Item 10
For Endorsement

GLASGOW KELVIN COLLEGE

BOARD OF MANAGEMENT - MEETING OF 07 JUNE 2021

STRATEGIC PRIORITIES AND CONTEXT STATEMENT 2021/26

REPORT BY PRINCIPAL AND VICE PRINCIPAL OPERATIONS

1. Introduction

The purpose of this report is to provide members with the latest update on the development of the College Strategy for AY 2021 – 2026 and associated context statement. This update incorporates reflections upon our most recent strategic dialogue. Members will recall their participation in the Board of Management Strategy Event which took place on Thursday 20 May 2021. This was closely followed by the last College Planning Development Session on Wednesday 26 May 2021 which included members of the Senior Management Team (SMT); the Wider College Management Team (MT), local trades union representatives and representation from the College Students Association. This latest event allowed attendees to reflect on feedback from the Board of Management Strategy event of the 20th. These represent the most recent sessions which form part of a longstanding and ongoing strategy development process.

2. Context

Normally at this point of the year the Board of management would be offered a context statement from which members could relate the current planning landscape to the content of our draft strategic priorities and objectives. However, as members will recognise, this has been no ordinary year and continues to be so. Due to the ongoing COVID-19 crisis, at present, the College and Glasgow College Region has not yet received guidance from the Scottish Funding Council (SFC) for the development and publication of our Regional Outcome Agreement (ROA). Guidance would normally have been published in October 2020 for submission by March 2021. Clearly this has not taken place. The SFC have themselves declared this period as the “emergency years”. Ministerial guidance for AY 2021/22 has also been delayed. This would normally be issued to the Chair of the SFC in March / April. As of yet no guidance has been issued. This may be understandable considering the nation is only beginning to make its way out of this crisis situation. This is compounded by the fact that even the most prestigious sources of analysis find it difficult to agree on future need.

However, we are clear on the current need which is being managed successfully. There is positive news in the fact that we do have access to reasonably relevant guidance and sources of data which are however somewhat retrospective.

I believe it would be potentially misleading to offer members any form of definitive context statement at this time. The College has however taken a rigorous but dynamic approach to its execution of environmental scanning as part of the strategy development process. This has involved the three main elements.

1. A detailed review of currently available information from the public policy landscape. (Members will recall the preparatory papers and links relating to public policy issued prior to the Board Strategy Event of the 20th May.)

2. Regional Skills assessments (RSAs) and Industry Skills Plans (ISP's) (both of which must be interpreted with caution as they are all pre-COVID-19. This has been supplemented by the latest labour market data which is supplied to us regularly from Skills Development Scotland (SDS)).

3. Local College, partner, community, student, and industry feedback and intelligence gathered by partitioners within the College.

The SMT, MT and wider planning group has had constructive dialogue around the environmental scanning process and related this to the development of specific draft Strategic Objectives.

In conclusion, the landscape remains subject to considerable change and this is being responded to by adopting this more dynamic approach to planning.

Members should note that it is Management's intention to take forward the development of the already substantial strategic plan drafted to date and engage more widely with stakeholders and then all staff over the period June – August. It is our intention to present the Board of Management with a final draft College Strategy covering the next five-year period with the intention of publishing in October 2021.

3. Draft College Strategy

The following text presents development of the draft College Strategy to date which takes into consideration input from all previous and recent development sesions and dialogue.

