

2022-2027

GLASGOW KELVIN COLLEGE STRATEGY



**INSPIRING
EMPOWERING
CONNECTING**



Vision

Transforming lives through education

Purpose

To enhance our learners' aspirations, careers and lives through accessible, inclusive, high quality lifelong learning

Values

Six key principles which drive our actions

Professionalism
Integrity
Creativity
Supportive
Respectful
Participative

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Chair's Introduction



Welcome to the Glasgow Kelvin College Strategy for 2022/27 which sets out our key priorities for the medium and long-term and the ambitions we have for our students, stakeholders and communities. The Strategy also highlights how we will work to support national sustainable economic growth and the strategic aims of our key partners.

COVID19 has had a significant impact on the learning journey of our students. Much of our learning and services have, with the considerable efforts of our staff, been delivered remotely online. To support this and to ensure our learners are digitally connected the College has distributed more than 1600 devices.

Going forward, as we emerge from the pandemic more and more of our teaching and learning will return to being on-campus and our buildings will once again be thriving environments in which our students will develop and grow. However, in the "new normal" our Virtual Learning Environment will, where appropriate, play an ever-increasing role in the learning and experience of our students and our Strategy reflects this.

The College continues to strive to meet the needs of all its stakeholders, even in these challenging times. As we move forwards re-engaging and mitigating the impact of the virus, we remain committed to embracing our aspirations, ambitions and priorities for the local, national and global communities which we serve.

These priorities provide a strategic response to the needs and aspirations of our students, staff and stakeholders and address the many challenges which the sector and College face currently. They also signpost the College's framework for its Green Kelvin agenda to provide skills and resources to address sustainability, energy efficiency and carbon reduction in a changing world. I am confident that you will recognise the spirit and ethos of the College in the ambitions set out in the Plan.

The Principal, along with the Board of Management and the staff in the College will build on the progress made over the last nine years.

Our staff remain committed to the vision and ethos of the College and the Board of Management is assured that they will continue to provide the highest standards of learning, teaching, skills development and services for our students, communities and stakeholders.

The Board is equally confident that our Strategic Plan 2022/27 provides a strong framework for the College to contribute effectively to creating and maintaining a vibrant and sustainable environment for the communities and stakeholders which we serve.

The importance of delivering high quality life and vocational skills is also central to our Plan. This ensures that our learners are equipped for their future and prepared for the challenges of a changing economy and diverse society. This is only possible through the experience and skills of our committed and excellent staff.

Our ambitions also address local, regional and national priorities and will, we anticipate, encourage inclusive growth in our communities and the continuing recovery of the economy. Our success is based on our role as a community-based college working in collaboration with grass-roots organisations and local Community Planning partners to transform the lives of our learners. Our Strategic Plan confirms our commitment to this fundamental approach to our work.

I am delighted to have your support and am confident that Glasgow Kelvin College will continue to contribute successfully to meeting the aspirations of the communities which we serve.

Best Wishes
Ian Patrick
Chair, Board of Management

Strategic Ambitions & Priorities



Deliver an inspirational & inclusive student experience

Strengthen our communities and environment

Create a high performing, resilient and responsive college

Develop employment and Life Skills through high quality learning teaching and assessment

Build capacity within vibrant communities and support inclusive economic growth

Build an organisation that thrives with dynamic and empowered people

Empower and support our students through their life changing journey

Deepen employer and industry engagement, earn our reputation for our centres of excellence and be the partner of choice

Drive continuous improvement and digital transformation

Provide an outstanding physical and virtual learning environment

Address our climate emergency – act, educate & engage

Achieve financial sustainability and maintain strong and effective governance



Who We Are

We are your College. A vibrant community made up of people coming together to find their way in the world, their community and in themselves.

People are at the centre of everything we do. We embrace diversity, are inclusive and accessible, and offer a welcoming and safe place where everyone can grow, achieve and get to where they want to be.

Glasgow Kelvin College's Vision, "Transforming Lives Through Education" is at the heart of all that we do and this is supported by the strength of our shared values and ethos. We have a talented, skilled, and dedicated team of staff and a well-deserved reputation for the support we provide to our communities, employers and students.

