

Glasgow College Region 2016-2017 Annual Review

Building Scotland's most inclusive, responsive and effective regional college system



Ambitious for Glasgow
Ambitious for Learners
Ambitious for Colleges

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"Three overarching commitments will underpin and drive effective partnership working across the four Glasgow College Region boards: open and proactive communication; collaboration and joint-working; and joint development and networking."

2017 Glasgow Colleges and Regional Board Memorandum of Understanding

Building Scotland's most inclusive, responsive and effective regional college system

In 2016-17 the Glasgow Colleges' Region has continued to strengthen as a collective. It is now driving a collaborative regional strategy designed to inspire and realise tremendous ambitions for Glasgow, its colleges and its learners.

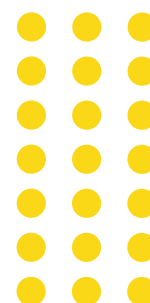
On 30 October 2017, a group of Regional Foundation Apprentices hosted the launch of Glasgow's first Regional Strategy for College Education. These apprentices represent the people who will benefit most from our commitment to building Scotland's most inclusive, responsive and effective regional college system.

Their education and opportunities are wider and stronger because of our regionalised curriculum and alignment with Glasgow's and Scotland's skills needs. Their talent, skills and ambition will shape their careers, strengthen their communities, build businesses and contribute to Glasgow's economic success. All their ambitions will be realised through committed collaboration between GCRB, the three colleges, industry and our stakeholders.

College staff have a vital role in the success of regionalisation. The new approach is creating opportunities for them to develop professionally, share skills and knowledge, and contribute to the future of Glasgow's college system. Regional Leads are already using shared approaches in Organisational Development, Student Experience and Student Data Systems.

The Board and colleges have established the structures, strategies and relationships needed to build an excellent and ambitious regional college system.

Our work is already adding value to education and our achievements are a direct result of committed collaboration between the GCRB, the colleges and all our stakeholders. Together, we will build Scotland's most inclusive, most responsive, and most effective regional college system.




"The Glasgow College Region and the Glasgow Colleges have made huge progress this year. The collaboration and drive to create an integrated, inclusive and responsive college structure is already benefitting learners from Glasgow and beyond. We now have the foundations of a regional college system that will support the Government's priorities for inclusive economic growth and improved productivity."

Our colleges are helping to enable learning and improve the life chances of people not only in Glasgow, but from throughout Scotland and from the many countries represented by our international students."

Shirley-Anne Somerville,
Minister for Further
Education, Higher Education
and Science





Glasgow Colleges' Regional Board


We were established as part of the Scottish Government's ambitious programme of college reform. The Post-16 Education (Scotland) Act set up a new regional structure to meet the specific needs of learners, employers and the economy.

The Board is responsible for securing the coherent provision of high quality fundable higher and further education in Glasgow's colleges.

Our mission is to deliver life-changing learning through an efficient and effective regional college system which widens access, meets the needs of employers, and improves regional and national prosperity.

Our statutory remit includes:

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- improvement of economic and social well-being;
 - funding of the three colleges;
 - planning;
 - performance monitoring;
 - promotion of the SFC's Credit and Qualification Framework;
 - promotion of collaboration and sharing of good practice;
 - good governance and compliance;
 - appointment of its own Board members (with approval by Ministers); and
 - appointment of Board members of the three assigned colleges.



As an endorsement of our organisational development, the Scottish Funding Council granted us fully-operational fundable body status on 1 April 2017.

GCRB's focus for this year has been on developing the capacity, structures and effective relationships needed to support its leadership role in delivering a high quality and coherent college system for the Glasgow Region.



Glasgow's cohesive college system means that learners can progress seamlessly from school, through college and into jobs with employers who value their skills.

Glasgow's regional performance

This review outlines the region's impressive progress towards delivering the inclusive, responsive and effective college system that Glasgow and its learners deserve. We are already building a consistent provision; aligning learning with jobs and Glasgow's economic growth and creating wider access to life changing college education.

