, employers, stakeholders and our two sister colleges. |
| | ~~Work collaboratively with other UK college partners to provide joint professional learning opportunities~~ |
| **3.5** | **Support the Regional Partnership Strategy** |
| | Identify and explore further opportunities for regional collaboration |
| | Continue to work collaboratively to deliver the Foundation Apprenticeship programme |
| | Continue to support the work of the GCRB |
| | Contribute to the SFC/SDS/GCRB regional skills review process. |

## 4. To achieve and maintain financial viability.

| | Objective |
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| **4.1** | **Manage College resources to deliver financial security and stability~~long term sustainability~~** |
| | Manage the College within a cash-balanced annual budget and ensure value for money |
| | Deliver~~velop~~ a three~~five~~-year Transformation and Renewal~~Business~~ Plan |
| **4.2** | **Utilise the College estate and Digital~~ICT~~ resources effectively and efficiently to provide equity of access to a high-quality learner experience across all four sites** |
| | ~~Refresh and continue to Implement the~~ Develop a refreshed College Estates and Sustainability Strategy |
| | Implement the Capital Investment Plan |
| | ~~Review and refresh~~Implement the College Digital Strategy to achieve digital transformation in a COVID19 landscape |
| | Continue to promote ~~Implement~~ the College Cyber-security Strategy and support all staff and learner engagement with it |
| **4.3** | **Maximise non-Glasgow Colleges Regional Board (GCRB) income ~~by utilising appropriately College resources~~** |
| | ~~Review the effectiveness of the HE Innovate process in supporting and developing commercial activity~~ |
| | Identify and secure funding to extend and enrich the learner experience |
| | Continue to grow business development income |

## 5. To maintain the highest standards of corporate governance and responsibility

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| **5.1** | **Maintain the highest standards of corporate governance** |
| | Ensure compliance with statutory requirements for all College policies, procedures and processes |
| | Monitor compliance with the Code of Good Governance to ensure open, transparent and accountable decision-making |
| | Take account of annual Board self -evaluation activities in order to develop further best practice in corporate governance. |
| | Continue to monitor the consequences of Brexit on the work of the College as information becomes available |
| | Continue to monitor the consequences of the impact of the COVID19 pandemic on the work of the College |
| **5.2** | **Embed best practice in all processes and procedures through appropriate training for Board members** |
| | Ensure adherence to principles of good governance and compliance with statutory duties |
| | Provide access to an appropriate programme of professional learning for Board members |
| **5.3** | **Refresh and continue to implement the Climate Change Action Plan and UN Sustainable Development Goals** |
| | Encourage and promote Active Travel across the College and neighbouring communities within the constraints of COVID19 measures |
| | Explore how best to encourage biodiversity across College campuses |
| | Refresh and develop the Climate Change Action Plan to set new targets for carbon reduction |
| | Ensure new Building Management System is fully utilised to deliver the maximum carbon management benefits |