

Business Development Framework

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The Board of Management (or any person/group with delegated authority from the Board) reserves the right to amend this document at any time should the need arise following consultation with employee representatives.

Contents:	Page
1.0 Introduction	3
2.0 Framework Objectives	3
3.0 Business Development Functions and Strategic Alignment	3
4.0 Commercial Development	3
5.0 Funding	4
6.0 International Partnerships	4
7.0 School Programmes: Senior Phase and Foundation Apprenticeships	4
8.0 Workbased Learning	5
9.0 Communications and Marketing	5
10.0 Strategic Alignment	5
11.0 Review	7

1. Introduction

This framework outlines the Business Development function in place at Glasgow Kelvin College.

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

2. Framework Objectives

The principal objectives of this Framework are:

- To provide an overview of the College's business development functions.
- To demonstrate that the business development functions support the delivery of the College's 2022 to 2027 Strategic Plan.
- To ensure a College-wide, inclusive and positive approach to all business development functions that will support and sustain the College over the lifetime of the Framework.
- To ensure that the required mechanisms and organisational controls are in place to support the Business Development function.

3. Business Development Functions and Strategic Alignment

The Business Development function of the College comprises of the following areas:

- Commercial Development.
- Funding.
- International Partnerships.
- Schools Programmes: senior phase and foundation apprenticeships.
- Workbased Learning.
- Communications and Marketing (covered in the separate Marketing, Communications and Stakeholder Engagement Framework).

4. Commercial Development

Commercial development activity generates revenue for the College through two principal areas of activity: Flexible Workforce Development Fund and accredited short courses demanded by industry, but which do not fit within the scope of the Flexible Workforce Development Fund. Other revenue generating activities include hiring College facilities to film companies and developing and delivering bespoke courses for employers.

The College achieves all its commercial objectives by:

- Responding to employer need by engaging with them and understanding their requirements.
- Using high quality training provision.
- Being a reliable provider.
- Using a costing model that ensures a competitive price for employers and a margin for the College.

4.1 Flexible Workforce Development Fund

The Flexible Workforce Development Fund (FWDF) is allocated to the College each year by the Scottish Funding Council. Its purpose is to fund training in employers who pay the Apprenticeship Levy and SMEs. The College engages with many employers to design training programmes to meet their needs and has established a reputation as a provider of the highest quality.

4.2 Other Income Generation

The College constantly pursues other opportunities for generating income and surplus. These include:

- Range of accredited short courses aimed at meeting specific industry skill requirements. Currently, these programmes are sector specific and depend on available teaching and space capacity within the College.
- Filming location: The College estate is of interest to programme makers across a range of genres and will charge for the use of College buildings for filming purposes.
- The College will develop bespoke training programmes for employers where it has the expertise to do so and to deliver to a sufficiently high level of quality.

5. Funding

Post Brexit, the Team has managed a transition from European funding to sourcing new sources of funds. These include The Turing Scheme and The Prosperity Fund, among others. The Team co-ordinates the submission of funding bids across the College and manages the monitoring and compliance aspect of these programmes once funding has been secured. The College application to the Glasgow Communities Fund is one of the most significant programmes, in financial terms. Prior to Brexit, the Team managed the College's Youth Employment Initiative (YEI) funding and continues to manage the legacy monitoring and compliance aspects of this programme.

6. International Partnerships

The College has well established partnerships with organisations in India. These partnerships were initially funded through a programme called UKIERI (UK India Education Research Initiative) with a focus on sharing knowledge and learning in gender based violence, training and employment of people with additional support needs and joint learning programmes in fashion, jewellery and engineering. Students from across the College have visited India as part of this project. The India/Scotland programme has the support of the Scottish Government with a number of Scottish Government Ministers visiting the College's partners in India. The College will continue to develop these partnerships and will actively seek new funding courses to support their growth.

The College will seek to renew the partnerships across Europe that were impacted by Brexit and Covid together with securing new funding sources to facilitate their renewal and growth.

7. School Programmes: Senior Phase and Foundation Apprenticeships

A successful School programme provides a future pipeline of full time students at the College and generates credit income. Central to the College's approach to these programmes are:

- Strong partnership with schools and local authorities.
- Extensive engagement with employers.
- Focus on the learning experience that school pupils have at the College.

The Team will continue to develop and grow the North East Partnership, a network of 10 secondary schools located in north east Glasgow.