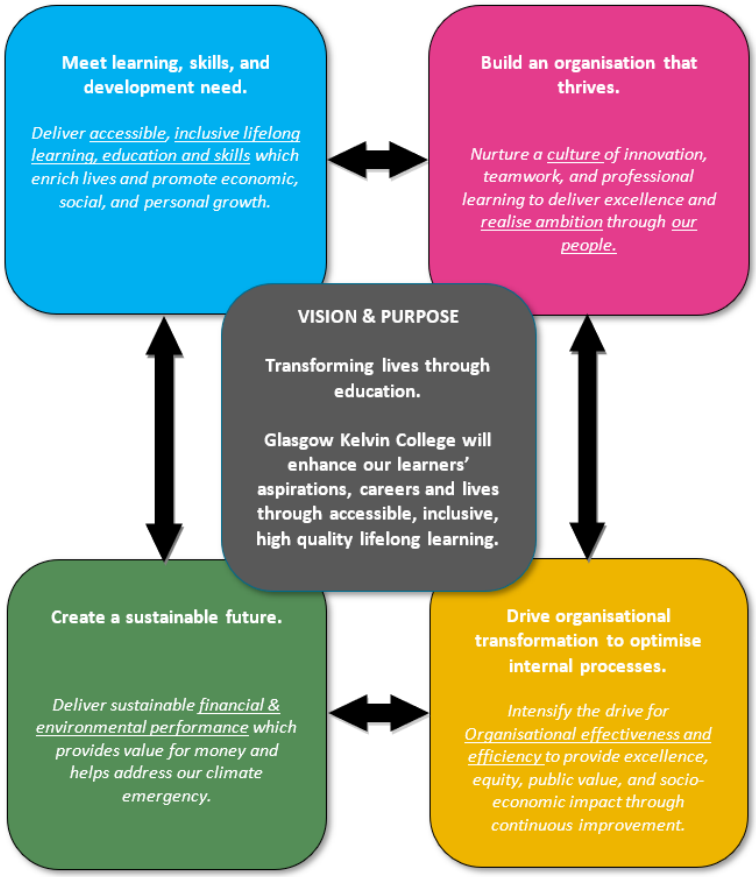
3.1 Vision, Mission & Values:

Our statement of Vision, mission, values (i.e. Ethos & Values Framework) are relevant, fit for purpose and should remain unchanged.

3.2 Strategic Perspectives:

Strategic perspectives have allowed us to view strategic strengths, weaknesses, opportunities, and threats through different lenses or from

alternative viewpoints. They are not a statement of priority, rather they are a representation of a viewpoint or perspective. This assists in taking a balanced view of our environment.



3.3 Strategic Dialogue:

Board of Management, College Management, Union and Student Association Strategic Dialogue

Headlines:

1.	Teaching, learning, curriculum & students:	
	Board of Management	**College Management Team, Unions & SA**
	• Strategic ambitions for learning, teaching, curriculum and students need to jump out from the page at the reader.	• Learner at the centre of any strategy.
	• Focus on student support at the highest level of strategy.	• Strong learner voice. Welcoming, inclusive and diverse.

1.	Teaching, learning, curriculum & students: (Continued)	
	Board of Management	**College Management Team, Unions & SA**
	• Learner pathways / Articulation	• Largest access providers for all ages by proportion in Scotland. High quality learner pathways.
	• The college as a community anchor. Creating “a good place to be”.	• The college as a community anchor. Build a vibrant College community.
	• Centres of excellence and diversification of curriculum with community access.	
	• Creating a “Green” centre of excellence.	• Creating a “Green” centre of excellence.
	• Embed “green education” within our wider curriculum.	• Broad curriculum developing the whole, citizenship, meta skills etc. Develop and expand the green curriculum.
	• Joint delivery options both regionally and further afield.	• Maximise the potential of our partner-based community learning network.
	• Balance between digital, distance, blended and face to face approaches.	
	• Explore educational development through partnership.	• Build capability through partnership.

2.	People:	
	Board of Management	**College Management Team, Unions & SA**
	• Equip our people and our organisation for the challenges of the future. Support staff to best support our students.	• Equip and support staff to support learners.
		• Getting the work / life balance right. Flexible options.
		• A healthy, positive workforce. Be the employer of choice.
	• Consider how remote learning can be used to enhance the sharing of best practice for both staff and students.	
	• Seek and share people focussed best practice through partnership.	• Look outward to optimise opportunities for development.

3.	Organisational Development:	
	Board of Management	**College Management Team, Unions & SA**
	• Continuous improvement should be about the staff at the centre. Include the people who do the work in the process.	• Continuous improvement should be about the staff at the centre. A listening organisation seeking to improve.

3.	Organisational development (Continued):	
	Board of Management	**College Management Team, Unions & SA**
		• Help people recognise where they fit in, in the bigger picture. Help them understand their contribution. Help staff buy in and invest.
		• Empower staff, help them develop and control their contribution.
		• Hear the learner voice to influence change.
	• Existing Digital Transformation strategy is strong.	
	• Digital access must be of high quality but equally importantly must be accessible.	
	• Engage to seek and share best practice for organisational development through partnership.	• Two-way partnership to learn and develop but also to share. We are sector leading in a number of areas.

