Item 11b

For Approval and Noting

GLASGOW KELVIN COLLEGE

BOARD OF MANAGEMENT MEETING OF 12 DECEMBER 2022

COMMUNICATIONS, MARKETING AND STAKEHOLDER ENGAGEMENT FRAMEWORK

REPORT BY VICE PRINCIPAL OPERATIONS & DIRECTOR BUSINESS DEVELOPMENT

1. Introduction

The purpose of this report is to update members on revisions to the Communications, Marketing and Stakeholder Engagement Framework which was approved by the Board of Management at the meeting on the 29th August. As before, the Communications and Marketing Activity Matrix is appended to the Framework for information. This Matrix will be managed by the Marketing and Engagement teams. The revised Framework is attached at **Appendix 1.**

The Communications and Marketing Forum referenced in the Framework has now been established and the Terms of Reference for this Forum are attached at **Appendix 2** for information.

In addition to the development of a refreshed Brand Strategy, a marketing proposal has been developed to celebrate 10 years of Glasgow Kelvin in 2023, which will serve multiple purposes detailed in the Framework: it will raise the profile of the College; improve staff morale; engage current students; attract future students; and attract new partners and business to the College. While this proposal is currently being shared and discussed with staff and students, an initial draft is presented at **Appendix 3** for information.

A paper (Board of Management Self-Evaluation Outcomes 2021/22 - Key Action Points and Board Development Plan – Follow Up) covering proposed actions to address feedback at the Board self-evaluation session in June 2022 was presented to the Board at the meeting on 10th October 2022. One of the points raised at the June evaluation session was that i***t was important to understand who the College views as key stakeholders and partners to allow board members to assist with engagement*** *as* Board members may be in situations e.g., business dinners or other events where they meet key stakeholders and have an opportunity to discuss the College. It was agreed that a short script/brief would be provided to Board members that sets out key points about the College that they might wish to use in these circumstances. This is attached at **Appendix 4**. The paper reminded Board members that they should be aware that: at times, the College relationship with a stakeholder, might be sensitive; and that Board members cannot make commitments on behalf of the College when in conversation with key or potential stakeholders.

2. Background

The revisions reflect discussions with Members relating to changes of roles to support communications and marketing across the College. Members are referred to sections 5.1, 8 and 9 of the Framework where those changes are detailed. A summary of the changes are presented in section 3 below.

3. Summary of Changes to the Framework

Communications and Marketing is now the responsibility of the Director of Business Development and the Business Development Team.

Two new roles have been created, namely Marketing and Commercial Manager and Engagement Manager. These changes have been made on an interim basis to July 2024 to support the new Framework and implementation of the new College Brand Strategy. The new roles will be undertaken by the current Head of Commercial and the Marketing Manager respectively. The main responsibilities of the roles are summarised below.

Marketing & Commercial Manager

This role is responsible for the delivery of the College's commercial, marketing and communications objectives. With specific regards to marketing and communications, the role covers the following:

- College branding lead
- Website and digital marketing development
- College marketing strategy development and implementation, both externally and on campus
- Media relations plan and activities
- Events: Graduation, Summer Awards, Open Days etc
- Market research and insights to drive college marketing activity
- Management of existing college marketing team and associated budgets

This role retains responsibility for the delivery of the College's commercial business targets.

Engagement Manager

This role will ensure that the College has a comprehensive and relevant internal communications plan and that external stakeholders are fully and appropriately engaged. The role will also develop a brand-new Friends of Glasgow Kelvin programme. The main objectives of the role are to:

- Develop, manage and deliver an Internal Communications Plan
- Develop a new Friends of Glasgow Kelvin and Philanthropic Plan
- Develop and deliver a new Political and Community Stakeholder Engagement Plan
- Compile Award submissions and to maximise the College's profile from these submissions

The Marketing Team will support communications and information channels within the organisation as appropriate, and externally with potential and existing stakeholder partners and potential students.

These changes allow the College to access all levels of expertise and experience required to support and deliver the College's new branding strategy, website and to ensure effective and efficient internal communications and external engagement with key stakeholders and partners.

4. Resource Implications

The Head of Commercial, now the Marketing and Commercial Manager, has been regraded to reflect the additional responsibilities of this new post and a member of the commercial team has also been regraded to reflect additional workload in commercial development resulting from this change. The total cost to 31 July 2024 is £9.4k.

5. Impact on Students

Implemented properly this Framework and associated activities will have a positive impact on current and prospective students**.** A key part of the strategy is to showcase students, present and past, and to allow them to co-create the College's marketing content.

6. Equality Impact

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

7. Risk & Assurance

There are no specific risks associated with this report, but there are risks associated with failing to communicate with internal and external stakeholders. These roles will help mitigate these risks. In addition, raising the profile of the College will address key strategic risks.

8. Data Protection

There are no data protection implications arising as a consequence of this paper.

9. Recommendations

Members of the Board of Management are recommended to:

i) Note and approve the changes made to the Framework;
ii) Note the Terms of Reference for the Communications and Marketing Forum;
iii) Note the proposed brand and marketing activity; and
iv) Note the Board Briefing Note for External Engagement.

10. Further Information

Members may obtain further information relating to the contents of this report from Jeanette Evans, Vice Principal Operations, jevans@glasgowkelvin.ac.uk or Alastair McGhee, Director of Business Development amcghee@glasgowkelvin.ac.uk.

Appendix 1

Glasgow Kelvin College

Communications, Marketing and Stakeholder Engagement Framework

2022-27

December 2022

Kelvin College
Communications, Marketing and Stakeholder Engagement Framework
2022-27

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Appendix 1 Communications and Marketing Activity Matrix

1.0 Why do we need a Framework?

1.1 Background

In line with the College's Strategy, this document seeks to streamline both external and internal communications and stakeholder engagement, providing a rationale, plan and guidelines for these and for the marketing effort. To achieve a comprehensive, cross-college approach to these the extant External and Internal Communications Strategies have been combined with marketing ambitions and priorities to produce a cohesive Communications, Marketing and Stakeholder Engagement Framework.

