Item 15
For Noting

GLASGOW KELVIN COLLEGE

BOARD OF MANAGEMENT OF 31ST AUGUST 2020

PROGRESS AGAINST STRATEGIC PRIORITIES SESSION 2019/20 AS AT AUGUST 2020

REPORT BY PRINCIPAL AND COMMUNICATIONS & PLANNING MANAGER

1. Introduction

Members will be aware that the Board of Management conducts an in-year review of the College progress against its agreed Strategic Priorities at the six-month mark and again at the end of the teaching session.

This report seeks to make members aware of the College's progress against its Strategic Priorities for the academic year 2019/20 as at August 2020.

Members will be aware that the COVID19 pandemic and attendant lockdown measures have impacted significantly the College's ability to achieve targets set at the beginning of academic session 2019/20. The update provided as an appendix to this paper reflects this.

This has coincided with a financially challenging period for the College.

2. Progress Against Strategic Priorities session 2019/20

An overview of progress against the College Strategic Priorities for 2019/20 is attached as an appendix to this paper. The objectives which drop-down from the key strategic priorities were approved by members at the Board of Management meeting in June 2019 and the resulting operational prompts were developed to ensure targets set were SMART (Specific, Measurable, Achievable, Realistic and Timebound). Additional narrative is provided in several cases to expand on details of progress made. In several cases, the work carried out to progress targets has been suspended or postponed due to the COVID19 lockdown and this is highlighted in the appendix.

As at August 2020, progress against 166 set targets was as follows:

- Complete - 115;
- Postponed/delayed due to COVID19 – 43;
- Withdrawn - 2;
- In Ppogress and target date restated (Now on track) - 4;
- Off Target - 1; and
- Not yet due - 1.

In several cases the outcome has been as a result of factors outwith the influence of the College.

Many of those targets which have been postponed, suspended or partially achieved will be continued into session 2020-21 where necessary. This will form the basis for a 'refresh' of the College's Strategic Priorities where the plan will retain the key tenets of the College's development whilst reflecting the changing needs of its students, the community and the economy in the climate of the COVID19 pandemic and its impact.

3. Equality Impact

The report provides information on the progress made against the Board's Equality Agenda and there are no new equalities issues for people with protected characteristics arising from consideration of the report.

4. Risk and Assurance

There are no new risks which arise as a consequence of consideration of the report.

5. Data Protection

There are no new risks which arise as a consequence of consideration of the report.

6. Recommendations

Members are recommended to:

i) note the contents of the report and its appendix; and
ii) note the progress made against Strategic Priorities for session 2019/20.

7. Further Information

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

DS/LL
Glasgow Kelvin College
August 2020

Glasgow Kelvin College

Strategic Plan 2019-2022

Annual Report on Progress Against Targets as at August 2020

College Vision:
Transforming lives through education.

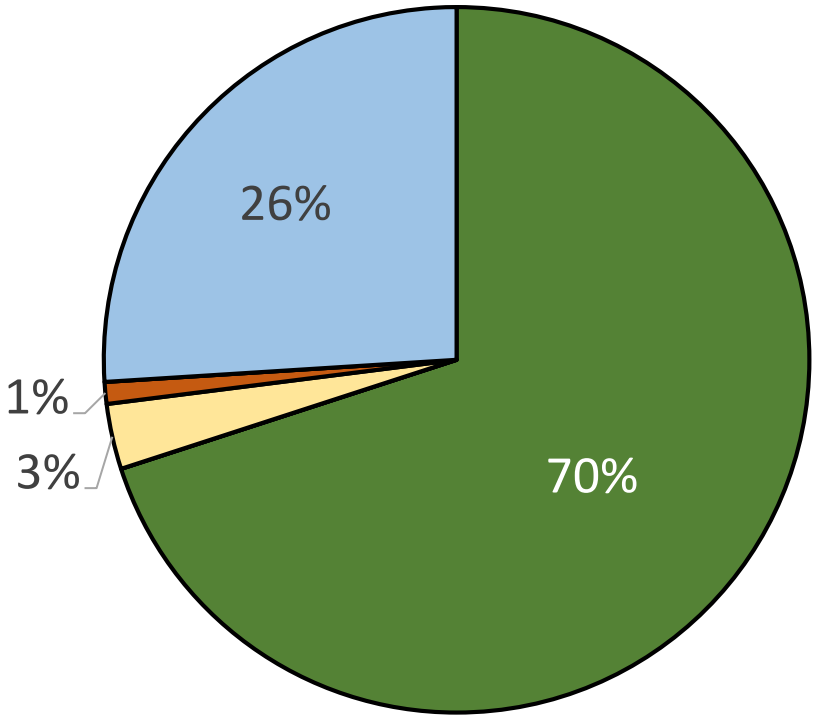
College Mission:
Glasgow Kelvin College will enhance our learners' aspirations, careers and lives through accessible, inclusive, high quality lifelong learning.