4.	Sustainability:	
	Board of Management	**College Management Team, Unions & SA**
	• Clearly support SG's green agenda.	• Develop a strong green reputation, in practice, deed and in influencing culture through education.
	• Engage with COP 26.	• Engage with COP 26 and support our students to do so.
	• Work in partnership with charitable organisations on Green initiatives.	
		• Financial stability and sustainability as an essential foundation for our educational and student-centred ambitions.
		• Public value supporting social impact.

It is encouraging that there is a clear correlation between the views of Board Members, SMT, MT, Trades Union representatives and Student Association representatives from the strategic dialogue of recent sessions

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3.4 Draft Strategic Priorities:

The latest iteration of nine draft College Strategic Priorities, which have been updated following our most recent dialogue, are presented below. These are further supported by more detailed Strategic Objectives which can be seen in section 4.5.

1. Create an Inspirational student experience

Place our students at the centre of everything we do. Embrace diversity, be inclusive, be accessible, provide a welcoming and safe place in which to provide the highest quality and relevant education, skills, personal development, and community development.

2. Support our students through their life changing journey

Build individuals', communities', and industries' confidence to walk through a clear open and welcoming door. Support them to stay the course. Inspire, equip, and prepare them for success.

3. Open our vibrant College community to the communities we serve

Be an anchor within our communities. Ensure we are "a good place to be", providing access to the opportunities and growth our communities and businesses need and deserve.

4. Be the partner of choice, let others see our value and value what we can gain from others

Identify opportunities to expand our current partnerships and seek out new productive partnerships. Pursue best practice and synergy in learning, teaching and assessment; digital transformation; continuous improvement; and community and business development and growth.

5. Earn our reputation as a centre of excellence

Bring together current education and skills; community engagement; and student experience strengths and facilitate their development and growth. Work with partners to identify the potential for new areas of excellence. Take advantage of synergy to realise the opportunities inherent in a centre of excellence for "green" education.

6. Build an organisation that thrives. A vibrant place, a dynamic workforce, and empowered people

Nurture a culture of self-belief, cocreation, innovation and College community to realise our ambitions though our people. Be responsible, transparent, and accountable for our actions.

7. Drive continuous improvement. Strive for excellence, equity, public value, and socio-economic impact

Pursue organisational effectiveness and efficiency, engaging with those who do "the job" and those who know "the job".

8. Secure financial stability and sustainability

Optimise positive social impact by delivering public value. Be responsible, transparent, and accountable.

9. Address our climate emergency. Act, educate and engage

Become a centre of excellence for “green” education. Work together to help our students, communities and industry partners accelerate the transition to a sustainable world. Strive for a green organisational eco system.

3.5 Draft Strategic Objectives:

At present the draft Strategic Objectives are grouped by Strategic perspective, of which there are four. The next stage of iteration will be to contextualise them under each of the nine Strategic Priorities.

1
Meet learning, skills, and development need. Be the partner of choice.

Deliver accessible, inclusive lifelong learning, education and skills which enrich lives and promote economic, social, and personal growth.

Objective 1.1

Deliver high quality learning, teaching and assessment

Prompts

1.1.1 Identify and meet industry, commerce and employer expectations of the standard of knowledge and skills of our students

1.1.2 Equip our students with the highest standards of relevant knowledge and skills to get them where they want to be.

1.1.3 Strive to deliver the high-quality outcomes required to support the Glasgow Regional Outcome Agreement.

1.1.4 Support the development of future standards of excellence in learning, teaching and skills delivery alongside the latest methods and standards of assessment and certification.

1.1.5 support the development of future, high quality digital learning environments, educational content and simulation.

Objective 1.2

Enhance skills alignment and build stronger learner pathways

Prompts

1.2.1 Review our curriculum and align it more closely to current and future industry, commerce, employer, community and learner needs.

1.2.2 Provide flexible entry/exit points offering clear progression pathways to employment and/or to further learning.

1.2.3 integrate our course portfolio more effectively into wider educational provision, strengthening vocational pathways from, and to, local school, college and university programmes.