This framework will foster and enable an ethos and culture of open-ness, flexibility, innovation, trust and integrity which aligns with the Strategic Plan 2022-27 and the College's Ethos and Values Statement.

1.2 Scope

This Framework sets out the key objectives and priorities for communication, marketing and stakeholder engagement. This approach recognises the need for consistency of the over-arching message while taking account of the differing audiences as well as the channels, techniques and strategies to be used to target these. It will also outline the areas of responsibility.,

Effective and improved External and Internal communications are vital to successful engagement and empowerment of key stakeholders. It is anticipated this will have a positive influence on students and staff, as well as support better engagement with new and existing audiences.

This five-year Framework will be routinely reviewed to ensure it continues to deliver its aims in supporting the College Strategy 2022-27.

1.3 Key Objectives

The overall aim of this Framework is to ensure that the College engages effectively with its students, staff and stakeholders, making best and optimal use of the available existing and planned channels of communication, maximises the impact of its resources to market the College, its courses and services effectively, and supports effective and impactful partnership.

The key objectives of this Framework are to:

1. Create an image of the college which truly reflects Kelvin's ethos, values and strengths. This is to encourage engagement, recruitment and retention of students and staff in a way that is persuasive, sustainable and real.
2. Ensure the right resources, mechanisms and organisational culture is in place to support the sharing of communications across and out with the college
3. Support the development of stakeholder relationships by focussing on relevant communication that enhances the image and reputation of Kelvin for our Stakeholder partners. This communication will contribute to our support of key strategies at national, regional and community level.

4. Provide structure and guidance for both internal and external communications which helps to protect and nurture the college's reputation. Staff will understand their role in communications and the potential impacts they can make.
5. Ensure targeted, accessible and effective marketing of the College's high-quality, inclusive learning and promote success to potential students and stakeholders

2.0 How will we support the College's Ambitions & Priorities ?

This Framework will align to the College Strategy 2022-27 and the three Ambitions:

- **Ambition 1** – Deliver an inspirational and inclusive student experience
- **Ambition 2** – Strengthen our communities and environment
- **Ambition 3** – Create a high performing, resilient and responsive college

Our vision is to **transform lives through education**. We want to be bold, ambitious, confident and proud in our communications. We want to be community and employer led, delivering high quality, student- focussed learning that reflects the needs of different stakeholders within the broader context of the city and national economies.

Communications are vital in achieving this vision and need to be dynamic and engaging throughout every part of the college and beyond.

To achieve our three Strategic ambitions and nine priority areas, the college has to have a distinct point of difference in what is a crowded external environment. Much of this can be achieved through the correct communication messages, as well as the right tone of voice.

2.1 Alignment to the College Strategic Ambitions

The success of this Framework can only be achieved through strong integration across all areas of the College.

This ensures that everyone in the College understands the purpose of the Framework, and, therefore, puts all efforts towards the ambitions, priorities and key objectives within each area.

In line with the Vision and Purpose of the College, nine communication, marketing and stakeholder engagement objectives have been created to support the College in achieving its three strategic ambitions. These are presented in the Matrix below.

	Ambitions		
	Deliver an Inspirational and Inclusive Learner Experience	***Strengthen our Communities and Environment***	***Create a High-performing, Resilient and Responsive College***
External	Support the celebration of student and college success and achievements by telling the story of successful College students	Enhance the profile and protect the reputation of the College through positive messaging and engagement / consultation with key stakeholders	Cultivate a sense of pride and attachment in stakeholders and the market as an inclusive, skilled and responsive provider of high-quality learning and engagement
Internal	Promote and expose staff and students to equality, diversity, fairness, access and inclusion to embed a college wide approach	Ensure staff and students are aware of what is going on and their responsibilities in supporting	Ensure consistency of comms to reflect College values
Marketing	Encourage engagement and recruitment of learners to exciting opportunities which will meet their needs and advance their ambition	Engage with the wider community as a channel to signpost and promote awareness, benefits of learning and progression	Identify needs and, based on analytics, align promotion effectively

3.0 Who do we need to Communicate with ?

3.1 Who are our Stakeholders ?

The Cambridge Dictionaries Online defines a stakeholder as: “A person such as an employee, customer or citizen who is involved with an organisation, society, etc and therefore has responsibilities towards it and an interest in its success”.

The College has a large number of stakeholders, both internal and external, and these have been summarised under six main headings below.

Audience	Current Students	Staff & Board Members	Potential Students and their Influencers/ Supporters	Education Sector Colleagues	Employers & Industry	Wider Network	Other
Segments	Students	Staff	Schools	SFC	Local Employers	Glasgow City Council	External Auditors
	Student Association	Trade Unions	School Pupils	SDS	Industry Bodies	Education Minister	Internal Auditors
	Industry Learners – Commercial & Apprentices	Team Managers	Adult Learners	GCRB & Glasgow Colleges	Employer Representative Groups	Scottish & UK Governments	The ALF
	GKC Learning Network Partners	College Groups	Parents & Advocates	Colleges Scotland & Colleges' Employers Scotland	Professional Bodies	Local Elected Members, MPs and MSPs	Commercial Partners
	FWDF Companies	SMT/SLT	College Access Programmes – Community Hub	Colleges Universities		Other Local Authorities	International Partners
		College Board	Local Communities	Education Scotland		Community Planning	APUC
			Job Centres	SQA & Other Awarding Bodies		Community Partners	Project Partners
			The Media	GTCS		Third Sector	Current Funders
				SAAS		Alumni	Potential Funders
				CDN		Special Interest Groups	Regulators, eg ICO, H&S

3.2 What do they want from us ?

Stakeholders want different things from the College, just as we want different things from our stakeholders.

We know that we need our stakeholders for a number of purposes: to become College learners, to work for us and with us, to fund us and to promote, guide and support us.

Depending on their level of interest in us and their ability to influence and facilitate achievement of our ambitions and goals, stakeholders require a different degree of engagement from us. Where stakeholders have a high level of influence and a low level of interest, our communications should seek to improve this engagement.