Complete	In progress & on target	Not yet due	In progress & Target Date restated	Withdrawn	Off Target	Postponed/ Delayed due to COVID19

This report presents the progress to date against:

- 5 Strategic Priorities
- 19 Strategic Objectives
- 166 Supporting Actions

- 70% Complete
- 26% Postponed / delayed due to COVID 19
- 3% In progress & target date restated (Now On Track)
- 1% Withdrawn
- 0% Off Target
- 0% Not Yet Due



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

Objective		Operational Prompts	Target/ Deadline	Responsibility	Progress
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 line with the Glasgow Regional Outcome Agreement**				Complete / In progress & on target / In progress & Target Date restated / Withdrawn / Off Target / Not yet Due / Postponed due to COVID19
	Implement Glasgow Regional Outcome Agreement	Deliver target activity level for 2019/20 of 79,196 credits (including EU funding of 2,008 credits)	July 2020	Principal/VP C&QE/DirCQE	**Complete:**
	Develop further regular consultation with external stakeholders to identify curricular need and inform curricular development	• Report formally on outcome and impact of external employer stakeholder engagement to Learning & Teaching Committee • Organise external community, employer and key stakeholder event to undertake consultation and report to SMT	Feb 2020 May 2020 ~~March 2020~~ May 2020	VPFCS/DirBD VPCQE/DirCQE/DirBD	**Complete:** **Postponed/Delayed:** Due to cancellation of L&T Committee **Postponed/Delayed:** Discussion on reinstatement in 2020/21 session to review Transformation & Renewal Framework and implementation of COVID19 return
	Take account of the College LMI Review to inform the Context	• Provide a review of available LMI to S/OMT for consideration each block	Nov 2019 Feb 2020 May 2020	C&PMgr	**Complete:** **Complete:**

	Statement and College curriculum review and development	• Produce Draft Context Statement for consideration by Board of Management	June 2020	Principal/ C&PMgr	**Postponed:** However, reports on SDS/ROA/Skills updates considered by Strategic Planning Sessions before lockdown in Block 3 **Postponed:** Context Statement will endeavour to take account of radically changed socio-economic impacts when data available
	Review Curriculum activities to focus on flexibility of pathways, introduction and embedding of work-ready/meta-skills, develop further STEM provision and Work-based Learning Opportunities	Complete review of College curriculum and report to Learning & Teaching Committee in March 2020	Feb 2020	VPCQE/DirCQE	**Complete:** Further review conducted in consideration of COVID19 impact
	Implement the revised Learning, Teaching and Assessment Strategy	Organise appropriate professional learning in support of implementation of the Learning, Teaching & Assessment Strategy	Aug 2019	VPHROD/ QEDMgr	**Complete:** Microsoft and XMA training aligning with Digital Transformation 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 develop and embed the principles of 21st Century learning and the Modern Learning Environment (MLE) in College provision	Deliver a professional learning programme which enables staff to acquire skills which support the Modern Learning Environment	June 2020	VPHROD	**Postponed:** in Block 3: being adjusted due to COVID19 to align with 'new normal'. However, completed MS Teams training in Feb 2020 which was essential during lockdown
	Develop the use of 'Supported Experiments' to create and	Continue to support Empowered to Take Action (ETA) programmes x 10 which develop:	May 2020	VPHROD/VPCQE/ DirCQE	**Complete:**

	implement innovative approaches which enhance the learner experience	• Work-based learning • Project-based skills • Metaskills			
	Develop further strategies to improve retention and attainment during the period of this plan	Establish a Retention & Attainment Working Group to identify good practice internally and externally to inform the Retention & Attainment Strategy	Dec 2019	VPCQE/DirCQE	**Complete:** Keep warm and other strategies being adopted through admissions and student support
	Discuss and agree guaranteed articulation and progression routes with our two sister colleges	Agree with Regional sister colleges articulation and progression routes for Session 2020/21	Dec 2019	VPCQE/DirCQE	**Complete:** Articulation and progression routes agreed
	Monitor and report on learner progression and destinations to support wider access for under-represented groups	• Increase proportion of activity delivered to learners from SIMD10 to 42.6% • Increase full-time progress to positive destinations to 98% • Ensure full-time destination response rate of no less than 82% • Report progress to Learning & Teaching Committee	July 2020 July 2020 May 2020 June 2020	VPCQE/DirCQE VPCQE/DirCQE VPCQE/DirCQE VPCQE	Complete: Achieved 42% of Credits to SIMD10 – 43% headcount. **Target not achieved:** Positive destinations 96% (2% reduction in progression to further study) **Complete:** **Target exceeded with response rate of 87%** **Postponed:** L&T Committee postponed due to COVID19
	Continue to implement the College Access & Inclusion Strategy during the period of this plan	Refresh and Revise the Access & Inclusion Strategy in line with Scottish Funding Council guidance	June 2020	VPHROD/HSSL	**Complete:** June Learning & Teaching Cttee postponed due to COVID19 but Strategy complete
	Evaluate the quality of the learner experience using the quality and self-evaluation framework for Scottish Colleges	Provide Board of Management with Annual Self Evaluation Report	Dec 2019	VPCQE/DirCQE	**Complete:** College self-evaluation report provided to October meeting of the L&T Committee.