1.2.4 Expand apprenticeships at every level.

Objective 1.3

Ensure an outstanding learner experience

Prompts

1.3.1 Provide engaging learning opportunities which meet individual learner needs and develop knowledge, vocational skills; employability skills; meta skills; digital skills; enterprise and entrepreneurial skills.

1.3.2 Encourage independent learning and Inspire ambition, creativity and innovation in our learners
.
1.3.3 Value the learner voice and support a strong and effective Student's association.

1.3.4 Ensure programmes and college services are accessible, inclusive and promote the participation of all students in the life and work of the College.

Objective 1.4

Improve retention, attainment and success

Prompts

1.4.1 Increase the proportion of learners successfully completing their courses and attaining qualifications in underperforming areas.

1.4.2 Focus on learner need buy providing an integrated, joined up approach to facilitate pre-emptive action and ongoing support for success.

1.4.3 further develop the community-based learner journey by providing clear pathways to opportunity, success and positive life experience.

1.4.4 Strive to deliver the high-quality outcomes required to support the Glasgow Regional Outcome Agreement.

Objective 1.5

Engage in productive partnerships for learning teaching and skills

Prompts

1.5.1 Deepen employer and industry engagement and increase the volume of work-based learning opportunities; placement; live business project opportunities,
and direct progression routes into employment.

1.5.2 Work with our communities to influence change and deliver excellence and equity by seeking productive partnerships.

2
Build an organisation that thrives

Nurture a culture of innovation, collaboration, and teamwork to deliver excellence and realise ambition through our people.

Objective 2.1

Help Individuals thrive

Prompts

2.1.1 Support the maintenance and development of environments, activities and initiatives that help staff and students maintain their health, both physical and mental.

2.1.2 Provide safe environments, ensure safe practices and seek to promote and optimise opportunities to enhance wellbeing.

2.1.3 Energise staff and students by encouraging participation, working with others, sharing information and recognising and rewarding innovation.

2.1.4 Empower our staff and students by keeping them informed, by listening, and by recognising and praising success.

2.1.5 Empower our staff through access to professional learning and development.

Objective 2.2

Nurture a positive organisational culture

Prompts

2.2.1 Support the development of a positive organisational culture by promoting a shared Ethos and Values framework.

2.2.2 Nurture a passion for learning for individual and organisational growth by fostering ambition, creativity and innovation in our staff.

2.2.3 Work in partnership with our recognised trades union colleagues to foster a culture of trust, shared values and outcomes.

2.2.4 Work in partnership with our Students Association and student body to enhance the College experience.

Objective 2.3

Thriving Workforce

Prompts

2.2.1 Work in partnership with our recognised trades union colleagues to shape a workforce which has a route of succession, is professionally qualified, highly skilled, resilient and agile, and where job satisfaction and pride in what we achieve is the norm.

2.3.2 Develop talent, inspire enterprise and innovation, and create organisational capacity and flexibility by working effectively with staff and providing opportunities for professional development.

2.3.3 Nurture a valued and capable workforce and optimise working practices by taking a human centred approach.

Objective 2.4

Equality & Diversity

Prompts

2.5.1 Tackle inequalities for those from protected characteristic groups and socio-economic groups. Commit to "A Blueprint for Fairness".

2.5.2 Take forward the Equalities and Human Rights Committee's recommendations published in their report "Race Equality, Employment and Skills" 21.5.3 Improve and challenge gender imbalance.

2.5.4 Work with partners, learners and staff to challenge gender-based violence.

2.5.5 Support initiatives for positive mental health and wellbeing.

2.5.6 Ensure those from our most disadvantaged local communities have ease of access to our provision and services to enhance opportunity.

Objective 2.5

Work with partners to realise our ambitions.

Prompts

2.5.1 Work to reinvigorate Regional Partnerships.

2.5.2 Work with partners to achieve best practice in supporting the learner experience

2.5.3 Work with education and employer partners to implement the Developing post Covid-19 education, skills, youth, upskilling and reskilling agendas.

2.5.4 Contribute to the achievement of Community Planning Partnership priorities in North East Glasgow and the city

2.5.5 Work with partners to exchange knowledge, skills and best practice at a local, national and international level.

3
Drive organisational transformation to optimise internal processes.

Intensify the drive for Organisational effectiveness and efficiency to provide excellence, equity, public value, and socio-economic impact through continuous improvement.

