

Glasgow Kelvin College**Board of Management Meeting - 07 October 2021****College Strategic Plan Consultation Update Report****Report by Principal****1. Introduction**

The purpose of this report is to bring members up to date with arrangements for our College Strategy 2022-27, Student, Staff, and stakeholders consultation arrangements and the timeline for Board approval, publication, and promotion.

2. Student, Staff, and stakeholder consultation**Staff Consultation:**

- All staff online staff discussion workshops and consultation events will take place involving three discussion / consultation sessions followed up with on feedback event scheduled week commencing 18 October 2021.

Student Consultation:

- Student Presidents' and available Class Representatives group discussion event scheduled week commencing 25 October 2021. Followed up with online / written feedback.

Stakeholder Consultation:

- Live/online presentation and feedback discussion event scheduled week commencing 08 November 2021. Followed up with online / written feedback.
- Feedback questionnaire by email / mail week commencing 08 November 2021. Followed up with written feedback

3. Publication timeline

The latest version of the draft will be available for download via the Board Portal or by contacting the Secretariat, whichever is most convenient.

- Monday 09 December 2021. Final draft issued to members of the Board
- Monday 13 December 2021. Presented to Board for discussion and approval.
- Monday 17 January 2022. Formal publication, promotion and distribution.

4. Strategy Branding Mock-ups can be seen attached at Annex A**5. Ambitions and Priorities for Consultation at Annex B**

6. Assurance and Risk

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

7. Equality

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

8. Data Protection

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

9. Recommendations

Members are recommended to note the contents of this update report.

10. Further Information

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

DSm, October 2021

Annex A

Strategy Branding Mock-ups Under Development

GLASGOW KELVIN COLLEGE STRATEGY

2021 - 2026



Annex A

TRANSFORMING LIVES THROUGH EDUCATION



GLASGOW KELVIN COLLEGE STRATEGY

2021 – 2026

Vision

Transforming lives through education.

Purpose

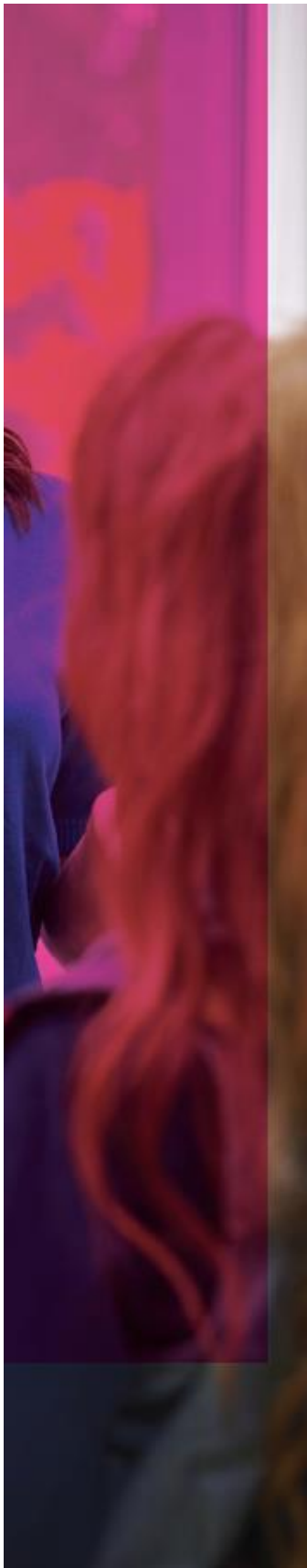
To enhance our learners' aspirations, careers and lives through accessible, inclusive, high quality lifelong learning.

Values

Six key principles which drive our actions

Professionalism
Integrity
Creativity
Supportive
Respectful
Participative





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Foreword

Ambitions and Priorities for Consultation

Ambitions & Priorities for 2021-26

Ambition 1 - Deliver an Inspirational & Inclusive Student Experience

- 1.1 Develop Employment and Life Skills through High Quality Learning Teaching and Assessment
- 1.2 Empower and Support our Students through their Life Changing Journey
- 1.3 Provide an Outstanding Physical and Virtual Learning Environment

Ambition 2 - Strengthen our Communities and Environment

- 2.1 Build capacity within vibrant communities and support inclusive economic growth
- 2.2 Deepen Employer and Industry Engagement, Earn our reputation for our Centres of Excellence and be the Partner of Choice
- 2.3 Address our Climate Emergency – Act, Educate & Engage

Ambition 3 – Create a High Performing, Resilient and Responsive College

- 3.1 Build an Organisation that Thrives with Dynamic and Empowered People
- 3.2 Drive Continuous Improvement and Digital Transformation
- 3.3 Achieve Financial Sustainability and maintain strong and effective governance

Ambition 1 - Deliver an Inspirational & Inclusive Student Experience

At Glasgow Kelvin College, 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 learning experiences and environments we provide welcoming and inclusive to all, supporting students from diverse backgrounds to access relevant education so that they can thrive and fulfil their potential.

Objective 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, commerce, and employer expectations and which equips our students with the highest standards of relevant knowledge and skills to get them where they want to be. 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;

enhance opportunities for personal development, and community development through clear individual and community pathways;

align skills with the needs of our economy, and the ambitions and aspirations of our employers and communities; and

work to improve retention, attainment, and learner success so that we perform above national norms by providing an integrated, joined up approach to facilitate pre-emptive action and ongoing support for success.



