



Glasgow Kelvin College Strategic Plan 2020-23



**Glasgow
Kelvin
College**



Vision Statement:

Transforming lives through education.

Mission Statement:

Glasgow Kelvin College will enhance our learners' aspirations, careers and lives through accessible, inclusive, high quality lifelong learning.

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Foreword from the Chair



Welcome to the Glasgow Kelvin College Strategic Plan for 2020-23 which sets out our key priorities in the medium-term and the aims we have for our students and communities.

These have been, and are, unsettling times and the COVID19 pandemic has had a significant impact on the learning journey of our students and on the operations of the College, its staff and ways of working. Much of our learning and services have been, and will continue to be for the months ahead, delivered remotely online and our staff have worked tirelessly to ensure all our learners have access to devices and digital connectivity. The College has distributed more than 1200 devices since Phase 1 of the pandemic and relentlessly seeks resources to maintain that support.

Nonetheless, the College continues to strive to meet the needs of all its stakeholders, even in such challenging times and, as we transition to a 'new normal' we cannot allow this virus to diminish our aims, ambitions and aspirations for the communities which we serve.

These aims 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. 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 seven years. Our managers and staff remain

committed to the mission and ethos of the College and the Board of Management have complete confidence that they will continue to support our learning, teaching and services for students, communities and stakeholders.

The Board is equally confident that our Strategic Plan 2020-23 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.

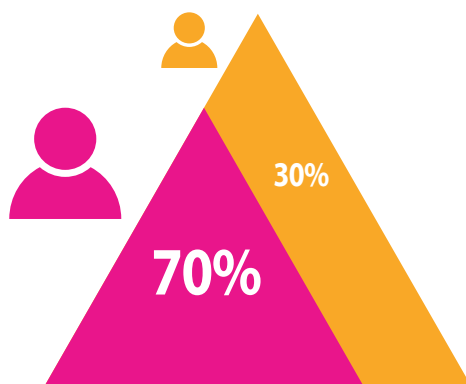
The importance of delivering high quality life and vocational skills is also central to our Plan. This ensures that our students are equipped for their future and prepared for the challenges of a radically changed economy and diverse society. This is only possible through the experience and skills of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

Our aims also address local, regional and national priorities and will, we anticipate, encourage inclusive growth in our communities and the recovery of the greater Glasgow 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.

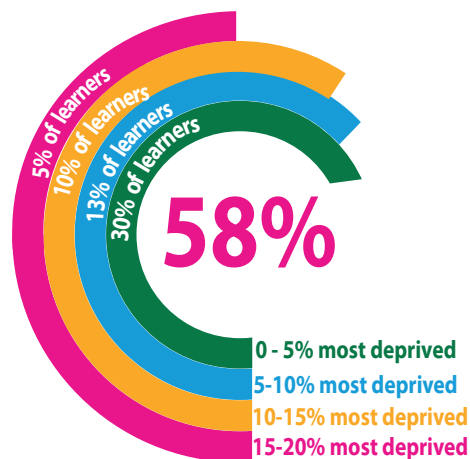
I am delighted to have your support and am confident that Glasgow Kelvin College will continue to contribute successfully to meeting the aspirations of the communities which we serve.

Best Wishes
Ian Patrick
Chair,
Board of Management

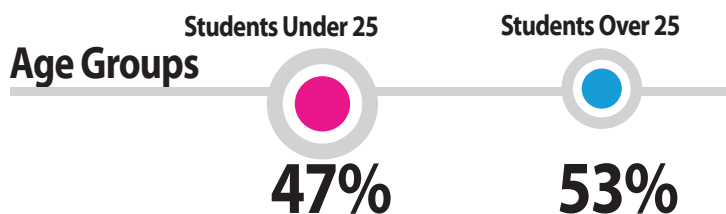
Glasgow Kelvin College's Learners



We deliver learning to more Glasgow students than any other College. 70% of learners from Glasgow postcodes 30% from rest of Scotland



We create access to learning for people from some of Scotland's most deprived neighbourhoods - 58% of our learners are from the most deprived 20% of neighbourhoods in Scotland

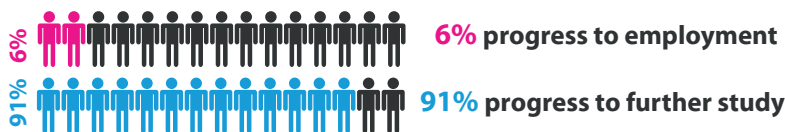


Working in partnership with a wide range of community organisations, we support community-based learning in centres throughout Glasgow and central Scotland 44 learning centres

96%

We progress almost all of our students to jobs or to more advanced study - 96% progress to positive destinations.

FE Level Learners



HE Level Learners



Context:

Some key facts for 2020

Glasgow Kelvin College delivers a wide range of vocational and core skills learning from our four campus buildings in the East and North East of the city; West End Campus, Springburn Campus, East End Campus and Easterhouse Campus.

High quality learning and teaching is delivered to more than 16,000 full-time, part-time, community based and workplace based students.

Some 43% of Glasgow Kelvin College's students are from the 10% most deprived postcodes in Scotland. This figure is considerably higher than any other Scottish FE College and our ethos emphasises the importance of education as a key driver of community and economic development which is intensely relevant in the current COVID19 pandemic.