1.3	**Embed the principles of enterprise, employability, equality, aspiration and participation in all programmes**				
	Promote actively the 5 principles through learning, teaching and all College functions	Develop further, implement and review a programme of professional learning activities to promote and evaluate awareness of and engagement with the 5 principles	May 2020	VPHROD	**Complete:** Developed through the three staff conferences and continued engagement with key partners including bridges to business , smartstem, Microsoft and XMA
	Embed further a culture of professional learning with the 5 principles at the centre	Deliver an agreed professional learning programme and report to HR Committee a minimum of twice per year	Nov 2019 May 2020	VPHROD/ QEDMgr	**Complete:** **Complete:** Three conferences during 19/20 - August- Nov- March
	Develop further learning opportunities for staff and students including 'experience of work'/'Industry Challenge'	• Continue to implement a programme of workplace-based professional learning opportunities for staff • Evaluate impact of experience of work/industry challenge activities on the learner experience	Nov 2019 July 2020	VPHROD/ QEDMgr VPHROD/ DirCQE	**Complete -** Visits, guest speakers arranged through faculty management. **Postponed due to COVID19**
	Continue to develop opportunities for cross-college and intra-faculty collaboration to add value to the student experience	• Continue to support the development and implementation of cross-college and intra-faculty projects which enhance the learner experience • Evaluate the impact of cross-college and intra-faculty projects on the learner experience, providing feedback to Academic Board each block	June 2020 Nov 2019 Jan 2020	DirBD/DirCQE VPCQE/DirCQE	**Complete:** With Key project – BE skilled continuing **Complete:** Report on college-wide approaches to improving retention discussed by academic Board in December 2019 **Complete.**

			June 2020		**Postponed due to COVID19**
1.4	**Work in partnership with students to enhance the College experience**				
	Implement and review the partnership agreement with the Student Association	Report on implementation a minimum of x3 times per session to Learning & Teaching Committee	Dec 2019 Mar 2020 June 2020	VPCQE/DirCQE	**Complete:** **Complete:** **Postponed due to COVID19:**
	Work with the Student Association to develop activity which supports learner engagement in the life and work of the College	• Agree a minimum of x2 joint campaigns to be delivered during session • Evaluate and report impact to Learning & Teaching Committee	Feb 2020 May 2020 May 2020	DirCQE DirCQE/VPCQE	**Complete:** **Complete:** Mental health and period poverty campaigns delivered **Postponed due to COVID19:** Learning & Teaching Cttee cancelled
	Work with the Student Association to develop peer mentoring/buddying approaches for new learners	Develop and evaluate peer mentoring and buddying approaches for new learners and report to the Learning & Teaching Committee	May 2020	VPCQE	**Postponed due to COVID19:** SA operational plan being developed to include Peer mentoring activity.
	Engage with learners to evaluate, review and develop the College experience	~~With Education Scotland, deploy 'Student Team Members' to evaluate the learner experience~~	~~Nov 2019~~	~~VPCQE/DirCQE/ QEDMgr~~	**Withdrawn:** Revised Education Scotland arrangements no longer include Student Team Members. However, SA officers to be involved in focus group activity.
	Enhance progression guidance, in consultation with learners, to deliver a flexible, responsive service taking account of student needs	• Review annually the effectiveness of a needs-led service for progression guidance and report to Learning & Teaching Committee • Evaluate the impact of revised approaches to internal progression	Sept 2020 Dec 2019	VPCQE/VPHROD/ HSSL VPCQE/VPHROD/ HSSL	**Postponed due to COVID19:** Complete - report provided to December 2019 L&T Committee

	Continue to embed the role of the Class Tutor in Quality Enhancement and improvement	Review impact of role of Class Tutor role in Retention & Attainment and report to Learning & Teaching Committee	Aug 2020	VPCQE/VPHROD /DirCQE	**Postponed due to COVID19:** Review and Renewal of class tutor role to be planned and undertaken
	Work with the Student Association to promote further Mental Health and Wellbeing within the College community	• Work with Student Association to implement the Mental Health Agreement • Report to Learning & Teaching Committee and Board of Management	Feb 2020 May 2020	VPCQE/VPHROD/ DirCQE VPCQE/VPHROD	**Complete -** Big White Wall continues and expanded across Region. Student and staff engage in mental Health audit. **Postponed due to COVID19:**
	Evaluate the effectiveness of approaches to Mental Health & Wellbeing of learners to support retention and achievement	As part of Self-Evaluation Report for 2019/20, evaluate the effectiveness of new approaches to support learners pre-enrolment	May 2020	VPCQE/DirCQE	**Delayed due to COVID19: Still in progress.** Ongoing collation of in formation and will take account of COVID19 lockdown impact

