

Board Meeting

Date of Meeting	Wednesday 28 May 2014
Paper Title	Report on New Campus Project
Agenda Item	6
Paper Number	BM1-C
Responsible Officer	Laurence Howells, Chief Executive, SFC
Status	Disclosable
Action	For noting

1. Implications of City of Glasgow estate development

1.1 This paper informs the Board of the curriculum and other issues raised by the City of Glasgow College's new estate. It also includes as an appendix the agreement between the Regional Chair, the three colleges and the SFC on how they will deal with the issue.

2. Background

2.1 The new building for college provision in the city centre has been the subject of planning and discussion for around a decade. Originally the plan was to create an estate that would house 4 colleges (Glasgow Metropolitan, Central College of Commerce, Glasgow College of Nautical Studies and Stow College.) This evolved into a planned merger of the four colleges as well as a single estate.

2.2 In 2009 Stow College withdrew from both the proposed merger and the estates plan. The remaining three colleges merged to form the City of Glasgow College in 2010. After consultation in late 2009 and early 2010 the SFC decided in early 2010 that the new building it would support for the City of Glasgow should be built to accommodate 210,000 WSUMs and subsequently gave the City of Glasgow an assurance to that effect as part of enabling the NPD contract. As part of the approval of the Non Profit Distribution model for funding the new building, the SFC has guaranteed that the new building will contain this amount of activity. This was more than the amount of provision at the three merging colleges and included some provision (around 25, 000 WSUMs) from Stow College. Stow and the City of Glasgow were asked by the SFC to work together to plan the transition of this activity from Stow to the City of Glasgow prior to the opening of the new building.

2.3 The move towards a merger of Stow, North Glasgow College and John Wheatley College to form Glasgow Kelvin College meant that this work was never progressed.

3. Current developments

3.1 Since late 2013 the three colleges and the SFC have been working together to agree a way forward on this issue in the light of the radically changed circumstances of having a regional board and three colleges in Glasgow and of some reduction in the total amount of activity

funded at colleges in Glasgow. The SFC has agreed that, while the eventual outcome has to be a plan that effectively and efficiently makes best use of the available and planned estate in Glasgow to give students the best possible access to provision that is in the right place for them, there may be interim solutions – such as transitional funding for a strictly limited time – that may be possible.

3.2 The colleges will consult on the early stages on the early stages of this work in June and will bring a more detailed plan to the board in October, at which stage they will also consult.

3.3 The agreement between the three colleges the regional chair and the SFC which describes how they will do this is attached.

4. Recommendation

4.1 The Board is invited to note the progress being made by the colleges in addressing this issue and that a further paper on the issue will be presented to the Board in October.

Agreement between the Regional Chair for Glasgow, Glasgow Clyde College, Glasgow Kelvin College, City of Glasgow College and the Scottish Funding Council

The purpose of this agreement is to set out how the three Glasgow Colleges and the Scottish Funding Council will work together to develop a plan for the development of the curriculum and use of the estate up to 2020. For convenience, referred to in this agreement as ‘the plan’.

The plan will be provided for consideration by the Regional Strategic Board and will help provide a basis for it to develop its Regional Strategic Plan. This activity is one part of the preparations to facilitate the Regional Strategic Board taking over its responsibilities later this year.

Goal – the Right Provision in the Right Place

The Curriculum and Estates Plan will set out how, over the 5 years from 2015-2020, the Colleges will work together to ensure that across the Region, the right college courses are in the right place, and the best possible use of the three Colleges’ resources and facilities are made. While the plan will cover 5 years, it is anticipated that it will begin to affect provision sooner, and that all changes to provision, or location of provision, will be consistent with the principles of the longer term plan.

By the phrase ‘Right provision in the right place’ we mean the best match of courses, qualifications, locations, facilities and teaching to help students *‘get a job (however far they are from the labour market), keep a job, or get a better job and develop a good career’*¹. This means the plan needs to be informed by both learners’ and employers’ needs, other relevant educational institutions, and by the vision for the future of the Region and Glasgow, as set out, for example, in Glasgow City Council: Strategic Plan 2012-2017 and the Glasgow Single Outcome Agreement.