With four well-equipped campus buildings in the North and East of Glasgow, we offer the highest quality education, skills, personal and community development to almost 14,000 students. We aim to address local, regional and national employment needs by maintaining the highest standards and best possible experience of learning, teaching and skills development.

We invest in an inclusive community programme to support both individual and community wellbeing and growth. The location of our campus buildings within our communities gives excellent local opportunities for residents to gain the transferable skills needed for sustainable employment. In addition, our partnerships with Community Planning and local community organisations enable access to College learning opportunities across an area-wide Learning Network hosted by multiple community-based centres.

We are proud to partner with local authorities, schools, universities and employers to ensure we deliver industry-led skills, accredited qualifications and apprenticeship programmes which support a growing and environmentally sustainable economy. A diverse curriculum offer includes youth and community projects, a diverse and ambitious Senior Phase schools and Foundation Apprenticeship programme and a wide portfolio in a number of expanding vocational and academic areas. The College is recognised as a centre of excellence in specialisms such as Civil Engineering, Heating, Ventilation & Air Conditioning, Renewables, Science, Care and Creative Industries. This will be invaluable in supporting Scotland's inclusive drive

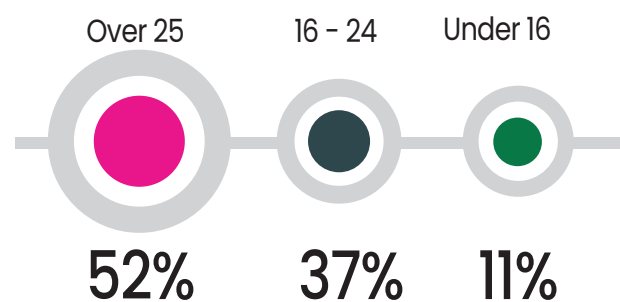
towards a sustainable world and position the College as a gateway to high-value jobs and advanced learning in communities where it is most needed.

The COVID-19 virus and its negative health, social and economic impacts created a crisis which has been unprecedented and has put exceptional demands on society. Our models of delivery and support for our students, communities, employers, and stakeholders have sustained our commitment to a growing economy during this challenging period. This has created new ways of working which have proven to be innovative, supportive, agile, and effective.

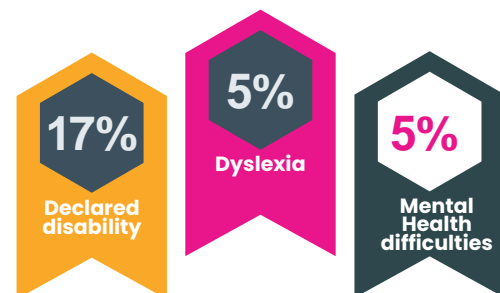
There has never been a more important time for Glasgow Kelvin College to be ready to meet the challenges Scotland faces. We are committed to delivering learning, skills, and opportunities to people of all ages and abilities. We are at the cutting edge of new initiatives to support individuals and businesses back to work through reskilling our new workforce and upskilling those who strive to rebuild our economy, health, and communities.

Our Strategy sets out our Strategic Ambitions and Priorities to ensure we maximise opportunities for all in an inclusive and sustainable future.