The table below analyses the stakeholders at 3.1 above relative to their influence and interest and allows us to consider how we should engage with them, who leads on this engagement on behalf of the College and who we should prioritise. This will allow the College to build better relationships and enhance its reputation and profile both across Glasgow and nationally.

Low ----------Stakeholder Influence----------→ High

Keep satisfied Inform + Consult	**Work together** Inform + Consult + Collaborate
School Pupils (Potential) – Dir BD Students (Potential) – Comms & Marketing Team Parents & Advocates – Dir BD Funding Council – VPO Education Scotland – VPC SQA & Other Awarding Bodies - VPC GTCS – Dir P&C SAAS - VPO Minister/Scottish & UK Government -P External Auditors - VPO Internal Auditors - VPO APUC - VPO Current Funders – Dir BD Regulators, eg ICO, H&S - P	College Students (Current) - VPC Schools – Dir BD Access Progs - VPC Local Communities – Dir CE Industry Learners – Dir P&P FWDF Employers – Dir BD Student Association – Head of SSS GKC Learning Network Partners – Dir LI Staff – Dir P&C Trade Unions – Dir P&C College Groups - VPO College Board - P SDS - VPC GCRB & Glasgow Colleges - P Colleges Scotland & Colleges' Employers Scotland - P Glasgow City Council - VPC Community Planning - VPC Community Partners – Dir CE ALF – Dir CS Commercial Partners – Dir BD International Partners – Dir BD Local Employers – Dir BD Professional & Industry Bodies - Dir P&P Project Partners - Dir BD
Light Touch Inform	**Show consideration** Inform + Consult
Media - Comms & Marketing Team Job Centres - Dir LI Alumni - Comms & Marketing Team Other LAs - VPC Third Sector - Dir CE Special Interest - Head of SSS	Colleges - VPC Universities - VPC CDN - Dir P&P Elected Members, MPs & MSPs - P Potential Funders - Dir BD

Low ---------- Stakeholder Interest ----------→ High

Key:

P - Principal
Dir BD – Dir of Business Development
Dir P&P – Dir of Planning & Performance
VPO – Vice Principal Operations
Dir P&C – Dir of People & Culture
Dir CE – Dir of Community Engagement
VPC – Vice Principal Curriculum
Dir LI – Dir of Learning Innovation
Head of SSS – Head of Student Support Services

3.3 How will we engage with them ?

We will engage with stakeholders in accordance with the principles and highlighted at Sections 4 and 6 below.

The channels and tools and techniques to be utilised to engage with the to the College stakeholders analysed at 3.2 are provided in the table below. A full list of the available and planned Communications Mix is provided at Sections 6.1 and 6.2.

Low ----------Stakeholder Influence ----------→ High

Keep satisfied Inform + Consult	**Work together** Inform + Consult + Collaborate
Supply required information Develop positive relationships Share relevant information Review relevant documentation ***Plus actions and techniques under Light Touch***	Regular Meetings Targeted information sharing Joint projects College Groups ***Plus actions and techniques under Keep Satisfied, Show Consideration and Light Touch***
Light Touch Inform	**Show consideration** Inform + Consult
Website Facebook Twitter RSS Feeds Information Updates Media	Formal consultation Discussion Forums Message moderation Online Surveys ***Plus actions and techniques under Light Touch***

Low ---------- Stakeholder Interest ----------→ High

4.0 How will we communicate and market ?

4.1 Principles

The College will adopt best practice principles for communications and marketing:

- Professional and respectful
- Clear and accurate
- Inclusive and meaningful
- Targeted and tailored to the audience appropriately
- Timely and honest
- Quantifiable engagement
- Provide follow-up where appropriate

Our communications and marketing will be

- Clear and consistent in line with the College's vision, values, ambitions and priorities
- Consistent with strategic messaging
- Pro-active based on College planning and stakeholder expectations
- Responsive to insight, monitoring, feedback and review

4.2 Channels and Techniques

Although the messaging remains broadly similar, the stakeholder audiences vary across External, Internal Communications and Marketing which highlights that differing channels and techniques should be deployed to ensure an appropriate 'reach' and 'voice' for each.

4.2.1 External Communications

To optimise external communications, reputation, positive relations and to stimulate brand awareness, the College will:

- share good news and successful student stories across all external platforms
- emphasise the pipeline of successful and accessible delivery of high-quality, industry-standard skills from entry to degree-level which address identified need and align with employment and career opportunities
- take account of key national strategies and align with the drive to tackle the poverty-related attainment gap
- position itself as a byword for community engagement and capacity building, engaging and empowering individuals
- promote the influence of College values on the centrality of access and inclusion for diverse communities
- nurture and develop partnerships with employer, community and regional stakeholders to support their planned workforce and strategic development
- embed the College's sustainability and equalities agenda in all communications
- place our students and their success at the heart of our communications, generating a sense of confidence, pride and ownership
- celebrate the success of students and staff in creating an inspirational, stimulating and rewarding experience in an outstanding physical environment.
- Media / Social Media

4.2.2 Internal Communications

Internal communications will embed the over-arching values and ethos of the College and be delivered through audience-appropriate channels, be that to students or to staff. To support the aims listed above, the College will:

- Ensure equal access to relevant information for staff and students which will support them to fulfil and develop their role at work or in study through a variety of targeted communication channels

- Provide an extensive electronic library of college reference documents including strategies, plans, policies and staff directories on the intranet
- Provide modern and effective ICT infrastructure which is secure and as accessible as possible
- Ensure all managers are encouraged to engage effectively with their teams in an open and transparent way and that they make appropriate arrangements for team meetings and briefings
- Develop an e-mail etiquette policy which will seek to encourage effective use of e-mail as a primary communication channel
- Develop a standard professional electronic signature in line with the College's brand
- Request that the Principal and members of the Strategic Management Team attend team meetings on invitation
- Ensure the website and social media feeds will be updated regularly with relevant information and College/learner news
- Implement the learner engagement strategies and place suggestion boxes at each campus to deliver an effective feedback communication channel and ensure comments will be considered by SMT regularly
- Arrange at least two All Staff conference days per year with a Principal's address
- Encourage communication in plain English
- Avoid unnecessary duplication of communication
- Support and develop its online learning platform and ICT infrastructure and systems to ensure tutors have effective and streamlined means of electronic communication with class groups and will enable students to communicate with one another and
- Regularly seek the views and opinions of staff in respect of the effectiveness of college communication and ensure an effective feedback mechanism is in place

The implementation of the above presents an opportunity for Glasgow Kelvin College to improve how staff and students are communicated with and how they can influence the management and development of the College through engagement and consultation.

