

Glasgow Kelvin College

Board of Management Meeting of 30 September 2026

College Strategy 2030 – Progress Report

Report by Principal

1. Introduction

The purpose of this report is to update members in relation to the delivery of the College Strategy 2030 and provided a progress report in this regard.

This report therefore covers:

2. College Strategy 2030 and Supporting Strategies/Enablers
3. Operational Plans
4. Power BI Report - College Strategy 2030 for Academic Year 2026/27
5. Development of Intranet Area
6. Governance Reporting Arrangements

2. College Strategy 2030 and Supporting Strategies/Enablers

The College Strategy 2030 was launched in January 2026. The sub-strategies to support and deliver the College Strategy 2030, as well as two enabler Frameworks, were written/approved as follows:

- Learning, Teaching and Assessment Strategy
Note: this was endorsed by the Learning and Teaching Committee at their meeting of 5 May 2026 and then approved by the Board of Management at their meeting of 10 June 2026.
- People and Culture Strategy
- Infrastructure Strategy
- Finance and Growth Strategy
- Enabler Framework – Digital Capabilities
- Enabler Framework – Sustainability
Note: these three sub-strategies and two enablers were endorsed by the Finance and Resources Committee at their meeting of 27 May 2026 and then approved by the Board of Management at their meeting of 10 June 2026.
- External Engagement Strategy
Note: this was approved by the Board of Management at their meeting of 10 June 2026.
- The Student Experience Strategy.
Note: This is on the agenda for the Board of Management meeting on 30 September 2026.

At Strategy Level

Progress against the Strategy will be monitored through a suite of Key Performance Indicators (KPIs), with regular performance review providing assurance on delivery, impact, and achievement of strategic objectives. These are being fully established at present.

At Sub-Strategy Level

Each sub-strategy will also include specific KPIs and reporting arrangements to measure progress, monitor outcomes, and inform continuous improvement. Performance against these KPIs will be monitored through a performance management framework. Again, these are being fully established at present.

3. Operational Plans

All Assistant Principals were provided with a template Operational Plan in order that the items contained in the sub-strategies could be broken down into manageable actions with timeframes and action owners.

The Operational Plans have now been written for Academic Year 2026/27. These Operational Plans have been discussed at the Senior Leadership Team (SLT) meeting and further discussion has taken place between the Principal and Vice Principals in this regard.

Assistant Principals (APs) were each asked to identify their top four strategic items that they will focus on over Academic Year 2026/27. These four top priorities from each AP will be the ones that are reported on to the Board of Management; this will allow a high-level overview of the delivery of these main objectives. This overview will be presented to the Board of Management in a Power BI format at each Board of Management meeting.

4. Power BI Report - College Strategy 2030 for Academic Year 2026/27

The Board of Management will receive a report at each Board of Management meeting in regard to the progress on delivering the College Strategy 2030.

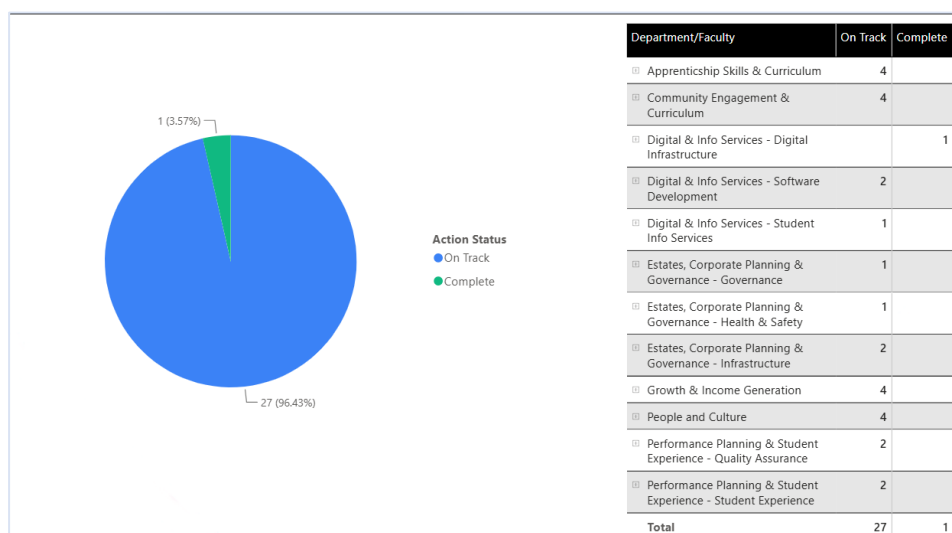
Each progress report will present a high-level overview of the four top priorities for each Assistant Principal for Academic year 2026/27; it will therefore cover 28 main items. This will provide an update on these activities that will lead to delivery of our strategic ambitions as contained within the College Strategy 2030.

The information provided will include:

- Total number of activities linked to a specific sub/strategy.
- Total number of those activities currently "On Track".
- Total number of those activities yet to be started.
- Total number of those activities "Completed".

