2022 - 2027

Corporate and Operational Services Strategy Glasgow Kelvin College
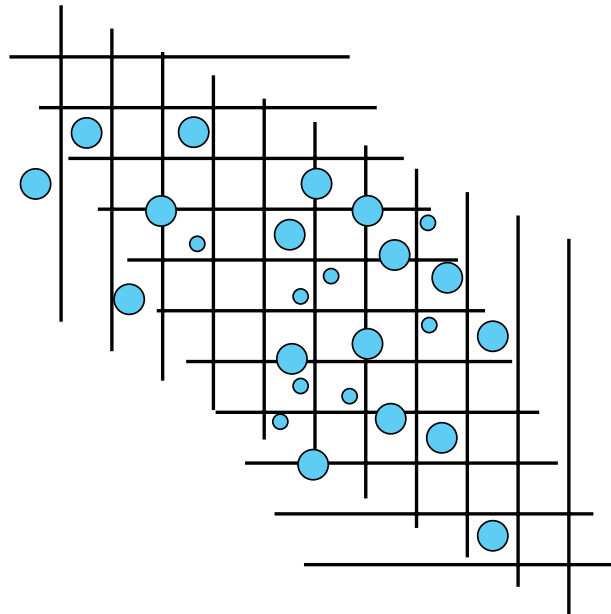
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Welcome

The Corporate and Operational Services Strategy aims to cover a number of areas which falls within this arena, i.e. Risk Management; Communications, Marketing and Stakeholder Engagement; Information Security, Business Development; and Compliance and Governance.

We strive to ensure that these areas are all operating in harmony to strengthen the corporate and operational services provided by the College.

Strategy Purpose

Through the various strands of the Corporate and Operational Services Strategy, we aim to provide an open, timely, transparent, compliant and trusted service for our students, staff, communities and other stakeholders.

Strategic Priorities	A. Risk Management Framework	B. Communications Marketing and Stakeholder Engagement Framework	C. Information Security Framework	D. Business Development Framework	E. Compliance and Governance Framework
Strategic Objectives	Implement and embed risk management across the College in line with the best practice in Risk Management. ~ Create a valuable and positive, proactive business management tool, which will help the College identify and evaluate opportunities as well as threats. ~ Assist the College to develop resilience, supporting the organisation in anticipating and responding to changing risks and thereby thrive in an uncertain environment. ~ Ensure organisational time and resources are aligned appropriately to the risks the College faces.	Support the celebration of student and college success and achievements by telling the story of successful College students. ~ Promote and expose staff and students to equality, diversity, fairness, access and inclusion to embed a college wide approach. ~ Encourage engagement and recruitment of learners to exciting opportunities which will meet their needs and advance their ambition. ~ Enhance the profile and protect the reputation of the College through positive messaging and engagement / consultation with key stakeholders. ~ Ensure staff and students are aware of what is going on and their responsibilities in supporting and promoting the College.	Contribute to the delivery of our requirements under the Scottish Governments Cyber Resilience Framework. ~ Deliver digital transformation by building trust in our systems and ensuring the highest levels of data security and governance. ~ Provide an inspirational and inclusive student experience by safeguarding the confidentiality, integrity and availability of the College's information systems. ~ Protect information assets against internal and external threats and vulnerabilities, to which the College may be exposed. ~ Fulfil the College's duty of care and legislative responsibilities in relation to the information with which it has been entrusted.	Continued design and delivery of a portfolio of employer led training programmes designed to improve individual skills and employer competitiveness. ~ Continue to grow partnerships work with schools, employers, faculties and stakeholders 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. ~ Increase the learning opportunities available to students through international partners and access appropriate funding sources to support this.	Ensuring good governance transparency/compliance – participation in Externally Facilitated Effectiveness Reviews every 3-5 years. ~ Regular accessible/ accurate/ transparent reports/letters and communications produced to agreed standards as required to satisfy external stakeholders/ Board of Management. ~ Ensure an up to date/robust Business Continuity Plan is in place, communicated to all concerned with regular testing and lessons learned. ~ Monitoring, evaluating, reporting, and verifying plans with clear timeframes.

Strategic Priorities	A. Risk Management Framework	B. Communications Marketing and Stakeholder Engagement Framework	C. Information Security Framework	D. Business Development Framework	E. Compliance and Governance Framework
Strategic Objectives	Provide assurance to, and work collaboratively with key stakeholders, to ensure significant risks are being managed appropriately. ~ Raise awareness of the principles and benefits involved in the risk management process. ~ Obtain staff commitment to the principles of risk control as well as raising awareness of risk in all involved in Learning & Teaching and delivery of the College Support Services. ~ Preventing injury, damage/losses, reduce the cost of risk and protect the College's reputation through strengthened governance, accountability and decision making.	Engage with the wider community as a channel to signpost and promote awareness, benefits of learning and progression. ~ Cultivate a sense of pride and attachment in stakeholders and the market as an inclusive, skilled and responsive provider of high-quality learning and engagement. ~ Ensure consistency of communications to reflect College values. ~ Identify needs and, based on analytics, align promotion effectively. ~	Ensure that all users of the College's information understand their roles and responsibilities in relation to information security. ~ Develop a positive culture of information security throughout the College through the development of holistic information security management procedures.	Support the the College physical and virtual environments to meet the needs of customers and stakeholders. ~ Engage with employers to support them to meet their community benefit objectives that are integral to large scale commercial programmes. ~ Support the College to achieve its sustainability objectives through targeting relevant funding sources and delivering a portfolio of commercial training programmes that meet sustainability objectives. ~ Team is responsible for its own personal and professional development engaging with College programmes and initiatives designed to ensure that this priority is delivered.	Feedback mechanisms established to review implementation of actions. ~ Effective liaison with all stakeholders to ensure good relations are developed and maintained. ~ Maintaining all services to a high standard. ~ Ensuring and facilitating compliance with best practice in corporate governance, ensuring that the appropriate disclosure statement can be issued within the Annual Report and Financial Statements.

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Strategic Objectives	Ensure and facilitate compliance with best practice in corporate governance, ensuring that the appropriate disclosure statement can be issued within the Annual Report and Financial Statements.			Continuously seek ways of being more cost effective in delivery whilst not compromising quality of deliver or the College's reputation for excellence. ~ Identify and secure new sources of funding to support the College's objectives.	

Strategic Enablers

	Established Processes Well developed, lean processes in place with appropriate training for key staff.
	Effective Management Review and identify opportunities/requirements for change/development carried out in a timely and considered manner.
	Staff and Students Trust and confidence in the processes in place across the corporate function.

5 Years: Measuring Success

In 5 years' time, through the implementation of our Corporate and Operational Services Strategy, we will create a College where:

- We have successfully implemented the aforementioned Frameworks and these are operating seamlessly.
- Relations between the various sections have been strengthened through integration and partnership working.
- Frameworks have been developed in line with best practice in the sector and beyond.

Fast Track

We will fast track delivery of our strategic objectives through various initiatives including:

- Enhanced working practices, i.e. continuous improvement practices to streamline workloads.
- Fostering relationship development between functions.
- Introduction of digital solutions wherever possible.
- Work in collaboration with our college Colleagues in the Glasgow Region and beyond to share best practice.
- Grow existing partnerships and develop new ones.

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