4.2.3 Marketing

To support the above, the Communications and Marketing Team will:

- Adopt a Digital First approach for promotional materials
- Work with the Sustainability officer to support the College's sustainability agenda
- Through dissemination from SMT, Operational Managers and market intelligence, identify skills and community needs in order to plan appropriately for curriculum
- Reflect the College's core values throughout the marketing effort, including imagery, content, accessibility and compliance
- Benchmark and quantify performance through analytics and wider sector engagement
- Routinely explore latest technologies and market intelligence to inform campaigns
- Adopt a Lean/ Continuous Improvement approach to marketing processes
- Optimise use of News section on OurKelvin for events planning and information sharing
- Ensure promotion targets effectively through a range of relevant media

- Conduct dynamic, interactive and responsive social media campaigns
- Support Faculty involvement in course promotion
- Organise, Co-ordinate and stage events which promote success and demonstrate the College ethos
- Support the development of an end-user conscious website platform

5.0 Who is responsible ?

A culture of good communication is the responsibility of everyone within the College. It is essential to communicate in a professional and well-informed manner with those who come into contact with the organisation, using clear and consistent messaging that is appropriate to the audience's needs.

To support this, the College has restructured its marketing and communication function, effective from October 2022 to July 2024.

5.1 Marketing Department: Restructure

In October 2022, following endorsement by the Board of Management of the new Framework, it was agreed by SMT that marketing and communications would become the responsibility of the Business Development Team. To support this, two new roles were created, Marketing and Commercial Manager and Engagement Manager. These roles will be undertaken by the current Head of Commercial and Marketing Manager.

This change allows the College to access all levels of expertise and experience required to support and deliver the College's new branding strategy, website and to ensure effective and efficient internal communications and external engagement with key stakeholders and partners.

The two roles are summarised below:

Marketing & Commercial Manager

This role is responsible for the delivery of the College's commercial, marketing and communications objectives. With specific regards to marketing and communications, the role covers the following;

- College branding lead
- Website and digital marketing development
- College marketing strategy development and implementation, both externally and on campus
- Media relations plan and activities
- Events: Graduation, Summer Awards, Open Days etc
- Market research and insights to drive college marketing activity
- Management of existing college marketing team and associated budgets

Engagement Manager

This role will ensure that the College has a comprehensive and relevant internal communications plan and that external stakeholders are fully and appropriately engaged. The role will also develop a brand new Friends of Glasgow Kelvin programme. The role's main objectives are to;

- Develop, manage and deliver an Internal Communications Plan
- Develop a new Friends of Glasgow Kelvin and Philanthropic Plan
- Develop and deliver a new Political and Community Stakeholder Engagement Plan
- Compile Award submissions and to maximise the College's profile from these submssions

The Marketing Team will support communications and information channels within the organisation as appropriate and externally with potential and existing stakeholder partners and potential students.

The team will be responsible, in conjunction with the Vice Principal Operations and Director of People and Culture for setting and articulating the direction of the College's communications and marketing and helping to ensure that the College optimises its channels to support and enhance student recruitment.

5.2 Management

Good communication is at the core of all high performing organisations and should be integrated from a senior level down. The College aims to create and maintain an internal culture in which staff are informed, aware, reflective and able to raise ideas and suggestions. Managers must wherever possible provide swift and full answers, and to respond positively and constructively to ideas for improvement.

Responsibility for the implementation of effective staff communications resides with the Senior Management team with support from the People & Culture Department and the Engagement Manager

5.3 Role of Staff

Staff are the day-to-day ambassadors of the College and the services it provides. There is a wealth of expertise, ideas, enthusiasm and potential contribution within the organisation, at all levels and across all functions, which should be deployed creatively and effectively in the improvement and development of services.

All staff have responsibility for good operational communications and managers should encourage discussion on their views and ideas while providing relevant information as appropriate.

5.4 Communications and Marketing Forum

The Communications and Marketing Forum will be established to help embed the new Framework across the College and enhance internal and external communications and to support and inform the College's approach to marketing.

The Forum be led by the Director of Business Development t, will meet at least three times per annum and the start of each academic term. Membership will include Marketing, Engagement and a representative from each faculty, Business Development, Student Support Services, Student Information Services, Finance, Admin & Secretariat, Estates, People & Culture, ICT, Health & Safety and Student Association.

6.0 What are the main communication channels ?

The communication channels and tactics detailed in section 6.1 and 2.2 are incorporated into the College's Communications & Marketing Activity Matrix in section 11.1.

6.1 Internal Communications Mix (within the College)

The Internal Communications Mix comprises of an approach utilising new and existing tactics:

Existing Internal Communications Mix	
Principal Monthly Sessions	Development Days
Principal / SMT Email Updates	SWAY
Business As Usual (BAU) Communications	Teams – Staff Channel
Updates College Groups	Health & Wellbeing Updates
Staff Surveys	My Kelvin
Student Newsletter	Teams – Student Channel
Stop and Check Surveys	Social Media
Physical Notice Boards	Desktop

New to Internal Communications Mix	
Centralised Communications Mailbox	Recognising Student & Staff Team Success
Staff Surveys (Enhanced)	Comms & Marketing Forum
SWAY Reimagined	Our Kelvin
Digital Displays	

6.2 External Communications Mix (outwith the College)

The External Communications Mix comprises of an approach utilising new and existing tactics:

Existing External Communications Mix	
Annual Performance Report Existing	Surveys
College Website	Email Signature
Media Relations Website News	External Working Groups
Release	Glasgow City Council – Community Planning
College Strategic Plan 2022-27	College Publications
Engagement Events	Stakeholder Newsletter
Learning Centres	Social Media
Meetings with Stakeholders	Attendance at Conferences and Events

New to External Communications Mix	
New Website	Secure Communication Process
Automatic RSS Feeds	Structured Programme of Stakeholder Engagement

7.0 What are the communications and marketing priorities ?

The priorities identified below are supported by the detailed Communications & Marketing Activity Matrix in section 11.1.