Key
Indicator:
Student
Success
Rates

Objective 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.

ensuring everything we do values the learner voice and supports a strong, and effective College Students' Association;

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ensuring that flexible entry/exit points offer clear progression pathways to employment and/or to further learning paying particular attention to pathways from initial community engagement;

strengthening vocational pathways from, and to, local school, college, and university programmes;

expanding apprenticeships at every level; and

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

Objective 1.3 Provide an Outstanding Physical and Virtual Learning Environment

We aim to provide the highest quality resources for teaching and learning, both on-site at one of our four campuses or online through our virtual learning platforms. We will:

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;

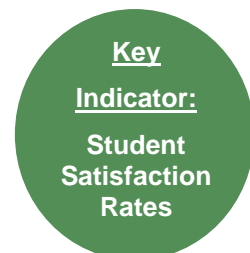
invest in resources to support the College's commitment to public value by attaining best Value for Money through effective procurement, maintenance, and environmental development;

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; and

build a digitally inclusive culture where all of our systems and content are easily accessible to all regardless of language or disability and where our staff and students have trust in us to keep their digital identities and data safe.



Ambition 2 - Strengthen our Communities and Environment

Our vibrant College community will give access to excellence in the development of knowledge and skills to the communities and employers we serve and support. We will work with education, community and employer partners to implement the developing post Covid-19 education, skills, youth, upskilling and reskilling agendas. Central to the delivery of our curriculum and services will be to contribute to the development of the green economy and help address our climate emergency.

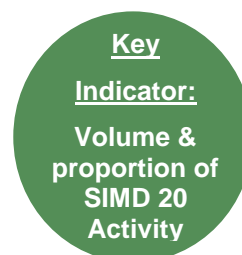
Objective 2.1 Build capacity within vibrant communities and support inclusive economic growth

Contributing to community development will remain 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 North-East Glasgow. We will

consult and engage with our communities so that we continue to offer a distinctive curriculum which meet 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; and

ensure that each of our campuses provides a varied and inclusive curriculum offer with strong and effective progression to employment so that we directly tackle local inequalities for those from protected characteristic groups and socio-economic groups.



Objective 2.2 Deepen Employer and Industry Engagement, create 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 over regionally and nationally significant trades. We will:

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 and learner needs;

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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 and growth; and

be proud of our achievements and be loud in ensuring others know of those achievements and build the profile Glasgow Kelvin College deserves.

Objective 2.3 Address our Climate Emergency – Act, Educate & Engage

We will pursue an ambitious agenda on climate change by:

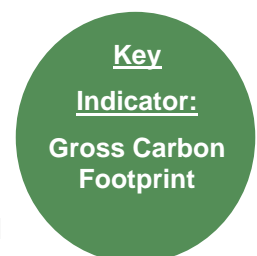
ensuring estate development, maintenance and operations continually strive to reduce carbon footprint;

working to optimise the environmental impact of our investment in technology.

continuing to be proactive in supporting climate change initiatives and contribute to the implementation of the Climate Change Action Plan and UN Sustainable Development Goals;

bringing together current education and skills, community engagement, and student experience strengths and become a centre of excellence for “green” education; and

working together to help our students, communities and industry partners accelerate the transition to a sustainable world and create a green organisational eco system.



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Ambition 3 - Create 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". By delivering public value and being responsible, transparent, and accountable for our actions we will optimise our positive social impact.

Objective 3.1 Build and 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 health, both physical and mental, we will provide safe environments, ensure safe practices, and seek to promote and optimise opportunities to enhance wellbeing by:

working effectively with staff and providing opportunities for professional development,

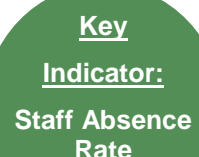
nurturing a valued and capable workforce, optimising working practices, taking a human centred approach, developing talent, inspiring enterprise, and innovation, and creating organisational capacity and flexibility.

empowering our staff and students, keeping them informed, listening, and recognising and praising success.

nurturing a positive organisational culture by promoting a shared Ethos and Values framework and nurturing a passion for learning for individual and organisational growth;

fostering ambition, creativity, and innovation in our staff;

developing a thriving workforce by working in partnership with our recognised trades union colleagues to foster a culture of trust, shared values, and positive outcomes; and



Key
Indicator:
**Staff Absence
Rate**

shaping 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.

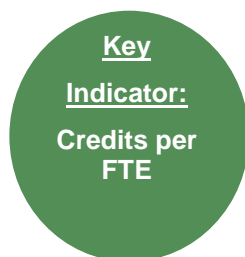
Objective 1.2 Drive Continuous Improvement and Digital Transformation

A focus on workplace effectiveness will be achieved by:

pursuing our “Continuous Improvement Programme” which involves taking a systems-based approach to reduce “waste” management and optimise ‘lean’ processing methodologies;

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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 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, and

being cyber resilient and protecting our corporate and personal data.

Objective 1.3 Achieve Financial Sustainability and maintain Strong and Effective Governance

We will provide financial and business sustainability by:

driving the further 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;

ensuring robust reporting, especially against performance and savings targets;

seek 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;

control 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, impact analysis; and

embedding best practice in all processes and procedures through appropriate training for Board members.