These actions will include a percentage breakdown so that Members may see progress at a glance.

This Power BI report that will be presented to the Board of Management to chart progress on the College Strategy 2030 delivery will look as per below:

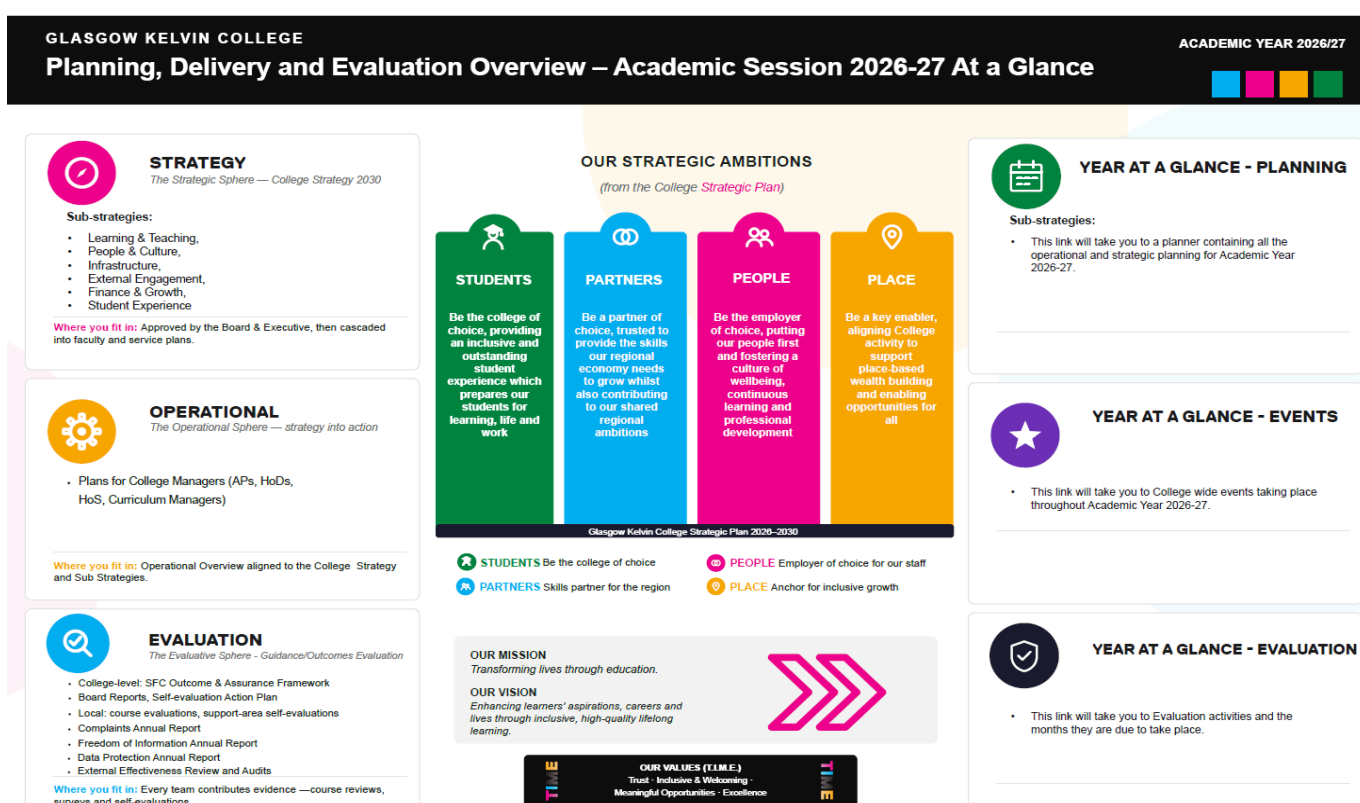


5. Development of Intranet Area

It is the intention to develop an area on the College Intranet for Planning, Delivery and Evaluation Overview. This area will enable staff to see at a glance the various activities and progress being made each Academic Year towards completion of the College Strategy 2030 as well as other key items.

This dedicated page on the Intranet will also be an invaluable resource for staff preparing for and engaging with the Tertiary Quality Enhancement Review (TQER). TQER is the external quality assurance and enhancement review process for Scotland's colleges and universities and forms part of the Tertiary Quality Enhancement Framework (TQEF).

An example of the infographic for the Intranet area is provided below. It is intended that each section will be linked to key reports and calendars for staff information and interest.



6. Governance Reporting Arrangements

As aforementioned, the Board of Management will receive a report at each Board of Management meeting in regard to the progress on delivering the College Strategy 2030.

The Board of Management will also receive an annual report in regard to the External Engagement Strategy and its delivery.

All of the Standing Committees will receive at least one annual report in relation to the sub strategies that they oversee.