In a productive year of ground-breaking work, we can highlight the following collective regional achievements:

We have collectively coordinated and delivered Regional Outcome Agreement (ROA) goals. While continuing to support high quality student experiences and outcomes, the colleges and the Regional Board effected 15,000 Credits of inter-college transfers of activity. We also closed the poorest quality accommodation of the Glasgow estate to ensure the best use of the three colleges' resources and facilities.

We have jointly developed and launched Glasgow's first Regional Strategy for College Education in collaboration with regional partners. Our strategy will build Scotland's most inclusive, most responsive and most effective regional college system.

We have developed and implemented an enhanced stakeholder engagement structure. Colleagues in education, partners in industry and other stakeholders benefit from 'one-door' access to Glasgow's college education. Our 'Glasgow's Big Asks' event gathered stakeholders' views on the future strategic priorities for the Glasgow college region.

The Glasgow College's Regional Board was awarded fully-operational fundable body status by the Scottish Funding Council. This means that it, the Regional Board, can discharge all its functions under the Post 16 Education (Scotland) Act 2013 from the 2017-18 academic year onwards.

We have developed regional funding arrangements to align better with our strategic goals. Now, Glasgow's capital expenditure is strategically aligned to areas of greatest regional need. It also supports regional efficiencies.

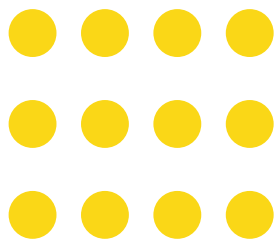
We have built an efficient regional collaborative management structure. Nominated Regional Leads are developing shared delivery approaches across the region in areas such as Curriculum Planning, Organisational Development, Student Experience, Developing the Young Workforce and Student Data Systems.

We have saved £1.7 million through a regional approach to procurement over a two-year period. National frameworks for purchases as varied as library systems, sports and art kits, security services, and waste management have freed up more regional resources for learning.





Glasgow's colleges provided learning to 70,000 people in 2016-17. Almost a third of that activity was targeted at those from low-income backgrounds. We are helping them to succeed in learning, life and work.



Inclusive colleges

Widening access to life changing learning

Opportunities in Glasgow are immense, but our region also faces social, educational and economic challenges. Despite all the training and employment opportunities that the region offers, one third of Glasgow's households (nearly 200,000 people) are still classed amongst Scotland's most deprived. Higher than average levels of Glasgow region residents have low or no qualifications. Glasgow is ambitious for them all. A powerful college education can help address many of the region's social, educational and economic challenges. The Glasgow College Region is engaging with people who are furthest from the labour market; helping them to overcome barriers to learning and to succeed in college, life and work. By working in concert across the region, the colleges are already making important progress. We have:

- increased learning choices and offered more pathways to, and through, a college education.

- increased by the amount of learning that Glasgow's colleges offer in community locations;

- increased our provision of part-time learning options; and

- created common regional entry qualifications across subjects to improve consistency and quality of support offered to learners across the region.

Our inclusion strategy is succeeding. We are widening access and increasing the amount of college activity for residents from areas of multiple deprivation.

- In 2016-17, Glasgow's college students numbered 70,000. Almost a third of that learning opportunity was targeted at people from poorer backgrounds.

- We increased the volume of activity provided to residents from areas of multiple deprivation by almost 5,000 Credits.

- In addition to our main grant funded activity, in 2016-17, the Glasgow colleges successfully delivered additional learning opportunities to more than 1,000 young people who are not in education, employment or training. This was part of a European Social Fund Youth Employment Initiative project.

- In 2017-18, approximately three quarters of our learners successfully completed their course of study.

We will continue to improve attainment levels for all our learners continuously, regardless of their backgrounds. The Glasgow college region helping to close the attainment gap.

A young man with short brown hair and clear safety glasses is smiling at the camera. He is wearing a dark blue polo shirt under a dark green work jumpsuit. He stands in a workshop with orange overhead cranes and industrial equipment in the background. A semi-transparent yellow box is overlaid on his chest, containing white text. The bottom of the image has a solid grey bar.