Improve quality and timing of all College communications

- Determine the platforms and sources of all current communications
- Ensure new website design and Content Management System aligns with Brand proposals
- Establish and implement new processes for improvement of key digital comms, internal messaging, project & programmes
- Ensure staff are aware of communication protocols
- Provide governance & guidance
- Create templates
- Provide internal and external on-brand guidelines and usage
- Standardise the electronic signature email signature based on new brand guidelines
- Spellcheck and accessibility check
- Create overarching annual cross-college Comms Plan and schedule

Continue to promote and inform externally on the College's vision, values & priority areas

- Determine most effective method of cascading messaging, with a view to exciting, motivating and engaging stakeholders
- Align priority areas to messaging with maximum impact
- Monitor impact

Ensure appropriate communications from People & Culture and SMT to enable ongoing and inclusive staff engagement

- Continue to provide regular updates on activity and progress against objectives – SWAY, communications forum, regular updates
- Launch staff survey through internal channels and support encouragement of feedback
- Accessibility/visibility of Principal, VPs and SMT – Principal's Updates, support staff events, SMT fortnightly, team meetings, special communications
- Improve SWAY engagement
- Populate News pages on Our Kelvin

Ensure that students are properly informed and able to actively engage with the College

- Populate News/Alerts on My Kelvin, website and social media
- Issue student emails
- Support Student Association campaigns
- Promote and support surveys
- Plan and Co-ordinate events and activities such as Graduation, Summer Awards

Facilitate and enable productive stakeholder engagement with the College

- Meetings
- Conferences and consultations
- Face to face
- Survey
- Attend Community events
- Host employer events
- Ministerial and other VIP visits

Ensure that College Marketing is targeted to maximise the impact

- Enhance the College brand identity and raise external awareness
- Identify audiences
- Recruit new students through advertising – Media (Radio, TV, Newspapers), Digital, Social Media
- Establish new Website
- Awards and Graduation
- Other promotional / recruitment Events
- Branded Materials

8.0 What are the College's Core and Key messages ?

The College will present a consistent narrative across all audience groups, aligned to our priority areas, but tailor its messages and the communication channels it uses according to the audience groups.

The College has Vision and Mission Statements which underpin the Ethos and Values with which it aligns. These are as follows:

Vision Statement: Transforming lives through education.

Mission Statement: Glasgow Kelvin College will enhance learners' aspirations, careers and lives through accessible, inclusive, high-quality lifelong learning.

A range of key and core messages will be developed which the College will communicate to its stakeholders. These will embed the ethos and values of the College and be rooted in the three core areas of:

➢ **The Kelvin Brand**
Raising the College's profile. What makes Glasgow Kelvin College unique?

- Strengthen brand identity - Vision, Strategic Ambitions and Priorities and how these link to our USPs using the campaign Real Glasgow – Nowhere Like Kelvin
- Showcase curriculum excellence and expertise as well as the services we provide
- What we've done and what students and stakeholders can expect in the future
- Accessible High-quality learning

- Embedded in our communities
- Growing opportunities

➢ **Students come First**
Getting closer to our students understand their requirements

- What do our current and future students need from us?
- What are the challenges our students face?
- How does every member of our staff positively affect our students?

➢ **A Great Place to Work**
Collaborative approach to working – driving a change of culture

- How we are working to actively support and improve wellbeing
- Benefits, both practical and ethical (making a difference)
- Promotion and progress reporting of common goals and objectives - project and general updates, success stories and service levels
- Investment in Professional Development
- Operational excellence – staff expertise & knowledge
- Efficiency and delivery of high quality services

9.0 How will we measure success ?

To demonstrate progress, the College will monitor performance against designated key indicator measurements which allows it to consistently track its success rate towards this strategy's seven communications objectives detailed in section 4.2.

1. Increase our student applications from School leavers, young people and adult returners
2. Increase our employer engagement
3. Increase our access to external funding.
4. Grow our non SFC funding sources
5. Communicate and engage with our existing students to create an inspirational and inclusive student experience
6. Ensure all staff are informed through effective communications and engagement to support a culture of open and honest two-way communication, ensuring they feel valued with clear direction on how their role connects to the College priority areas
7. Create a College-wide Communications Forum to work with teams across the College to agree on innovative approaches and explore new technologies to make improvements to the College and how we market ourselves

Key indicators – success will be measured by:

- Quality and effectiveness of communications and employee engagement will be measured through regular temperature checks and staff surveys

- Student Satisfaction Survey participation and approval/ stop and checks
- Positive adhoc feedback/word of mouth
- Staff and Student Commendations
- College Newsletter engagement
- Increased website engagement via Google Analytics
- Increased and improved Media activity
- Increased and positive Social media engagement through analytics
- Increased participation in Staff surveys with positive feedback
- Attendance/Uptake on full-staff consultation events (Principal's update)
- Positive feedback from external stakeholders through consultation events
- Positive feedback from SFC/GCRB/Colleges Scotland/Unions
- Positive post event feedback measurement

10.0 What College Documents support this Framework ?

This Framework is supported by a number of College documents which are available through the College website and intranet at www.glasgowkelvin.ac.uk

A

Communications & Marketing Activity Matrix

Appendix 1

All College marketing and communications tactics align to four distinct "ZONES" created and identified by the Marketing function

1. Two-way dialogue/Engagement
2. Reference Comms.
3. Updates
4. Misc.

The Communications Matrix below details all communication tactics available in these "ZONES" to help us achieve our communications objectives detailed in section in section 4.3.