Board of Management

Each Quarter	-	Report on Progress with College Strategy 2030.
Annually	-	Report on Progress with External Engagement Strategy

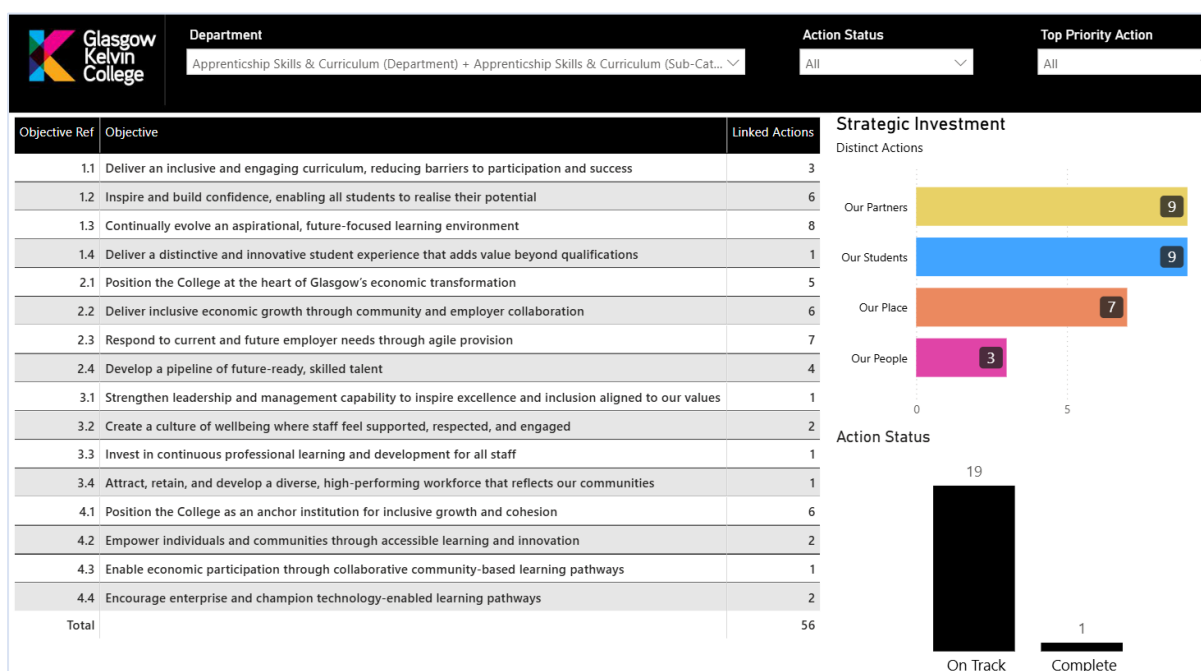
Learning & Teaching Committee

6 months/Annually	-	Report on Progress with Learning and Teaching Strategy
Annually	-	Report on Progress with Student Experience Strategy

Finance & Resources Committee

Annually	-	Report on Progress with People and Culture Strategy
Annually	-	Report on Progress with Infrastructure Strategy
Annually	-	Report on Progress with Finance and Growth Strategy

It should be noted that this reporting will be done in a Power BI format with an example of this provided below:



7. Resource Implications

Significant staff time has been invested in developing the Operational Planning function and ensuring that it operates effectively and meets the College's business needs to support delivery of Strategy 2030.

Additional staff time has been dedicated to refining the proposed Power BI reporting to provide Board of Management members with concise, strategic information without unnecessary operational detail.

8. Impact on Students

There are no negative impacts on students identified as a consequence of anything within this report.

9. Risk and Assurance

The risk of failing to deliver the objectives set out in the College Strategy 2030 has been significantly reduced through the implementation of individual Operational Plans aligned to the College's sub-strategies and overarching strategic priorities. These plans provide clear accountability, enable progress to be monitored effectively, and support the delivery of strategic outcomes across all areas of the College.

Regular monitoring and review of Operational Plans is undertaken by each Assistant Principal. In addition, the overarching Master Plan and associated Power BI reporting provide a comprehensive, real-time overview of progress, performance and key risks, allowing for effective oversight, management and informed decision-making.

This report provides assurance to the Board of Management that appropriate controls, monitoring arrangements and mitigating actions are in place within each Assistant Principal's area of responsibility to support the successful delivery of the College Strategy 2030.

10. Equality

No negative impacts on people with protected characteristics have been identified as a consequence of this report.

11. Data Protection

There are no new data protection issues arising from the contents of this report.

12. Environmental and Sustainability

There are no Environmental and Sustainability implications arising as a consequence of this report.

13. Recommendations

Members of the Board of Management are recommended to:

- i) note the contents of this report; and
- ii) provide any comment/feedback/suggestions in relation to the Power BI reports outlined in this report.

14. Further Information

Further information on the contents of this report is available from Joanna Campbell, Principal and CEO, joannacampbell@glasgowkelvin.ac.uk; Lisa Clark Assistant Principal Estates, Corporate Planning and Governance – lisaclark@glasgowkelvin.ac.uk or Jeanette Evans, Vice Principal Resources and Corporate Development – jevans@glasgowkelvin.ac.uk

**Joanna Campbell
Principal and CEO
September 2026**