To support Glasgow's
success and create career
opportunities, The
Glasgow College Region
is aligning college
education with jobs and
economic growth.

Responsive colleges

Aligning education with opportunities

The Glasgow Economic Strategy 2016-2023 aims to make Glasgow the most productive major city economy in the UK. It is already the fastest growing major city economy in the UK with thriving tourism, finance, digital and creative sectors. Glasgow is a world leader in new industries such as stratified medicine and advanced manufacturing. Much of this success is already driven by people whose careers started with college learning.

To support Glasgow's continued success and create career opportunities for its citizens, The Glasgow College Region is closely aligning college education with jobs and economic growth.

In partnership with Skills Development Scotland, we now deliver the country's largest Regional Foundation Apprenticeship. This is coordinated by a single regional team with specialist school and employer engagement staff.

We have established Regional Curriculum Hubs for economic growth sectors to create a structure of sector-specific expertise for Glasgow. These Hubs focus on the following key sectors:

- Administration, Financial and Business Services
- Creative and Cultural Industries
- Energy, Engineering, Construction, Manufacturing and Land-Based Industries
- Food, Drink Tourism, Hospitality and Leisure
- Health Care and Education
- Life and Chemical Sciences
- ESOL, Community and Supported Programmes

We have set regional and college credit activity targets for key economic sectors to align the curriculum to identified employment needs. In 2016, 97% of Glasgow's full-time college leavers progressed to work, training and-or further study within six months of qualifying.

By working closely with schools on the Developing the Young Workforce programme, we have increased the range and relevance of Senior Phase college learning opportunities (95 programmes in 2014-15 to 155 in 2016-17.) This aligns learning with career opportunities and regional skills needs. It has also increased our collaboration with local employers.

The new regional approach means that decisions about priorities and funding are made in Glasgow and for Glasgow's educational, social and economic benefit.

Effective colleges

Adding value through collaboration

The Glasgow region deserves a coherent regional college system, where all its parts and people collaborate productively meeting the skills needs of a dynamic economy and supporting the ambitions of our learners.

In October, we launched the Glasgow Region Strategic Plan for College Education. This will unlock regional potential and harness our collective strengths through Four Added-Value Drivers:

1. Sharing skills and knowledge
2. Offering a coherent and consistent student experience
3. Developing a regionally responsive curriculum
4. Building efficient regional structures

Glasgow will add value to its college system through effective collaboration between the colleges, schools and universities.

Our joint work to deliver a regional curriculum improves the ease and equity with which learners can progress through their learning. It means that , all learners have the support to access to the full range of the regional curriculum.

Collaboration with businesses, employers and partners will help to build a workforce that will add value and strength to the regional economy. Because of broad and ambitious collaboration, Glasgow's learners will have access to an

excellent career-building college education.

The regional approach has created economies of scale mean that we can prioritise more funding for learning. Joint regional procurement has already saved £1.7 million in two years.

Regional college staff will have a greater say in the development of college services across the region. It also means more opportunities for professional development and for sharing best practice across the region. Staff can now make a bigger difference to Glasgow's economic and social wellbeing.

Ambitious for Glasgow

Ambitious for Learners

Ambitious for Colleges

"In our opinion GCRB has systems demonstrating adequate and effective arrangements for risk management, control and governance, and proper arrangements are in place to promote and secure Value for Money."