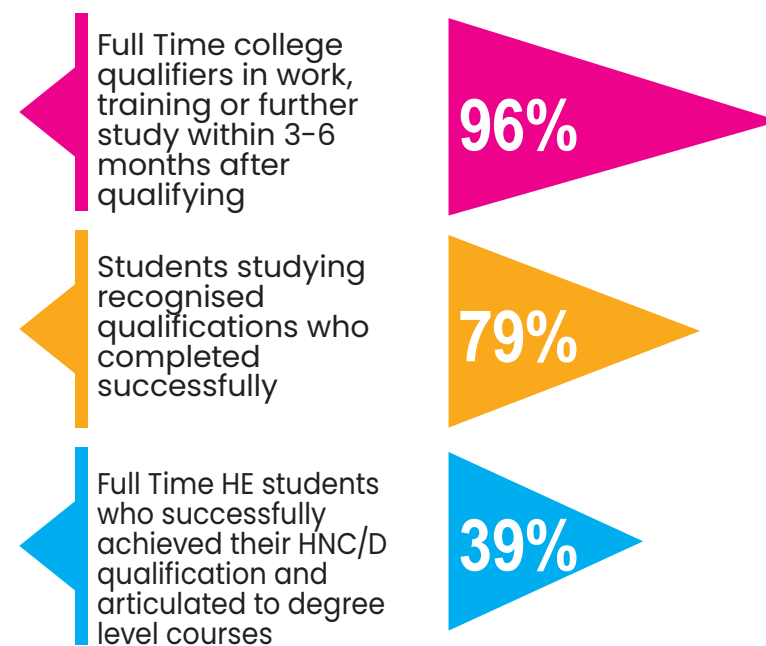
Students by Age



Support



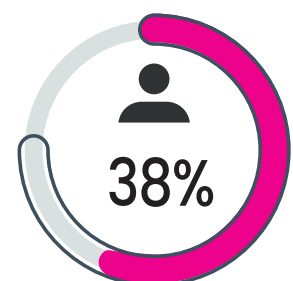
Student Success 2019/20



AT A GLANCE



Student activity delivered to care-experienced learners



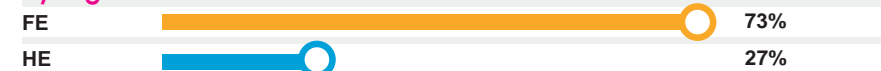
Student activity delivered to those residing within the 10% most deprived postcode areas in Scotland

Teaching & Learning Hours of Delivery 2019/20

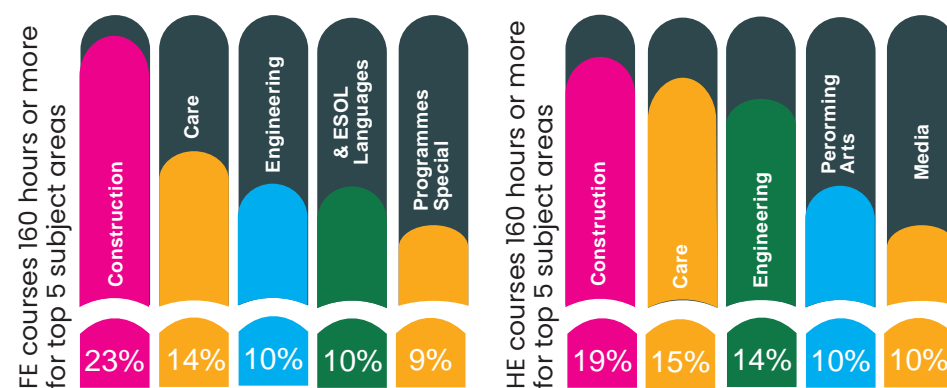
By Full or Part Time



By Higher or Further Education



Subject Areas Hours of Delivery 2019/20





This Strategy seeks to supply the knowledge and skills needed to support building our economy back better than before and driving towards sustainable living regionally, nationally and indeed worldwide. It also commits to supporting the personal, social and civic development of individuals and communities to ensure fair and equal access to opportunities inherent within vibrant communities, an inclusive economy and a just transition to a sustainable world.

Strategy

We are sector leading in a number of relevant industries and are committed to the growth of Science, Technology, Engineering and Mathematics (STEM) through strategies which take a partnership approach with industry and business that strives to ensure the supply of a skilled, knowledgeable and agile workforce for the future. We continue to invest in vocational areas where there is identified demand. We have a strong focus on the delivery of Foundation and Modern Apprenticeships (FAs & MAs), Flexible Workforce Development Fund (FWDF) training, National Transition Training Fund (NTTF), Young Persons Guarantee (YPG) and other work-focused initiatives.