Communications & Marketing Activity Matrix

Communication	Objective / Key Message(s)	Channel	Timeline/ Frequency	From	Audience	Comment
TWO-WAY DIALOGUE						
Communications Forum	• Informal open forum/ Q&A • Access to Marketing/ Comms • Strategy & vision sharing	Meeting Email (minutes)	Bi - Monthly	SMT Marketing / Comms	Communications reps	Reps managed locally by teams

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Communication	Objective / Key Message(s)	Channel	Timeline/ Frequency	From	Audience	Comment
SMT Fortnightly	• Access to SMT • Operational updates • Strategy & vision	Meeting	Fortnightly	SMT/ Marketing/ Comms	Varied	Key messages from meeting cascaded appropriately and issues discussed
College Newsletter / Staff Noticeboard??	• Informal open forum • Access to SMT & Principal • Strategy & vision sharing • Operational updates • Social news • Helpful tips • Events & activities	Staff Intranet	As and when appropriate	ICT/ People & Culture/ Marketing/ Comms	All College staff	Co-ordinated by Marketing/ Comms/ People & Culture
Quarterly Reporting	• Strategy & business updates • Priority area focus • Gathering of informed ideas & suggestions for improvement	Meeting	Quarterly	SMT/ Team Managers/ Business Devp	SMT/ Team Manager s	Follow-up cascade sent to all College staff

A

Communication	Objective / Key Message(s)	Channel	Timeline/ Frequency	From	Audience	Comment
College Development Days	• Best practice sharing • Celebrate success • Promote consistent messaging • Key challenges • Guest speakers • Collaboration and teambuilding	Event	Yearly	MD/SMT/ People & Culture/ Supported by Marketing / Comms	All College staff	People & Culture/OD
Social Media – College	• Promote the College • All Courses • Community Initiatives • Award Success • Any other good news/ other initiatives • Events • Videos	Twitter/ LinkedIn/ Facebook/ Tik Tok/ Instagram/	Daily / Weekly post	Marketing	External audience, students and staff	Define the purpose of each SM platform and relevant audience

A

Communication	Objective / Key Message(s)	Channel	Timeline/ Frequency	From	Audience	Comment
Office Vibe – Staff survey	• Pulse check • Questions put to staff on CPG • What are we doing well • What can be improved	Online	Yearly	People & Culture	All College staff	Launching in 2022
Meetings	• Regular team meetings • Promote consistent messaging • Key challenges • Project update • Receiving feedback • Strengthen relationships	Meeting	Weekly	Team Managers	All College staff	
Marketing						
College Website	• Who we are, what we do • News stories • College strategic documents • Course promotion • Student information • Delivering the Brand strategy	Organisation website	Weekly	Marketing	External Audience	New website launching in 2023

A

Communication	Objective / Key Message(s)	Channel	Timeline/ Frequency	From	Audience	Comment
Marketing Activity	• Vision & priority areas • Campaigns	Digital Marketing Pop-ups Brochures Other Digital Assets Image bank and video content to populate digital platforms Promo Merchandise	Planned to key recruitment dates and promotional activity	Marketing	Prospective students (as well as those who support them) partners and employers Current and past students to showcase their time at Kelvin	A programme of activity and marketing collateral which showcases the wider college and individual curriculum areas
Annual Performance Report	• Principal message • College statistics in relation to priority areas • Project delivery • KPI results	Online (PDF)/ Offline designed report Easy to reference summary	Yearly	SMT/ Team Managers/ Marketing/ Comms	All College staff / External stakeholders and influencers	Yearly requirement for designed report
College Strategy 2022-27	• Highlights • Vision & values • Influences • Priority areas • Objectives • Measures of success	Online (PDF)/ Offline designed plan On campus prompts	2018 - 2023	SMT/ Marketing	All College staff / External audience	?

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Communication	Objective / Key Message(s)	Channel	Timeline/ Frequency	From	Audience	Comment
Centralised Communications mailbox	• Consistent messaging from controlled source	Comms inbox	As and when required	People & Culture / Marketing/ Comms	All College staff	
UPDATES						
Staff newsletter – SWAY	• College updates • Good news stories • Project delivery • Stakeholder/staff messaging • Relevant external campaigns • Upcoming events • Staff/self development opportunities	Email	Bi -monthly	People & Culture /Marketing/ Comms	All College staff	Co-ordinated by People & Culture/Marketing / Comms
Principal's Update	• Teams • Blog					

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Communication	Objective / Key Message(s)	Channel	Timeline/ Frequency	From	Audience	Comment
Quarterly Reporting Update	• Individual team updates in line with priority areas • Project delivery • Successes & challenges	Email	Quarterly	SMT/ Team Managers	All College staff	
BAU/Project/Change Comms.	• Corporate changes to how staff work • New processes or system information • Important project updates • Background/ impact to user/when/ why	Email College Matters	As and when required	People & Culture /ICT/ Comms	All College staff	
Principal Email	• Vision & strategy • College news • Important updates • Calls to action	Email	As and when required	Principal/ Secretariat/ Marketing / Comms	All College staff	
SMT Update	• Vision & strategy • College news • Important updates • Calls to action	Email	As and when required	SMT/ Secretariat/ / Comms	All College staff	

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Communication	Objective / Key Message(s)	Channel	Timeline/ Frequency	From	Audience	Comment
Risk Management Forum (RMF)	• Overview of key points discussed within the RMF • Risks notified to staff at a corporate, team and project level • Access to RMF minutes	Email	Quarterly	SMT/ H&S/ Risk Champions/ Secretariat	All College staff	
Media Releases	• Success stories • Important updates • Calls to action	Media	As and when required	Marketing/ Comms / SMT (dependant on context)	External audience	
Website News Releases	• Success stories • Fundraising • Important updates • Calls to action	Organisation website	As and when required	Marketing / Comms	External audience	
Crisis Comms / Media Management		External Channels	As and when required	SLT/SMT/ Mktg & Comms/ Business Continuity Working Group		
MISC. COMMS.						
Fundraising	• Event details • Charity information • Success stories • Calls to action • Management of monies	Email	Monthly As and when events occur	Departmental /Student Assoc	All College staff	