The plan will be ambitious, yet also pragmatic and based on sound evidence. Such a fundamental rethink of Glasgow’s College landscape cannot be implemented in one stage, and we recognise there are constraints within which we will have to operate. However, we start from a very solid base:

- Three strong colleges, all the result of recent mergers, are committed to work together to make the very best possible college provision for the Region
- Very good buildings and facilities in much of Glasgow thanks to recent investment by the Scottish Funding Council on behalf of the Scottish Government, with support from European Regional Development Funds in some instances, and new City Centre campuses presently being constructed and due to open from 2015.

¹ Putting Learners at the Centre, Scottish Government, 2011, ISBN 978 1 78045 379 8

- Excellent partnerships with Glasgow City Council and with the wider Region including East Dunbartonshire and East Renfrewshire, with the other regions that send large numbers of learners to Glasgow, and across Scotland
- Strong and productive partnerships with Glasgow’s universities and with other Higher Education Institutions within the city and across Scotland.
- A well-developed evidence base built up as a result of the Colleges’ work on preparing Regional Outcome Agreements, which for the first time enables us to map needs and provision across the whole Region.
- Commitment from the Scottish Funding Council to help develop, deliver and support the plan.

Underlying Principles

In the planning of provision and in any decision to move curriculum across the Glasgow Colleges, the interest of learners is paramount. The outcome should be informed by sound, evidence-based research and analysis which should:

- meet the needs of the economy, support **access and** social inclusion and **develop** community capacity;
- provide clear progression and articulation routes to enable learners to move to more specialist provision across the three Colleges.
- maintain **the breadth, depth and coherence** of curriculum provision at all three Colleges encouraging high aspirations while avoiding unnecessary duplication;
- provide appropriate access for learners which takes account of the physical environment of buildings, SIMD information, local transport, employer links/engagement, placement and employment opportunities;
- make the most economic and effective use of public investment in the college estate and other resources **in order to enhance the quality of the learning experience:**
- take account of provision offered by Glasgow City Council and other Local Authorities across the Region to ensure no unnecessary duplication and that effective partnership working is in place to maximise the benefits for all stakeholders;
- be based on comprehensive, and routinely updated, LMI and demographic evidence and analysis;
- **meet the needs of learners, employers and communities;**
- support the delivery of the Glasgow Regional Outcome Agreement;

- ensure – through planning and transitional arrangements – that all three Colleges in the city **remain both educationally and** financially sustainable.

What the Curriculum and Estates Plan will contain:

By October we will provide the Regional Strategic Board with a plan for their consideration, proposing:

- the portfolio of courses, their location, the way they are delivered and the way they are managed.
- any required changes which will be made in a phased transition including early incremental progress through minor adjustments from academic year 2015/2016, and each academic year thereafter from 2015 to 2020, so that by 2020 we are as close as possible to the ‘Right Provision in the Right Place’.
- the timescale by which poorer quality estate will be vacated and provision transferred to optimal locations (contained in a sustainability delivery review).
- how from 2015 we will make best use of the redeveloped estate across the whole city to ensure best value from the investment of public funds (in a sustainability delivery review).
- an estimate of the transitional funding support from the Scottish Funding Council needed for the early years of the plan to enable its delivery.
- a proposal on how the transition from existing provision to optimal provision will be managed.

This will help the Regional Board develop its Regional Strategic Plan. This process is summarized in graphic form in annex A.

In developing the Curriculum and Estates Plan we will explore, mindful of constraint:

- Imaginative and creative use of college resources to respond to and support other education partners, including Glasgow Educational Services and other relevant Local Authorities, in relation to implementation of the Wood Commission Report, or to meet the need for other types of provision for school-age students.
- A wide range of options for how provision is delivered by the three Colleges, sharing responsibilities and resources as effectively as possible.
- Other new provision not currently available in the Glasgow Region.
- The provision of national and international specialisms.

- Other options that make best, pragmatic use of specialist space, including commercial provision.

Consultation

As part of the preparation of the Curriculum and Estates Plan the Colleges will consult with; students their staff, recognised trades unions, Glasgow City Council, other relevant Local Authorities, and key stakeholders. The feedback from these consultations will form part of the evidence-base presented to the Regional Strategic Board when it considers the draft plan in the Autumn of 2014.