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

	Objective	Operational Prompts	Target/ Deadline	Responsibility	Progress
2.1	**Increase the capacity 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	Organise appropriate professional learning in support of implementation of the Learning, Teaching & Assessment Strategy	Oct 2019	VPCQE/VPHROD	**Complete:** Embedded into staff induction and workshops arranged at staff conferences
	Develop further and implement a range of approaches to evaluate the totality of the learner experience	Agree and implement a revised approach to Peer Review within the framework of National Collective Bargaining	June 2020	VPHROD/VPCQE / DirCQE/DirHR	**Delayed due to COVID19** - Faculties to pilot approaches to Peer review in Block 3 to inform the development of a revised approach. Ongoing.
	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 support Empowered to Take Action (ETA) programmes x 10 which develop: • Work-based learning • Project-based skills • Metaskills	~~March 2020~~ ~~June 2020~~ June 2020	VPHROD	**In progress & Target Date restated**: Carried forward to next session: Due to reprioritisation of staff resource, and operational need (in year control of staffing costs). End date extended and activities reframed to reflect reassessment of priorities. A number of initiatives have been "mainstreamed" and

					subsumed within ongoing faculty development. A reduced number of cross college projects still underway.
	Continue to engage all staff in identifying and implementing innovative learning and teaching approaches	Develop further Self-Evaluation processes which identify innovation Learning and Teaching approaches and report on impact on learners experience to Learning & Teaching Committee	June 2020	VPCQE/DirCQE	**Postponed due to COVID19:** Being considered through Professional learning and quality enhancement activity.
	Support engagement of all staff in professional learning and professional updating	Consult on and deliver schedule of professional learning opportunities for all staff once per block	Aug 2019 Nov 2019 Mar 2020	VPHROD/ QEDMgr	**Complete:** **Complete:** **Complete:**
2.2	**Provide professional learning, induction and support for all staff, students, board members and other stakeholders to deliver the College mission and strategic objectives**				
	Implement the revised Professional Development Review procedure which takes account of professional update	Implement revised procedure for Professional Development Review to embed the process of professional update	Feb 2020	VPHROD/ QEDMgr	**Complete:**
	Develop and deliver, in consultation with staff, a professional learning programme which supports the delivery of the College aims and objectives	Engage with staff and their representatives to implement a programme which updates and provides new skills and embeds College values with appropriate feedback mechanisms for evaluation and review once per block	Nov 2019 Feb 2020 June 2020	VPHROD	**Complete:** **Complete:** **Completed:** Through staff engagement during COVID19 – evaluation planned
	Increase capacity of staff to develop knowledge, skills, digital capacities and competencies to deliver an improved learner experience	Develop and implement with staff a professional learning programme which supports staff to acquire digital skills using Microsoft EDU	Aug 2019 Nov2019 Feb 2020	VPHROD/DirDS	**Complete:** **Complete:** **Complete:**

					Microsoft bootcamp. Digital baseline training, engagement with XMA and JISC
	Develop and implement a leadership framework for all staff to support the Workforce Plan	Continue to deliver professional learning programmes which provide leadership skills in collaboration with our two sister colleges	June 2020	VPHROD/DirHR	**Postponed due to COVID19:**
	Identify the training needs of the Board and deliver an appropriate professional learning programme	Implement the professional learning programme based on the needs identified by the Board Self-Evaluation process which took place in June 2019	June 2020	Clerk to Board/DirCS	**Complete -** Risk Management event completed and Business Planning event scheduled.
2.3	**Continue to embed the College values and ethos in our programmes, processes, procedures and functions**				
	Work with learners, staff and partners to continue to mainstream equality throughout College life and embed Public Sector Equality Duties: •Eliminate unlawful discrimination, harassment and victimisation •Advance equality of opportunity between different groups •Foster good relations between different groups.	• Deliver a professional learning programme which promotes the Public Sector Equality Duties	June 2020	VPHROD/ EDIMgr	**Complete:** **Within staff conferences and relaunch workrite session.**
		• Develop a range of learning and teaching materials which address discrimination, harassment and victimisation	Dec 2019	DirCQE/EDIMgr	**Postponed due to COVID19:** College Equalities manager working with Faculties and the Students' Association to develop contextualised approaches to promoting diversity.
		• In collaboration with the Student Association, promote actively approaches to support equality of opportunity for different groups in the work and life of the College.	June 2020	DirCQE/EDIMgr	**Complete:**
		• Develop and implement, in collaboration with students and staff, activities which promote good relations in the community and in wider society	June 2020	VPHROD/ DirCQE	**Postponed due to COVID19**