Knowledge and Skills provision which meets the occupational requirement of Glasgow and Scotland works hand in hand with personal, civic and social development provision which meets the needs of our communities. Both are continually evaluated and reviewed as part of our continuous curriculum and service review that encompasses regional and national monitoring, evaluation and planning. This contributes directly towards Glasgow's Regional Outcome Agreement (ROA) process.

We aim to provide accessible relevant skills development for our young learners through our Senior Phase Vocational Pathways (SPVP) frameworks. These are developed and delivered in consultation and partnership with employers, local schools and universities.

Skills development for employability and customer focussed skills continue to grow within our programmes which is intended to meet strong demand from customer service sectors. The highest employment opportunities for the future are within Health, Social and Child Care. An aging population,

a continuing need for health professionals, and a national need for the expansion of Childcare ensures our focus on continuing innovation and the high proportion of delivery in Health, Care and Early Learning & Childcare. Other increasing areas of demand for skills also include Business & Administration; Hospitality & catering; and Engineering, Construction & Science

A continued focus to address the needs of those disadvantaged in the labour market is central to this strategy. Striving to ensure access for people from the widest range of backgrounds is a foundation and commitment of this strategy.

Green Kelvin is our long term initiative to percolate the understanding, knowledge, and skills we will all need on our journey to future sustainable living and working. We will work to embed this within every area of study at every level and through every mode of delivery. We are also making it our business to deliver the workforce of the future by taking advantage of our expertise and centres of excellence associated with key industries to help drive forward and accelerate the transition to a sustainable planet.

We intend to transform lives through education.

Our wide ranging College Strategy is supported by a number of concise focussed strategies:

- ▲ Learning, Teaching and Assessment
- ▲ Access & Inclusion
- ▲ People
- ▲ Digital Transformation
- ▲ Estates & Sustainability
- ▲ Financial
- ▲ Corporate

1.

AMBITION

Deliver an Inspirational and Inclusive Student Experience

We place our students at the centre of everything we do. Our aim is to deliver to all our students the highest standards of education and the best possible experience of learning, teaching and assessment. Integral to this is making the lifelong learning experiences and environments we provide welcoming, flexible, adaptable and inclusive to all, supporting students from diverse backgrounds to access relevant education so that they can thrive and fulfil their potential.

1.1

Develop employment and life skills through high quality learning teaching and assessment

We aim to deliver learning, teaching, assessment, and skills practice which exceeds industry and employer expectations. We strive to equip our students with the highest standards of relevant knowledge, skills, agility and resilience. We help them get to where they want to be in a rapidly changing world. To achieve this, we will:

- ▶ Promote excellence in learning, teaching and skills delivery alongside the latest methods and standards of fair and effective assessment and industry/business- relevant certification.
- ▶ Optimise opportunities for student work experience, including within our own organisation.
- ▶ Align upskilling opportunities with the needs of our economy, and the ambitions and aspirations of our employers and communities.
- ▶ Provide an integrated, joined-up approach to facilitate action and ongoing support for success.
- ▶ Work to improve retention, attainment, and learner success so that we perform above national norms.

KEY INDICATOR: POSITIVE DESTINATION

1.2

Empower and Support our Students through their Life Changing Journey

We will support our students to stay the course and inspire, equip, and prepare them for success and positive destinations by:

- ▶ Providing a new cohesive approach to student support services through a "one-stop shop" that will integrate student support, funding and information services and create a single clear point of access/contact for information, advice, and support for students to continue their journey, enjoy their experience and progress onto their positive destination.
- ▶ Valuing the learner voice and supporting a strong, College Students' Association so that we inspire a sense of belonging amongst our learners.
- ▶ Ensuring that flexible entry/exit points offer clear progression pathways to employment, to better employment, personal and social development and/or to further learning.
- ▶ Strengthening vocational pathways from, and to, local school, college, and university programmes.
- ▶ Expanding apprenticeships at every level.
- ▶ Providing clear pathways to opportunity, success, and positive life experience for students of all ages.