8. Workbased Learning

Workbased learning covers the College's portfolio of Modern Apprenticeships as well as Foundation Apprenticeships which are aimed at school pupils. The Team manages the monitoring and compliance associated with the College's unique BBC apprenticeship programme and the extensive Modern Apprenticeship activity associated with the CITB.

9. Communications and Marketing

Communications and Marketing is covered under a separate Framework: Communications, Marketing and Stakeholder Engagement Framework 2022 – 2027.

10. Strategic Alignment

The work of the Business Development strongly aligns with a number of the priorities identified in the College's Strategic Plan 2022-27. However, over the lifetime of this Plan, the objectives of the Business Development Team will support all strategic priorities as follows:

Priority 1.1: Develop employment and life skills through high quality learning teaching and assessment

The Team will continue to design and deliver a portfolio of employer led training programmes designed to improve individual skills and employer competitiveness. A continuing focus on workbased learning programmes in schools and employers will optimise employment opportunities and support the needs of the economy. An expanding international programme will allow students the opportunity to further increase their employment and life skills through engagement with partners and colleagues from across the world.

Priority 1.2: Empower and Support our Students through their Life Changing Journey

The Team will work with schools, faculties and partners to develop a vocational learning journey that starts in school and provides a pathway to university, with flexible entry and exit points along the way. The strengthening of the North East Partnership will be a key component to this, as will engagement with partners such as Skills Development Scotland to develop new and innovative pathways for learners.

Links to universities and developing links to graduate apprenticeship programmes will feature in this work. The College will review its portfolio of apprenticeships, both as a sub contractor and a managing agent, from Level 4 to Modern Apprenticeship in line with economic and employer needs.

Priority 1.3: Provide an Outstanding Physical and Virtual Learning Environment

An outstanding learning environment is a critical component of maintaining the College's competitiveness in all forms of learning development.

The Team will continue to lead on the College Environment strand of the Campus Reinvestment Project, linking with colleagues across the College to support the development and ongoing improvement of the College Environment to ensure it meets the needs of customers and stakeholders.

Priority 2.1: Deepen employer and industry engagement, earn our reputation as centres of excellence and be the partner of choice

A key focus of this priority will be to develop the community benefits associated with large scale commercial programmes. For example, the 9 year Sighthill development has myriad community benefits associated with it and the College will engage with the developers and offer a portfolio of programmes aimed at engaging the community, improving their economic opportunities and supporting the development to achieve its aims. The business development team will strengthen its current alignment to this strategic priority across all its areas of activity. The Team will continue to develop its international partnerships and the development of associated knowledge sharing programmes.

Priority 2.2: Deepen employer and industry engagement, earn our reputation as centres of excellence and be the partner of choice

This priority is at the heart of the College's business development activities. The College will work with employers and stakeholders to ensure a continuous development of relevant training and will review the delivery mechanism of that training, ensuring it is available in line with customer need. The alignment of senior phase and funding activities will be strengthened. Senior phase programmes that offer work experience will be considered, along the lines of the Level 4 apprenticeships. Funding objectives will be refocused to secure funds that support this link between employer and College.

Priority 2.3: Address our Climate Emergency – Act, Educate & Engage

The Team will work with employers, faculties and partners to develop a portfolio of programmes that aim to develop sustainable skills. This could include green energy, sustainable transport and other such subjects. The funding strategy will focus on seeking and securing funding to support sustainable initiatives within the College and its partners. The Team intends for this priority to become highly aligned across all areas of activity

Priority 3.1: Build an organisation that thrives with dynamic and empowered people

This priority will be at the heart of everything that the Team does. The Team will work with colleagues across all College functions, ensuring that the ethos of the College is central to all this engagement. The Team will take responsibility for its own personal and professional development and will engage with College programmes and initiatives designed to ensure that this priority is delivered.

Priority 3.2: Drive Continuous Improvement and Digital Transformation

The Team will strive to embrace a culture of continuous improvement across all its activities and will actively seek to work with colleagues from across the College and beyond to develop and deliver services that reduce wasteful effort and promote lean methodologies.

Priority 3.3: Achieve financial sustainability and maintain strong and effective governance

The Team will continue to develop and deliver customer driven products and services that deliver a clear and identifiable margin for the College. Linked to 3.2, it will continuously seek ways of being more cost effective in delivery whilst not compromising quality of deliver or the College's reputation for excellence. The team will have a key role in the setting of budgets, forecasting and monitoring of income and expenditure.

11. Review

The Business Development Framework will be reviewed every five years unless changes require to be made during this period.