					Engagement with Sburn comty trust postponed
	Work with learners and staff to embed an environment which values Health, Safety & Wellbeing	• Evaluate impact of revised Student Induction Process in terms of Health, Safety & Wellbeing • Organise Health & Safety professional learning for all staff • Operate an effective Health & Safety Committee • Gain Healthy Working Lives Silver accreditation and report routinely to HR Committee • Provide Annual Report on Health & Safety to Board of Management at its first meeting of session 2020/21 in the following year	June 2020 Sept 2019 June 2020 Nov 2019 Jan 2020 April 2020 Aug 2020	VPCQE/DirCQE/ H&SMgr VPHROD/ H&SMgr Principal/ H&SMgr DirHR/H&SMgr Principal/ H&SMgr	**Complete:** Re-designed due to COVID19 Induction process radically restructured to take account of 'new normal' **Complete –** **Complete:** **Complete:** **Complete:** **Complete:** **Complete:** Report carried forward to September Board
	Work in partnership with the Student Association to identify areas for development in equality, diversity, inclusion, health, safety and wellbeing	Agree and implement a workplan to develop equality, diversity, inclusion, health, safety and wellbeing and report x2 times per year to Learning & Teaching Committee	Dec 2019 May 2020	VPHROD/VPCQE EDIMgr/ H&SMgr	**Complete:** **Complete:** Reported to HR Ctee due to COVID19
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	From stakeholder engagement feedback and community consultation events, inform professional learning programme for 2020/21	May 2020	VPCQE/VPHROD / VPFCS/ DirBD	**Postponed due to COVID19**

2. **To be the partner of choice for employers and the communities which we serve**.

	Objective	Operational Prompts	Target/ Deadline	Responsibility	Progress
3.1	**Continue to develop further, review and evaluate relationships with all current, and potential, stakeholders.**				
	Expand further stakeholder relationships across the public, private and third sectors	• Support the work of the Glasgow City Council Community Planning Partnership's three Thriving Places areas in the North East of the City	June 2020	Principal/VPCQE	**Postponed due to COVID19:**
		• Support the Flexible Workforce Development fund to engage with a minimum of 25 employers (spend of £390,000)	June 2020	VPFCS/DirBD	**Postponed due to COVID19 –** Funding under review and extended
		• With private, public and third sectors, establish a Construction Academy in North Glasgow	Sept 2019	DirBD/DirCQE	**Complete:** North East construction Hub formed in January 2020.

	Take account of the views of stakeholders to inform the College Self-evaluation activity	• From evaluation and feedback, produce two reports on the views of FWDF stakeholders in the 2019/20 session • Organise community stakeholder consultation event to inform provision	Feb 2020 June 2020 ~~Mar 2020~~ May2020	VPHCS/DirBD/ HCS VPCQE/DirCQE/ DirBD	**Complete:** **Postponed Due to COVID19** **Postponed Due to COVID19**
	Evaluate the impact and effectiveness of the Stakeholder Engagement Strategy	Produce a report on the impact and effectiveness of the Stakeholder Engagement Strategy for the first meeting of the Board of Management in 2020/21	July 2020	VPFCS/DirBD	**Postponed Due to COVID19**
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	Support the delivery of the Regional Foundation Apprenticeship programme promoting 583 places for 2019/20 and 420 places for 2020/21 and report to Financial Control Committee a minimum of twice in the 2019/20 session	Feb 2020 May 2020	DirBD	**Complete:** Report prepared for the February FCC meeting. **Postponed due to COVID19:**
	Work with employers and other stakeholder partners to develop further the Graduate Apprenticeship programme	Target updated - SDS restructured qualification as 'Advanced Level Apprenticeship'	June 2020	DirBD	**Complete:** The College has been awarded new pilot SDS frameworks at lower levels.
	Work with employers and other stakeholder partners to develop further the Modern Apprenticeship programme	Develop and deliver a Modern Apprenticeship programme for learners with additional support needs	Sept 2020	DirBD/DirCQE	**In progress & on target –**