1.3

Provide an Outstanding Physical and Virtual Learning Environment

We aim to provide the highest quality resources for teaching and learning, both on-campus and online through our virtual learning platforms. We will:

KEY INDICATOR: STUDENT SATISFACTION

- ▶ Prioritise investment in our campus estates and physical resources so that we can provide inclusive learning experiences, with high-quality and fit for purpose learner environments ranging from industry-standard simulated environments to spaces that encourage individual and group wellbeing and health.
- ▶ Provide welcoming and engaging environments which enable and inspire students and staff to work, study, socialise and enjoy a unique College experience across all our campuses.
- ▶ Invest in resources to support the College's commitment to public value by attaining best Value for Money through effective procurement, maintenance, and environmental development whilst delivering impact for the individual, communities and our economy.
- ▶ Optimise environment and space in support of effective and efficient provision of education, training, skills, and development.
- ▶ Harness the potential of existing and emerging technologies to deliver better, more engaging, personalised, and innovative teaching, learning and assessment.
- ▶ Seek to empower our students and staff, allowing them to be truly collaborative, and use digital technology to communicate, teach and learn.
- ▶ Build a digitally inclusive culture where all of our systems and content are easily accessible to all students regardless of language or ability, where those most in need have suitable equipment and environments for digital access and inclusion.
- ▶ Ensure our staff and students have trust in us to keep their digital identities and data safe.

2. AMBITION

Strengthen our Communities and Environment

Build individuals', communities', and industries' confidence to walk through a clear, open and welcoming door. Build upon our growing national and sector-leading expertise. Play our part in accelerating the transition towards a sustainable world.

2.1

Build capacity within vibrant communities and support inclusive economic growth

Contributing to community development is core to the education services we provide, and we will continue to play a prominent and pro-active role in the social and economic regeneration of the North-East Glasgow. We will:

- Consult and engage with our communities so that we continue to offer a distinctive curriculum which meets the needs of our local communities, including significant youth and adult outreach programmes.
- Enhance opportunities for personal and community development through clear learning pathways which integrate our community outreach activity more coherently within our wider college learning offer.
- Make best use of new digital technologies. Spread the "net" to reach more community learners and build relationships with our community centers.
- Provide a varied and inclusive curriculum offer with strong and effective progression to sustainable employment or continuing education so that we tackle local inequalities for those from protected characteristic and socio-economic groups.
- Work with third sector partners to promote employment and volunteering opportunities for development of personal, social and employability skills.

2.2

Deepen employer and industry engagement, earn our reputation as centres of excellence and be the partner of choice.

We will continue to work directly with a large number of local, regional and national employers and provide a very extensive apprenticeship offer across regionally and nationally significant industries, delivering the right skills for a sustainable future. We will:

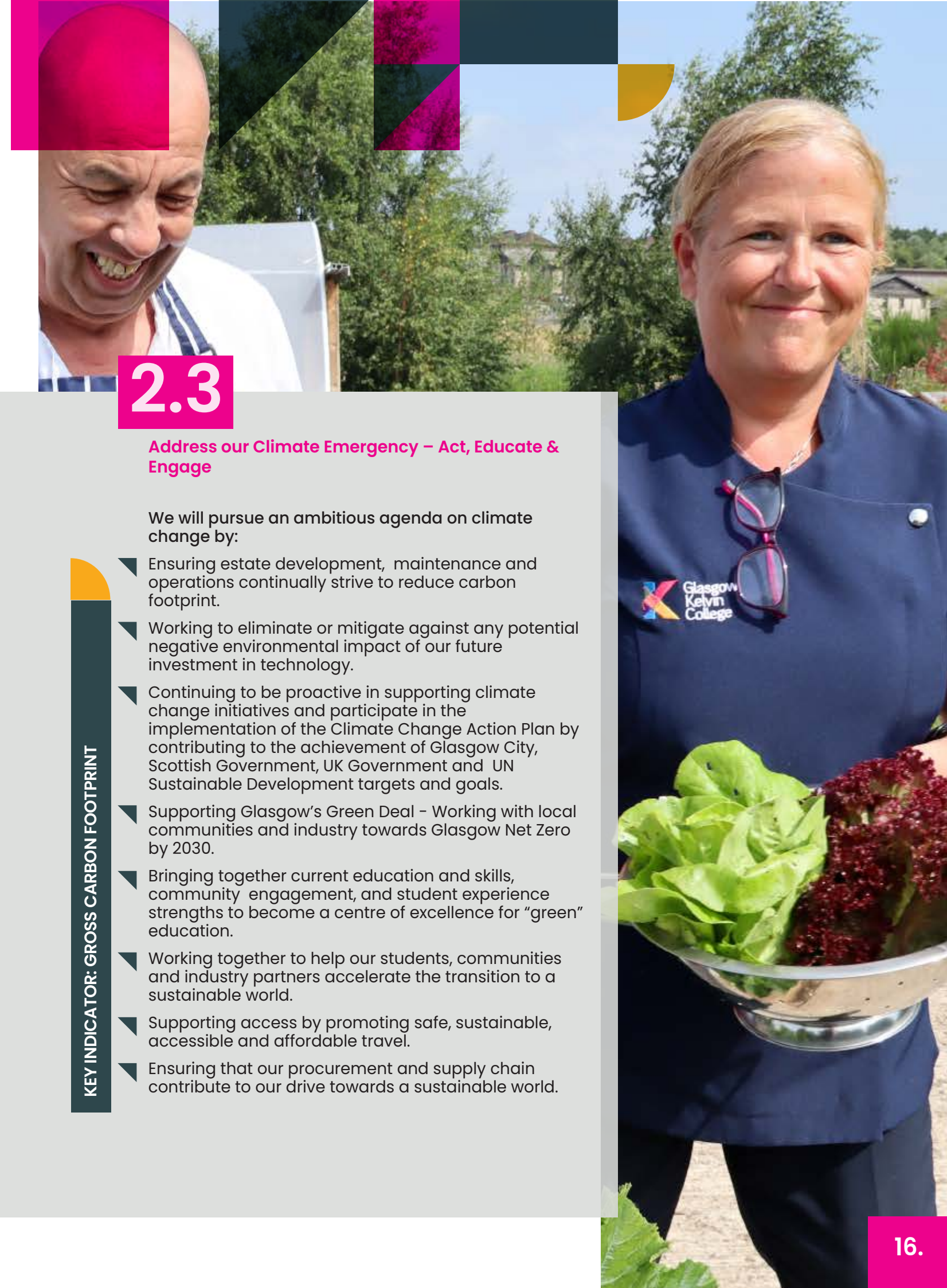
- Provide a cohesive approach to extend our employer and industry engagement and increase the volume of work-based learning opportunities, live business project opportunities, and direct progression routes into employment.
- Regularly review our curriculum and align it closely to current and future industry, economic and learner needs.
- Seek out new productive partnerships, identifying opportunities and expanding our current partnerships.
- Pursue best practice and synergy in learning, teaching, and assessment, digital transformation, continuous improvement, and community and business development.
- Be proud of our achievements and ensure others know of those achievements. Invest in communication through media of various forms. Build the profile Glasgow Kelvin College deserves.

2.3

Address our Climate Emergency – Act, Educate & Engage

We will pursue an ambitious agenda on climate change by:

- Ensuring estate development, maintenance and operations continually strive to reduce carbon footprint.
- Working to eliminate or mitigate against any potential negative environmental impact of our future investment in technology.
- Continuing to be proactive in supporting climate change initiatives and participate in the implementation of the Climate Change Action Plan by contributing to the achievement of Glasgow City, Scottish Government, UK Government and UN Sustainable Development targets and goals.
- Supporting Glasgow's Green Deal - Working with local communities and industry towards Glasgow Net Zero by 2030.
- Bringing together current education and skills, community engagement, and student experience strengths to become a centre of excellence for "green" education.
- Working together to help our students, communities and industry partners accelerate the transition to a sustainable world.
- Supporting access by promoting safe, sustainable, accessible and affordable travel.
- Ensuring that our procurement and supply chain contribute to our drive towards a sustainable world.