A

Communication	Objective / Key Message(s)	Channel	Timeline/ Frequency	From	Audience	Comment
Project-based Communications	• Latest news how project delivery • Key messages from Principal/ SMT • Expectations • Timelines	Newsletter Email	As and when project update required	Marketing/ Comms	All College staff	
Communications Governance	• Do's and don'ts of comms. • Brand alignment education • Signposting to all branding requirements	Email The Property Post College Matters	As and when required	Marketing / Comms	All College staff	
Engagement Events	• Consultation • Networking • Build relationships • Gauge interest	Event	As and when required	MD/ SMT/ Team Managers Marketing / Comms	External audience	To be developed in 2023.
Reward & Recognition Programme	• Greater staff satisfaction and enjoyment of work • Increase productivity • Direct performance feedback • Strengthen cross- sectional teamwork	Varied	Ongoing	SMT/ People & Culture	All College staff	Programme to be looked into for 2023.

Appendix 2

Glasgow Kelvin College

Communications and Marketing Form

Terms of reference

1. Purpose

To help embed the new marketing and communications framework across the College, to enhance internal and external communications and to support and inform the College's approach to marketing.

2. Objectives

The objectives of the Communications and Marketing Forum are:

- To support the delivery of the priorities identified in the *College Communications, Marketing and Stakeholder Engagement Framework 2022-27.*
- To provide advisory oversight on the progress of the College Brand Strategy development and to facilitate communication between the Marketing team and cross college departments.
- To support and advise on the development and implementation of new internal and external communication and marketing processes across the College.
- To have strategic oversight of the ongoing development of the College's website and to provide a link to departments across the College.
- Be informed and advise on a calendar of critical marketing activities.

3. Scope

The range of topics that are likely to be covered under these objectives include:

- Ongoing brand development and college environment.
- Website development and social media planning.
- Media engagement.
- College marketing activities, including key marketing dates.
- Internal communication planning.
- Supporting development of new Friends of Kelvin and Philanthropic programmes.
- External stakeholder engagement planning.
- Consideration of potential applications for awards, such as CDN, Herald, Green Gown.

4. Membership

The Forum will comprise representatives from the following departments, ensuring representation from all College functions:

- Director of Business Development: Chair
- Engagement Manager
- Marketing and Commercial Manager
- Administration and Secretariat
- Business Development
- Estates
- Faculties (one from each)
- Finance
- Health and Safety
- ICT
- People and Culture
- Student Association
- Student Funding Services
- Student Information Services
- Student Support Services

The meetings will be Chaired the Director of Business Development, unless he is unavailable in which case the meeting will be Chaired by the Engagement Manager or the Marketing and Commercial Manager.

5. Secretariat and papers

The aim is to provide members of the Forum with an agenda and any papers one week in advance of the meeting. Following the meeting, members will be provided with a short note of agreed actions.

Papers relating to the Forum will be assumed to be releasable in response to any relevant Freedom of Information request.

6. Meetings

The aim is to provide members of the Forum with an agenda and any papers one week in advance of the meeting. Following the meeting, members will be provided with a short note of agreed actions.

Meetings of the Forum will be held three times per year, at the beginning of each block. The meeting at the start of block 3 in 2023 will provide the opportunity to agree whether the Forum remains fit for purpose and should continue to meet, whether it needs to be refreshed / revised, or should be stood down.

7. Terms of Reference

These will be reviewed in line with the review of the Communications, Marketing and Stakeholder Engagement Framework.

Appendix 3

Ten Years of Glasgow Kelvin College

Discussed at SMT: 1st November 2022

Background

There is a key priority to raise the profile of Glasgow Kelvin College over the next year. There are a range of audiences that we want to reach using this profile and they include prospective students (as well as those around and supporting them, parents/guardians, schools, careers advisors), employers/businesses and industry leaders, funders, Government departments and elected members. Essentially, those who can influence our future prosperity and success.

Approach

In order to do this, we need to create the Kelvin story, we will need themes and ideas to capture the attention of our audiences and play out our new brand strategy on whatever platforms provide the best reach to these audiences. For some, we will be trying to do this via editorial matter and the media and to achieve this, our 'stories' will have to be robust, strong, relevant, engaging and of public interest.

We should also plan to have a range of approaches, from serious and influential to light-hearted and engaging on a human level. But each one should be firmly rooted in the brand strategy and our students – past, present and future- they should be at the heart of this communication programme. This programme is in addition to the marketing of business as usual, application open dates, admissions and recruitment campaigns.

Theme

In 2023, Kelvin will be 10 years old, formed in 2013 with the merger of the legacy colleges.

The theme could be **10 years of Kelvin**- celebrating the experience and rich diversity of the past as well as looking to the future. Kelvin's foundations are made from the experience, talents and graft of these colleges, some of Glasgow's best loved and hardest working.

At the same time, we can look forward to the next 10 years of college life. The Principal can set out a vision of the role the College sector can play in the Scottish economy over the next 10 years, a crucial contributor to an essential workforce. This can present what a great college sector could look like in 10 years' time, how college students can thrive and see their ambitions come to reality. This could incorporate the Scottish Government's decision to merge colleges 10 years ago and the benefits that has brought while retaining the unique purpose of Kelvin.

Why Kelvin?

Every college will be 10 years old in 2023 but at Kelvin we can take the high ground and own this for ourselves by planning a year-long programme of communication and activity.

Equally, it could be argued it is Kelvin's job to speak up for the sector in really difficult economic times as our campuses operate in the areas of greatest deprivation, with those most disadvantaged and possibly furthest from the workplace.