	Expand the 'Apprenticeship Family' portfolio to include introductory programmes and evaluate their effectiveness	Introduce the Skills Development Scotland Customised Award Pilot and report on progress to Learning & Teaching Committee	~~May 2020~~ Sept 2020	DirBD/VPCQE	**In progress & Target Date restated:** New pilots awarded to the College
	Develop further the Senior Phase programme ensuring the development of apprenticeship pathways	Report to Academic Board on effectiveness of apprenticeship Pathways from Senior Phase programme	Jan 2020	VPCQE/DirCQE	**Complete:**
	Through stakeholder and employer consultation, identify opportunities to provide in-work and adult learning/ upskilling	Work to inform the FWDF provision by taking account of employer views and recommendations and report twice to Financial Control Committee in session 2019/20	Feb 2020 May 2020	DirBD	**Complete:** Report presented to FCC. **Postponed due to COVID19** – FWDF under review
	Establish feedback process to inform review of effectiveness of in-work provision	Develop and implement systematic evaluation procedures for all work-based learning	~~Dec 2019~~ ~~May 2020~~ May 2021	VPCQE/DirCQE/ DirBD	**In progress & Target Date restated:** due to resource and operational reprioritisation. On track for revised target date. Ongoing review of work-based provision informing future curriculum design.
	Work with stakeholders to identify and deliver Community Based Adult Learning programmes	Deliver a range of community-based adult learning activities in response to identified needs and report progress twice to Learning & Teaching Committee in session	Dec 2019 May 2020	DirCQE/VPCQE	**Complete:** **Reporting Postponed due to COVID19**
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	Report to the Board of Management and Learning & Teaching Committee on College contribution to Glasgow Community Planning Partnership priorities	Dec 2019	Principal/VPCQE	**Complete:** Update on curriculum planning for 2020/21 provided to December 2019 L&T Committee.

	Contribute to the development and implementation of the Local Outcome Improvement Plan (LOIP) and Locality Plans within the North East CPP area	• Continue to contribute to development and implementation of LOIP and Locality Plans by participation in North East CPP structures • Report on the use of College resources to support the priorities of LOIP and Locality Plans to Learning & Teaching Committee annually • Support the work of the Thriving Places area partnerships during the period of this plan	June 2020 Sept 2019 June 2020	VPCQE VPCQE VPCQE	**Complete:** But disrupted due to COVID19 **Complete -** however report now dependent on outcome of College bid to Glasgow's Community Fund **Complete:** However work continues
	Continue to be represented on sector partnerships and play a leading role in local initiatives for lifelong learning	• Maintain representation on the North East Sector Glasgow CPP Board • Maintain representation on the Strategic Youth Alliance Group • Maintain representation the Youth Employment and Lifelong Learning Group	June 2020 June 2020 June 2020	Principal/VPCQE Principal/VPCQE Principal/VPCQE	**Complete:** **Complete:** **Complete:**
3.4	**Work with partners to exchange knowledge, skills and best practice at a local, national and international level**				
	Continue to identify and develop funded opportunities for engagement at an international and national level	• Support GCRB Regional approaches to utilisation of FWDF • Report progress on FWDF activity to Financial Control Committee once per block • Review, evaluate and expand opportunities for transnational activities through UKIERI, Erasmus+ and other transnational programmes	June 2020 Nov 2019 Feb 2020 May 2020 Mar 2020	VPFCS/DirBD DirBD/HCS DirBD DirBD	**Complete:** **Complete:** **Complete:** **Postponed due to COVID19** **Complete:** New applications submitted including bids for funding for the

		• Explore opportunities for learner and staff mobility projects post-Brexit	Mar 2020	DirBD	Rostov and India partnerships as well as Erasmus. **Complete:** As above with India and Rostov.
	Consider the findings of the evaluation of transnational partnerships in order to develop further transnational opportunities for learners and staff	Submit 3 bids for transnational projects taking account of evaluation reports (this target may require revision due to uncertainty surrounding Brexit)	Nov 2019	DirBD	**Complete:**
	Continue to identify opportunities for professional learning activities with school partners, employers, stakeholders and our two sister colleges.	Agree a Glasgow Regional approach to professional learning under auspices of GCRB	Aug 2019	VPHROD	**Complete:** Now Focusing on corporate parenting
	Work collaboratively with other UK college partners to provide joint professional learning opportunities	• Collaborate with UK college partners to share best practice in order to enhance the learner experience • Deliver agreed programme of professional learning with College partners	June 2020 June 2020	VPHROD VPHROD	**Postponed due to COVID19:** But progress made **Postponed due to COVID19:**
3.5	**Support the Regional Partnership Strategy**				
	Identify and explore further opportunities for regional collaboration	• Deliver the agreed Glasgow Colleges' Region Board projects • Continue to participate within the Regional Curriculum Hubs to support the city-wide review	June 2020 June 2020	VPCQE VPCQE	**Complete:** **Complete:**
	Continue to work collaboratively to deliver the Foundation Apprenticeship programme	Manage the Regional Foundation Apprenticeship programme in line with Skills Development Scotland contract	June 2020	VPFCS/DirBD	**Complete:**
	Continue to support the work of the GCRB	Second Vice Principal one day per week to support Regional professional learning	June 2020	VPHROD	**Complete:**

					Supported a range of Regional initiatives throughout the year.
	Contribute to the SFC/SDS/GCRB regional skills review process.	Contribute as appropriate to the regional skills review process during session	June 2020	VPCQE/DirCQE	**Complete:**