Objective 3.1

Drive digital transformation across all areas of service

Prompts

3.1.1. Enrich the learning experience by delivering services through technology which allows users to interact with information in ways which best suit their needs.

3.1.2 Provide high quality digital architecture & platforms using technically agile and integrated platforms which are flexible, secure and accessible

3.2.3 Utilise intelligent business processing using systems orientated solutions which integrate data and maximise the use of analytics, Artificial Intelligence and automation.

3.1.4 Be cyber resilient. Implement "Safe, Secure and Prosperous: a cyber-resilience strategy for Scotland".

3.1.5 Protect our corporate and personal data in accordance with legislative requirements.

Objective 3.2

Apply efficient and effective curriculum delivery models

Prompts

3.2.1 Achieve excellence through self-evaluation and improvement. Earn strong endorsement from Education Scotland and SFC.

3.2.2 Develop and implement new teaching delivery models which support both high levels of learner success and greater financial efficiency

3.2.3 Deliver our planned credit delivery volumes

3.2.4 Deliver an increase in Credits delivered by full-time equivalent Lecturing staff

3.2.3 Increase average class sizes

3.2.5 Improve early retention levels

3.2.6 Optimise timetabling and staff deployment

Objective 3.3

Improve workplace effectiveness through continuous improvement

Prompts

3.3.1 Improve workplace effectiveness through 'Zero waste' management and 'lean' processing methodologies

3.3.2 Review and reduce the number of Management and non-teaching support staff where appropriate.

Objective 3.4

Maintain the highest standards of corporate governance

Prompts

3.5.1 Ensure standards of corporate governance are maintained in accordance with sector best practice.

3.5.2 Maintain a policy of open-ness, transparency and consultation.

3.5.3 Exercise best practice in risk management and impact analysis.

3.5.4 Embed best practice in all processes and procedures through appropriate training for Board members

4
Create a sustainable future

Deliver sustainable financial & environmental performance which provides value for money and helps address our climate emergency.

Objective 4.1

Provide Financial and business Sustainability

Prompts

4.1.1 Drive the further development of robust medium-term financial modelling and planning. (Contributing to Financial Forecast Returns (FFR) and Transformation & Renewal Planning.)

4.1.2 Maintain a framework for effective short-term financial financial and business analysis, planning, monitoring and control on a responsive real-time basis.

4.1.3 Ensure robust reporting, especially against performance and savings targets.

Objective 4.2

Increase Non SFC income

Prompts

4.2.1 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.

4.2.2 Pursue opportunities for the generation of commercially based education and training.

4.2.3 Explore the generation of alternative income streams through innovative utilisation of existing College resources.

Objective 4.3

Control costs

Prompts

4.3.1 Provide effective systems, processes and management practices to ensure efficient deployment of College resources both human and material.

4.3.3 Promote synergy and an integrated support, planning, monitoring and evaluative approach to a "whole College" culture of effective cost management

Objective 4.4

Maintain a fit for purpose and cost-effective estate.

Prompts

4.4.1. Provide equity of access to a high-quality fit for purpose learner environments by providing facilities from industry standard simulated environments to spaces that encourage individual and group wellbeing and health.

4.4.2 Support the College's commitment to public value by attaining best Value for Money through effective procurement of resource, maintenance and environmental development.

4.4.3 Optimise environment and space in support of effective and efficient provision of education, training, skills and development.

Objective 4.5

Pursue an ambitious agenda on climate change

Prompts

4.5.1 Ensure estate development, maintenance and operations continually strive to reduce carbon footprint and environmental impact.

4.5.2 Work to optimise the environmental impact of our investment in technology.

4.5.3 Continue to be proactive in supporting climate change initiatives.

4.5.4 Refresh and continue to implement the Climate Change Action Plan and UN Sustainable Development Goals

4. Assurance and Risk

There is no specific impact on Risk or Assurance associated directly with this report.

5. Equality

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

6. Data Protection

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

7. Recommendations

Members are recommended to:

i) note the College's intention to consult more widely with stakeholders and staff over the period June – August;
ii) note Management's intention to bring back a final version of the College Strategy to the Board for approval prior to publishing in October 2021; and
iii) endorse the development of the College Strategy to date, as detailed within the contents of this update report.

8. Further Information

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

DSm, June 2021