Item 15

For Approval

Glasgow Kelvin College

Board of Management Meeting of 29 August 2022

Communications, Marketing and Stakeholder Engagement Framework 2022/27

Report by Vice Principal Operations & Director People and Culture

1. Introduction

The purpose of this report is to present the new Communications, Marketing and Stakeholder Engagement Framework to the Board for approval. The Communications and Marketing Activity Matrix is attached at **Appendix 1** for information. This Matrix will be managed by the Communications and Marketing Team.

2. Background

This new Framework replaces the former internal and external communication Strategies, specifically includes marketing and now explicitly incorporates stakeholder analysis and engagement as a key component of the College's approach to communications.

When the College's new Corporate Risk Register was compiled in November 2021, the College's identity was identified as key risk, specifically that there is a lack of understanding or awareness of the critical part the College plays in its communities and that the College's Unique Selling Points (USPs) are not well communicated.

This new Framework is intended to help address this risk, as are the activities highlighted at Section 3 below.

3. Campus Reinvestment Project – College Environment

College Environment is the third strand of the Campus Reinvestment Project that is currently underway. The first and second strands are Student Zones and Curriculum Developments and significant progress was made during 2021/22.

The aim of the College Environment strand is:

> To improve the look and feel of College campuses, making our campuses more distinctive, modern and improving the strength of the Kelvin brand. A key element of this will be exploring the use of external lighting on our buildings to make them more distinctive within our college communities and modernising the wall displays and art used within our campuses, using this as an opportunity to strengthen a consistent Kelvin brand.

Stand, who was the original designer of the College brand, has been commissioned to help deliver this part of the project. The Stand team is now working with the College to develop and design an impactful brand which will address the risk identified by the Board and raise the profile with the College amongst all of its stakeholders - as well as supporting the College to achieve its Strategic Ambitions.

4. Resource Implications

There are no specific resource implications associated with this report, but a new internal Communications and Marketing Forum will be established to support and monitor the successful implementation of the Framework.

5. Equality Impact

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

6. Risk & Assurance

There are no specific risks associated with this report, but there are risks associated with failing to communicate will with internal and external stakeholders. This new Framework should help mitigate these risks.

7. Data Protection

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

8. Recommendations

Members of the Board of Management are recommended to:

i) approve this new Framework;
ii) note that the **Appendix 1** is a live document which will not be brought to the Board for approval if and when it is revised. It will be managed by the Comms and Marketing Team and reviewed by the Communications & Marketing Forum;
iii) note the brand activity that is taking place as part of the Campus Reinvestment Project - College Environment workstream, which will be presented to the Board at a future meeting; and
iv) note that the Framework will be updated and revised as appropriate during 2022-27 and that the Board will be asked to approve any material revisions.

9. Further Information

Members may obtain further information relating to the contents of this report from Jeanette Evans, Vice Principal Operations, jevans@glasgowkelvin.ac.uk

Appendix 1

Glasgow Kelvin College

Communications, Marketing and Stakeholder Engagement Framework

2022-27

August 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 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.

5.1 Comms & Marketing Department

The Communications and 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 Human Resources 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 Communications and Marketing 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 Communications and Marketing Manager and will meet at least three times per annum and the start of each academic term. Membership will include Marketing, 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 Releases	External Working Groups
Website News 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, Paper & Paste, 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
  - Services we provide
  - What we've done and what students and stakeholders can expect in the future
  - Accessible High-quality learning
  - Community facing
  - 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 show 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

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Communications & Marketing Activity Matrix

Appendix 1

All College marketing and communications tactics align to four distinct "ZONES" created and identified by the Communications & Marketing Manager:

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 Developt	SMT/ Team Managers	Follow-up cascade sent to all College staff

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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 / Comms	External audience, students and staff	Focus on Twitter and LinkedIn to engage

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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	
REFERENCE COMMS.						
College Website	• Who we are, what we do • News stories • College strategic documents • Course promotion • Student information • Delivering the Brand and values	Organisation website	Weekly	Marketing / Comms	External Audience	New website launching in 2023

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Communication	Objective / Key Message(s)	Channel	Timeline/ Frequency	From	Audience	Comment
Marketing Materials	• Vision & priority areas • Campaigns	Pop-ups Brochures Digital Assets Merchandise	As and when required	Marketing/ Comms	All audiences	
Annual Performance Report	• Principal message • College statistics in relation to priority areas • Project delivery • KPI results	Online (PDF)/ Offline designed report	Yearly	SMT/ Team Managers/ Marketing/ Comms	All College staff / External audience	Yearly requirement for designed report
College Strategy 2022-27	• Highlights • Vision & values • Influences • Priority areas • Objectives • Measures of success	Online (PDF)/ Offline designed plan	2018 - 2023	SMT/ Marketing / Comms	All College staff / External audience	?
Annual Operating Plans	•					
Radio	• Campaign based • Call to action	Radio	As and when required	Marketing / Comms	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	

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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.