3. To achieve and maintain financial viability.

	Objective	Operational Prompts	Target/ Deadline	Responsibility	Progress
4.1	**Manage College resources to deliver financial security and long term sustainability**				
	Manage the College within a balanced annual budget and ensure value for money	• Continue monthly financial reporting to SMT and routine meetings with budget holders • • Report quarterly to Financial Control Committee • Deliver professional learning for managers on finance as part of the induction process • Continue to provide specialist professional learning programmes for non-financial managers • Implement the Value for Money Strategy and report progress annually to Financial Control Committee	June 2020 Sept 2019 Nov 2019 Feb 2020 May 2020 ~~June 2020~~ Dec 2020 June 2020 May 2020	VPFCS/HF VPFCS VPFCS/HF VPFCS/HF VPFCS/VPCQE	**Complete:** **Complete:** **Complete:** **Complete:** **Complete:** **In progress & Target Date restated:** Due to resource and operational reprioritisation. On track for revised target date. **Complete :** Report to Feb FCC meeting. **Complete :** Update report presented to Feb FCC. However, this has now been overtaken by the COVID19 crisis
	Develop a five-year Business Plan	• Engage with and facilitate Board member contribution to College Business Plan development	Oct 2019 Dec 2019 March 2020	Principal/VPFCS/ VPCQE/VPHROD	**Complete:** Reported to BoM **Complete:** Reported to BoM **Complete:**

		• Engage with and conduct meaningful consultation with staff and trades unions in the process of Business Planning • Engage with and conduct meaningful consultation with stakeholders in the process of Business Planning • Provide a draft College Plan for Board app • Approval on future business delivery to provide financial stability in the short term and financial sustainability for the medium term • Seek final Board of Management approval to publish College Plan 2020-2025	Oct 2019 – Jan 2020 Jan 2020 Jun 2020 Dec 2019-Jan 2020 Jan 2020 – Jun 2020 Feb 2020 ~~May 2020~~ Jun 2020	Principal/VPFCS/ VPCQE/VPHROD Principal/VPFCS/ VPCQE/VPHROD Principal/VPFCS/ VPCQE/VPHROD Principal	Business planning event conducted in Feb 20 **Complete:** Phase one Teaching management restructure, concluded consultation Nov 20. **Complete:** **Postponed due to COVID19:** **Complete –** Paper finalised and completed Feb 20. Further activity postponed due to COVID19. **Complete:** **Postponed due to COVID19:** **Complete:** **Postponed due to COVID19:** BoM Consultation and Reporting to FCC in February complete. Transformation and Renewal Framework presented to Board in place of College Plan.
4.2	**Utilise the College estate and 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 College Estates Strategy,	Revise College Estates Strategy and report to Board of Management	~~March 2020~~ Jun 2020	VPFCS	**Postponed due to COVID19:** However, progress is being made as part of the new Transformation and Renewal Framework.
	Implement the Capital Investment Plan	• Monitor and evaluate plan and report to SMT on a quarterly basis • Report on progress to the Financial Control Committee at least twice in the academic year • Provide the Board with an annual report prior to the conclusion of the academic year	Oct 2019 Jan 2020 March 2020 June 2020 Nov 2019 March 2020 May 2020	Principal/VPFCS VPFCS Principal/VPFCS	**Complete:** **Complete:** **Complete:** **Complete:** **Complete:** **Complete:** Also enhanced reporting to Exec committee due to pressures of COVID 19 crisis **Complete:**
	Review and refresh the College Digital Strategy to achieve digital transformation	Revise College Digital Strategy and report to Board of Management	June 2020	VPFCS/DirDS	**Complete:**
	Implement the College Cyber-security Strategy and support all staff and learner engagement with it	Develop and deliver professional learning to support implementation of Cyber-security Strategy	Aug 2019	VPHROD/VPFCS/ DirDS	**Complete:**
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~~	~~Produce final report to Financial Control Committee on impact of HE Innovate~~	~~Dec 19~~	~~DirBD~~	**Withdrawn -** HE Innovate was intended to focus on creating commercial provision in support HE developments. This was reviewed and considered too narrow a focus. A broader approach to the generation of commercial activity and associated income was pursued. An update report to FCC in Feb reflecting on success such as the Made Barbering Academy, as a strong example of innovative, sustainable, commercially viable project was well received.
	Identify and secure funding to extend and enrich the learner experience	Submit a minimum of x5 bids for activities which will enrich the learner experience	March 2020	DirBD	Complete: Child Poverty, Communities Fund, UKIERI, ERASMUS and sustainability funding bids all submitted.
	Continue to grow business development income	Expand Business Development income to include £200,000 of commercial income and £390,000 of FWDF funding	June 2020	DirBD	**Complete:** As reported to FCC in Fe:bruary 2020.