3. AMBITION

Be a High Performing, Resilient and Responsive College

We will nurture a culture of self-belief, cocreation, innovation and College community to realise our ambitions through our people. We will pursue organisational effectiveness and efficiency, engaging with those who do "the job" and those who know "the job". We will deliver public value, optimise social impact and be responsible, transparent, and accountable for our actions.

3.1

Build an organisation that thrives with dynamic and empowered people

To support the maintenance and development of environments, activities and initiatives that help staff and students maintain their physical and mental health we will provide healthy environments, safe environments, ensure safe practices, and seek to promote and optimise opportunities to enhance wellbeing by:

- ▶ Inspiring positive behaviours to support health, safety and wellbeing whilst managing, monitoring and reviewing activity in the pursuance of best practice. Placing our Health and Safety, and Wellbeing Policies at the heart of a thriving organisation.
- ▶ Working effectively with staff and providing opportunities for professional development, nurturing a valued and capable workforce, optimising working practices, taking a human-centred approach, developing talent, inspiring enterprise, and innovation, and creating organisational capacity and flexibility.
- ▶ Empowering our staff and students, keeping them informed; listening, and recognising and praising success.
- ▶ Nurturing a positive organisational culture by "living" our shared Ethos and Values framework and by creating a culture which fosters a passion for learning, creativity, and ambition for individual and organisational growth.
- ▶ Developing a thriving workforce, working in partnership with our recognised trades union colleagues to foster a culture of trust, shared values, and positive outcomes.
- ▶ Shaping a workforce that has space for individual growth, has clear career pathways and effective succession. Staff who are professionally qualified, highly skilled, resilient and agile. Where job satisfaction and pride in what we achieve is recognised and promoted.

KEY INDICATOR: STAFF ATTENDANCE

3.2

Drive Continuous Improvement and Digital Transformation

Pursuing organisational effectiveness and efficiency requires meaningful engagement with those who do "the job" and those who know "the job". A focus on workplace effectiveness will be achieved by:

- ▶ Pursuing our "Continuous Improvement Programme" which involves taking a systems-based approach to reduce "wasteful" effort and optimise "lean" processing methodologies.
- ▶ Working in partnership with staff to develop and implement teaching delivery models which support both high levels of learner success and greater operational efficiency.
- ▶ Driving digital transformation across all areas of service providing high-quality digital architecture & platforms.
- ▶ Delivering services, through technology, which allow users to interact with information and others in ways which best suit their needs.
- ▶ Utilising intelligent business processing using systems orientated solutions which integrate data and maximise the use of analytics, Artificial Intelligence (AI), and automation.
- ▶ Being cyber-resilient and protecting our corporate and personal data.

KEY INDICATOR: CREDITS PER FTE

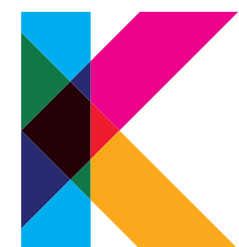
3.3

Achieve financial sustainability and maintain strong and effective governance

We will pursue financial sustainability, provide public value and optimise social impact whilst being responsible, transparent, and accountable for our actions by:

- ▶ Continuing the development of robust medium-term financial modelling and planning; maintaining a framework for effective short-term financial and business analysis; planning, monitoring and controlling on a responsive real-time basis; and ensuring robust reporting, especially against performance and savings targets.
- ▶ Seeking to increase income, delivery and capacity, whilst providing sufficient financial surplus for reinvestment, for all non-SFC funding sources including work-based learning contracts, apprenticeship contracts and community projects.
- ▶ Controlling costs by providing effective systems, processes and management practices to ensure efficient deployment of College resources both human and material and promoting synergy and an integrated support, planning, monitoring and evaluative approach to a "whole College" culture of effective cost management.
- ▶ Ensuring standards of corporate governance are maintained in accordance with sector best practice, maintaining a policy of open-ness, transparency, and consultation.
- ▶ Exercising best practice in risk management and impact analysis.
- ▶ Ensuring best practice in all processes and procedures through appropriate training for staff and Board members.

KEY INDICATOR: ADJUSTED OPERATING POSITION



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College

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