With a well-earned reputation for high quality accessible learning, Glasgow Kelvin College provides programmes from introductory level to advanced-level and strives to be a centre of excellence in a wide range of skills areas as well as a key provider of employability and enterprise skills.

The College's strategic aim is to embed excellence, progression and enterprise opportunities for all its learners, within Glasgow and beyond.

Campus buildings are situated in some of the most deprived neighbourhoods in Scotland and the College understands the key role of community capacity building and engagement in creating thriving, innovative organisations and businesses and employment opportunities.

Through the John Wheatley Learning Network, the College has been the key provider of community-based learning in the North East of the city as a pioneer in the delivery of ICT skills and digital inclusion, working in partnership with a range of organisations including Wheatley Group, Glasgow City Council Community Planning Partnership and other community organisations.

Playing a key role in a wide range of stakeholder partnerships in the public, charitable and private sector, the College contributes significantly to the success of a range of other initiatives. It has a well-earned reputation in the provision of development and vocational skills to some of Glasgow's most vulnerable citizens.

Links with employers play a significant role in addressing their skills needs and ensuring that our talented students gain the all-important workplace skills and industrial experience to help them compete in a changing economy.

The College works closely with local schools and employers to ensure its curriculum addresses skills needs and creates relevant and valuable opportunities for not just the people of its communities and the metropolitan area, but for the Scottish economy as a whole.

The College delivers apprenticeship training at all levels, from Foundation Apprenticeships through Modern Apprenticeships up to the Advanced Level Apprenticeship which supports employers to upskill their employees.

The upskilling and reskilling of employees is a key area of focus for the College as we plan for emergence from the COVID19 pandemic and the 'new normal' of a radically altered social and economic landscape.

Strategic Priorities 2020 – 23

What are we working to achieve?

1.

Working to develop our students, communities and curriculum

To deliver an accessible, inclusive, high-quality learner experience for our learners.

2.

Working to develop our own skills

To provide a professional learning culture to support, retain and develop our highly skilled, diverse workforce which delivers a high-quality learner experience.

3.

Working in partnership

To be the partner of choice for employers and the communities which we serve.

4.

Working sustainably and collaboratively

To achieve and maintain financial viability.

5.

Working responsibly and transparently

To maintain the highest standards of corporate governance and responsibility.




Priority 1.


Working to develop our students, communities and curriculum

To deliver an accessible, inclusive, high-quality learner experience for our learners.


Strategic Objectives: We will




Continue to review and develop an ambitious and innovative professional, technical and vocational curriculum for learners, consistent with the identified needs of employers, the economic and community needs in a COVID19 secure environment and in line with the Glasgow Regional Outcome Agreement



Provide an accessible, accredited, high-quality learner experience with flexible entry/exit points offering clear progression pathways to employment and/or to further learning



Embed the principles of employability, equality, aspiration and participation in all programmes



Work in partnership with students to enhance the College experience







Priority 2.

Working to develop our own skills

To provide a professional learning culture to support, retain and develop our highly skilled, diverse workforce which delivers a high-quality learner experience.

Strategic Objectives: We will

-  Increase the capability of the College to develop a high quality learner experience
-  Provide professional learning, induction and support for all staff and board members to deliver the College mission and strategic objectives
-  Continue to embed the College values and ethos in our programmes, processes, procedures and functions
-  Work with partners to achieve best practice in supporting the learner experience

A man with a beard, wearing a blue sweatshirt with the Google logo, is speaking at a podium. He is gesturing with his hands. The background features a large screen with a stylized cityscape graphic and the word 'GOOGLE' in large letters.

Priority 3.

Working in Partnership

To be the partner of choice for employers and the communities which we serve.

Strategic Objectives: We will

- Continue to develop further, review and evaluate relationships with all current, and potential, stakeholders.
- Work with education and employer partners to implement the Developing the Young Workforce and all-age Lifelong Learning agenda
- Contribute to the achievement of Community Planning Partnership priorities in North East Glasgow and the city
- Work with partners to exchange knowledge, skills and best practice at a local, national and international level under COVID19 constraints
- Support the Regional Partnership Strategy




A man with dark hair and glasses is sitting at a desk in an office. He is wearing a dark shirt. The background shows a window with a view of a building and some greenery. The desk has a laptop and a mouse. The text is overlaid on the image.

Priority 4.

Working sustainably and collaboratively

To achieve and maintain financial viability.

Strategic Objectives: We will

-  Manage College resources to deliver financial security and stability
-  Utilise the College estate and Digital resources effectively and efficiently to provide equity of access to a high-quality learner experience across all four sites
-  Maximise non-Glasgow Colleges Regional Board (GCRB) income






Priority 5.

Working responsibly and transparently

To maintain the highest standards of corporate governance and responsibility.

Strategic Objectives: We will

-  Maintain the highest standards of corporate governance
-  Ensure a robust system of Corporate Governance is in place which is compliant with the Code of Good Governance for Scotland's Colleges.
-  Refresh and continue to implement the Climate Change Action Plan and UN Sustainable Development Goals



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