4. To maintain the highest standards of corporate governance and responsibility

	Objective	Operational Prompt	Deadline	Responsibility	Progress
5.1	Maintain the highest standards of corporate governance				
	Ensure compliance with statutory requirements for all College policies, procedures and processes	Monitor routinely compliance with statutory requirements for all policies and procedures and report to Audit & Risk Committee annually	March 2020 June 2020	VPFCS/DirCS	**Complete:** **Complete:**
	Monitor compliance with the Code of Good Governance to ensure open, transparent and accountable decision-making	• Provide the Board with routine reports on progress against the Corporate Governance Action Plan • Ensure routine publication of all papers in line with Board commitment to transparency	Dec 2019 Feb 2020 May 2020 June 2020	VPFCS/DirCS/ Clerk to Board DirCS	**Complete:** **Complete:** **Complete:** **Complete:**
	Take account of annual Board self - evaluation activities in order to develop further best practice in corporate governance.	Deliver a professional learning programme to support Board of Management's skills in corporate governance	May 2020	Principal/VPFCS/ DirCS/Clerk to Board	**Complete:** Programme developed and Risk Management event completed.
	Continue to monitor the consequences of Brexit on the work of the College as information becomes available	Provide the Board and appropriate standing committees with reports on the implications for the College of Brexit	Oct 2019 Dec 2019 Feb 2020 May 2020	Principal/VPFCS/ DirCS	**Complete:** **Complete:** **Complete:** **Postponed due to COVID19**
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	Continue to identify and provide professional learning opportunities for Board Members to support understanding of, and develop the skills for, good corporate governance	June 2020	Principal / DirCS/ Clerk to Board	**Postponed due to COVID19:** Some training for Board Members carried out pre-March 2020 in line with Board Development Plan
	Provide access to an appropriate programme of professional learning for Board members	Scope out and inform Board members of appropriate professional learning opportunities both internal and external	Nov 2019	VPFCS/DirCS /Clerk to Board	**Complete:**
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	• Implement the Active Travel Plan • Monitor and report on impact of 'Cycle Friendly Campus' activities to Academic Board	Dec 2019 Nov 2019 ~~Apr 2020~~ Jun 2020	VPFCS/DirCS VPFCS/DirCS	**Complete:** **Complete:** **Postponed due to COVID19:**
	Explore how best to encourage biodiversity across College campuses	• Take account of promotion of biodiversity in revised College Estates Strategy • Complete East End Community Garden project and monitor usage • Continue to support student biodiversity project at Springburn campus	June 2020 April 2020 March 2020	DirCS DirCS DirCS	**Postponed due to COVID19** **Complete:** Garden now practically complete, usage to be monitored **Postponed due to COVID19:** Work continued up until March
	Refresh and develop the Climate Change Action Plan to set new targets for carbon reduction	Revise Climate Change Action Plan to take account of Scottish Government targets for carbon reduction and report to Board of Management	June 2020	VPFCS/DirCS	**Postponed due to COVID19:** Regional Environmental Post on hold at present
	Ensure new Building Management System is fully utilised to deliver the maximum carbon management benefits	Report on impact of new Building Management System on carbon management to Financial Control Committee	~~Nov 2019~~ May 2020	VPFCS	**Postponed due to COVID19:** New BMS system now implemented, training provided.

Key:	Job Title:	Post Holder:
VPCQE	Vice Principal, Curriculum and Quality Enhancement	Robin Ashton (from September)
VPFCS	Vice Principal, Finance and Corporate Services	James Gow
VPHROD	Vice Principal, Human Resources and Organisational Development	Audrey Miller
DirCQE	Director, Curriculum and Quality Enhancement	Stephen Smith (Acting)
DirBD	Director, Business Development	Alastair McGhee
DirHR	Director, Human Resources	Doreen Shiels
DirCS	Director, Corporate Services	Lisa Clark
DirDS	Director, Digital Services	Andy Laszlo
HSSL	Head of Services to Support the Learner	Monica McKerlie
HCS	Head of Commercial Services	Liz Breckenridge
HF	Head of Finance	Alan Carr
HE	Head of Estates	Iain Gordon
H&SMgr	Health & Safety Manager	Geoff Lawson
EDIMgr	Equality, Diversity & Inclusion Manager	Patricia Currie
C&PMgr	Communications & Planning Manager	Lesley Lang
QEDMgr	Quality Enhancement & Development Manager	John Gallagher
Clerk to Board		Douglas Wilson

Assurance and Risk

There are no risks related directly to this update report other than those already documented within the College Risk register.

Equality

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

Data Protection

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

Recommendations

Members are recommended to:

i) note the contents of this update report.

Further Information

Members can obtain further information on the contents of this report from Derek Smeall, Principal – dsmeall@glasgowkelvin.ac.uk

DSm