Henderson Loggie,
Annual Report to the Board and Executive Director



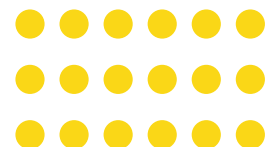
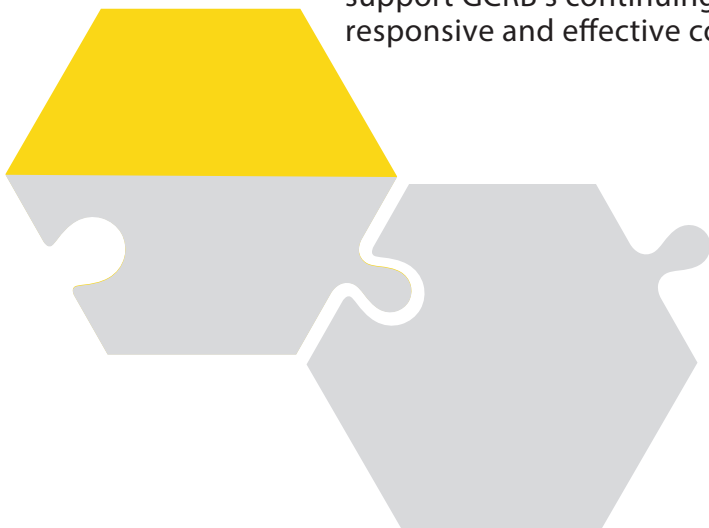
Nominations & Remuneration Committee

This Committee is responsible for the appointment of GCRB and Glasgow college Board members, and the recruitment, performance and pay of GCRB employees. We ensure that GCRB has the people, skills, governance and employer practices that will support its ambitious goals for the Glasgow college region.

GCRB's development, its new fully fundable body status, and increasing collaboration have meant that this has been an active year for the Committee. Our priorities reflect this progress and focus on:

1. Our employer arrangements, including our living wage accreditation and integration of Fair Work values;
2. Board self-evaluation arrangements and an externally validated review processes;
3. Development planning for the GCRB Board
4. Extending and strengthening collaboration with the colleges

We look forward to a challenging and constructive year's work that will support GCRB's continuing drive to build Scotland's most inclusive, responsive and effective college system.



Performance and Resources Committee

We are responsible for monitoring GCRB's financial management and its performance. Regionalisation has generated interesting and productive work for the committee this year. We have considered curriculum and estates planning, the withdrawal of ESF funding, and the challenges of creating consistent reporting practices across the three colleges.

We have focused on reviewing and developing our performance against our Regional Outcome Agreement (ROA) and were pleased

to note that the Glasgow region colleges have, together, met their goals.

This Committee also supports GCRB's vital role in attracting more learners from areas of multiple deprivation; planning for long term success in improving access to life-changing college education.

Our work on the region's capital funding policy produced a bidding process that prioritises equitable services for all, opportunities for learning, sustainable institutions and regional development.

The Committee will continue develop and strengthen our management of resources and performance over the coming year. We have also identified particular priorities:

Development of regional strategies for Finance, Estates and ICT;

Consolidating the regional annual accounts;

Planning for the withdrawal of ESF funding;

Supporting increases in additional childcare provision;

Delivering ESOL provision across the Community Planning Partnerships;

Delivering and developing the Flexible Workforce Development Funding;

Strengthen links with college Audit Committees.

Our remit lies at the heart of GCRB's ambitions and delivery and we look forward to another year identifying and realising regional added value.

Audit Committee

This committee oversees the internal and external audit of GCRB's financial, risk, corporate and accounts management. This year, our work has strengthened the processes that support growth and good management.

We oversaw the selection of areas for internal audit and monitored the implementation of improvements recommended by both the internal and external audits. We have also considered risk management processes, accounting policies, anti-fraud policies and whistle-blowing processes, and relevant Audit Scotland Reports.

In the coming months, the committee will focus on:

Consolidating the regional accounts to give an even and complete view of regional finances and support the longer term strategic financial planning.

Ensuring that GCRB fulfils the arrangements for assurance, accountability, and internal control that are required of a fully operational fundable body.

We will also continue to:

Consider internal and external audit reports and implement their recommendations;

Review and improve arrangements for regional risk management;

Evaluate GCRB's value for money strategy; and

Strengthen links with college Audit Committees.

Our work helps to ensure that GCRB has proper systems of governance and control. These systems and standards will support the development of the Glasgow college region.



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