Below is a range of ideas and activity we could consider within this plan:

Idea	What could it look like?	Who is it for?
Principal's View	A media sell-in piece from DS, mapping out the importance of colleges, especially in areas of deprivation, what the sector/Kelvin has achieved in 10 years and what the vision can be like for the next 10 years Add in employer comment, the importance of the College sector to employers, work ready staff, industry relevant training, Kelvin also supports the workforce with professional training, getting comment from FWDF employers on the impacts & benefits Tone of voice should be authoritative, knowledgeable, wise, commendable, celebratory Focus on the talent and experience of teaching staff, closeness to industry and supportive, individual learning approach Show success story with a student, "how Kelvin changed my life" Launch Green Academy Could be tailored for different media appeal – Herald, Daily Record – maybe broadcast news media? May need a piece of research to be commissioned to give a news element Principal's chat – with current students posing the questions, "Ask Away- 10 questions" video content, to be created for website and SM platforms **Real Opportunities**	Wide audience of influencers/stakeholders/decision makers Staff Board
Launch Alumni & Friends of Kelvin	Start with the 10 first members, a mix of past Alumni, recent Alumni and supporters, employers, key partners This is for corporate or individual membership (no money involved at this stage), create a section on website to showcase members, thank them, celebrate success, tell stories, unveil campus graphics showcasing past students/friends.	Past students Supporters of the college – employers/partners

	Launch event – what college means to me Add in current students, welcome alumni into the college Create a piece of music to mark the launch **Real Experience**	
10 x 10-year-olds	Bring 10, 10-year-olds into the College for a taster day, giving a flavour of college and our subjects at this early stage, fun interactive with a wow factor – science lab/auto workshop/recording studio, for example **Real Futures**	Local media (maybe radio?) create a strong picture opportunity
10 mile walk for charity	Staff fund raising, invite supporters, employers too Join the **Real Glasgow Walk** 10 mile walk from Springburn to Easterhouse via Haghill Ask local people to cheer us on Vote for the charity (maybe local charity to help homeless?) Celebrate Green Kelvin and the initiatives, showcase excellence Green Kelvin logo on each curriculum page of website with mini description of green initiative in that curriculum area **Real thanks**	Staff, local media, supporters, local elected members, community hub, Friends of Kelvin, Board members
'Thank you' evening	Invite partners, supporters, employers, an evening with food prepared by hospitality students, music from music students, photography and art, fashion displays **Real Talents**	Supporters, Alumni, friends, Board, staff & students, partners
An International community	Celebrate the rich diverse international community we have at Kelvin; create short video clips of students who have chosen to make Glasgow their home, saying "I'm a proud Glaswegian" in their first language or dialect, Glasgow means to me "Real friendship/ welcome/ fresh start/ laughter /hope" etc.	Current and prospective students showing diverse and inclusive nature of Kelvin

	Could link to organisations such as Refuweegee. Message from India and other overseas partners during past 10 years, wish us success for the next 10 years, video clips **Real Diversity**	
Forever Friends	Showcase 10 friendships that were formed at Kelvin Both staff and students, tell their story in their own way, video of them sitting together laughing, sharing their friendship, how it started, funny moments, when we laughed, cried etc.(in the style of Gogglebox or First Dates) **Real Friendship**	SM platforms - Tiktok

LB: 27 October 2022

Glasgow Kelvin College - Board Briefing Note for External Engagement - Appendix 4

This briefing note provides members of the Board of Management with a series of key points about Glasgow Kelvin College. Members will be able to draw on these key points where they have an opportunity to discuss the College with stakeholders, partners or customers.

About us	
Campuses	East End, Easterhouse, Springburn, West End
Students	10,000
Staff	477 employees 409 FTE
Our past	Formed 1993 from the merger between: John Wheatley College North Glasgow College Stow College 160 years of combined heritage.
Our future	2023 will mark the College's first 10 years. A series of events are being planned to mark that anniversary and to look forward to the next 10 years.
Our strengths	Air conditioning and refrigeration is a unique specialism of the College. No other Scottish college delivers this. Green Academy: A Centre of Excellence that will be the basis for the College's developing portfolio of sustainable technology Learning and Teaching programmes. Located at Springburn Campus. A Centre of Excellence for Building Services and Civil Engineering. The largest provider of Civil Engineering Full Time and Day Release programmes in Scotland. Teaches the broadest range of Construction, Science and Engineering subjects in Scotland. Delivers a large portfolio of apprenticeship programmes focused around building and construction trades on behalf of organisations such as CITB. Unique apprenticeship partnership with the BBC. The College has its own record label, Electric Honey, which has launched bands such as Snow Patrol and Biffy Clyro. Delivers Gaelic language training at National 5 and Higher Level. The College supports a Learning Network consisting of 37 community-based centres with access to digital resources. Large ESOL portfolio delivering to communities across Glasgow. Inclusive community programme to support both individual and community wellbeing and growth. Two of our campuses offer a 'community and youth hub' for young people and adults to support those in need. 250 people engaged to date.

	International partnerships: Established partnerships with India based around social justice. Strongly supported by Scottish Government. Flexible Workforce Development Fund: Available to SMEs and employers that pay the Levy. College works with employers across all sectors to deliver employer focussed, flexible programmes under this fund. Commercial Courses: The College offers a programme of City and Guilds accredited electrical programmes as well as programmes designed to meet specific employer need. College campuses are available to be hired as filming venues and have been used to film Scottish programmes such as Guilt and Shetland as well as adverts on behalf of companies like Ford. The College has partnerships with a number of Scottish universities whereby students can progress from the Higher National programme directly into a university degree programme. Well established Schools programme, offering workbased learning, senior phase and additional support needs programmes. Our partnership allows early intervention with pupils not engaging with school and who need pathways to an alternative curriculum.

Our Curriculum

Three Faculties:

- Business and Creative Industries
- Engineering, Construction and Science
- Health, Care, Community and Learning Development

Programmes delivered from Level 1 to Level 8. Partnerships with universities allow access to degree level programmes.

Art & Design	Business Admin	Computing	Fashion	Gaelic
Jewellery	Music	Music Business	Performing Arts	Photography
Sound Production				
Automotive	Construction	CAD	Engineering	Science
Barbering, Hairdressing & Beauty	Childcare & Early Education	Community Development	ESOL	Health & Social Care
Hospitality	Social Science	Sport, Fitness & Outdoor Education	Supported Learning	