Two rounds of consultation will be scheduled. First an early engagement to explain the purpose of the exercise, the goal, the underlying principles, and how the curriculum was mapped; followed by a second round to test out **proposals** and the transition plan.

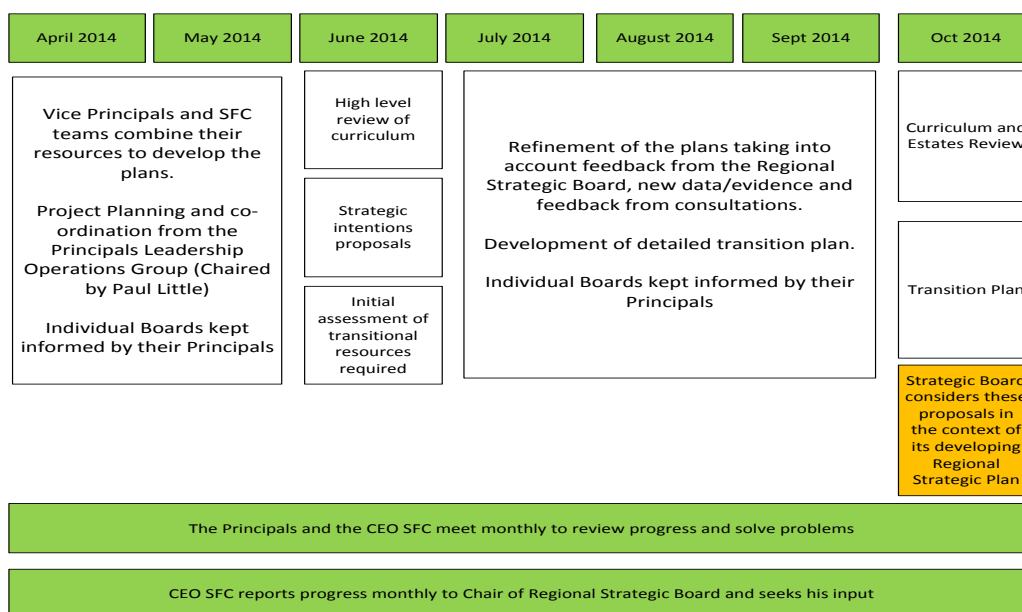
Timeline

An initial high level review of curriculum delivery planned for 2020 and a draft of the Curriculum and Estates Plan for the region will be ready by June 2014 for discussion by the Colleges, the Scottish Funding Council and the Regional Strategic Board. These plans will form the basis for the first round of consultations described above. The discussions will include negotiation about any transitional funding required. The SFC will agree an early resource plan by June 2014 which will be subsequently refined in October 2014.

Following the review point in June 2014, the Principals will prepare a more detailed transition plan which will have a clear timeline and milestones.

Both the Curriculum and Estates Plan and the transitional plan will be subsequently refined and presented in October 2014 to the Assigned College Boards, Scottish Funding Council and the Regional Strategic Board.

The Principals and the Chief Executive of the Scottish Funding Council will meet monthly from March through to April 2015 to monitor progress on preparing the plan.



This planning work will build on and incorporate the existing work led by the relevant Vice Principals of the three colleges, the Regional Strategic Board and the SFC on the curriculum and on developing the Regional Outcome Agreement. As part of this agreement, we are each committing to using the resources we are already committing to the project co-operatively and coherently.

Governance

Throughout this process the Chair of the Regional Strategic Board will be briefed monthly by the Scottish Funding Council on progress and given the opportunity to input into its ongoing development. The Boards of the three Colleges will be fully informed and consulted throughout the process.

Implementation

Once the Regional Strategic Board has considered and agreed the Curriculum and Estates Plan and the transition plan, the Regional Strategic Board, the Colleges and the Scottish Funding Council will then proceed to implement the plans. The plans will, however, be live documents and therefore will be subject to revision, adjustment and improvement as necessary, taking into account changing circumstances, new policies, priorities and new evidence.

Signatories

Chair, Glasgow Regional Board

Chair Glasgow Clyde College

Principal Glasgow Clyde College

Chair Glasgow Kelvin College

Principal Glasgow Kelvin College

Chair City of Glasgow College

Principal City of Glasgow College

Chair Scottish Funding Council

Chief Executive Scottish Funding Council