

Board Meeting

Date of Meeting	Monday 28 January 2019
Paper Title	Draft 2019-20 Glasgow Regional Outcome Agreement
Agenda Item	13
Paper Number	BM2-R
Responsible Officer	Robin Ashton, GCRB Executive Director
Status	Disclosable
Action	For Decision

1. Report Purpose

- 1.1. To consider proposed regional commitments which would form the basis of the Glasgow Regional Outcome Agreement for 2019-20.

2. Recommendations

- 2.1. The Board is invited to:

- **consider** and **agree**, subject to any amendment, the commitments made within the attached '*2019-20 Regional Programme of Action*';
- **request** the GCRB Executive Director to provide these, subject to any amendment, to the Scottish Funding Council for feedback; and;
- **request** the GCRB Executive Director to develop operational and resource plans to support delivery of these regional commitments, for consideration and agreement at the March 2019 meeting of the GCRB Board.

3. Background

- 3.1 The SFC guidance for the development of College Outcome Agreements: 2019-20 to 2021-22 was reviewed by the GCRB Board at its meeting on October 29, 2018.

- 3.2 It was agreed by the Board that for 2019-20, the Glasgow ROA would be formed of three components:

- a high level, more strategic document setting out regional commitments and planned outcomes;
- targets for the years 2019-20 to 2021-22 for national performance measures for the region and the Glasgow colleges; and
- annexes providing supporting narrative, mainly descriptive in nature, responding to the requirements of the SFC ROA guidance.

3.3 The Performance and Resources Committee reviewed draft targets and annexes providing supporting narrative at its meeting of December 19, 2018, and these have since been submitted to the SFC for feedback.

3.4 In broad terms, the performance targets showed incremental change from those previously agreed by the GCRB Board, and reflected college responses to updated baseline information from the 2017-18 academic year. The most significant change related to the reducing of the improvement target for full-time Further Education in light of the performance to date for this indicator.

4 2019-20 Regional Programme of Action

4.1 At its previous meeting, the GCRB Board agreed that the ROA for 2019-20 should give particular focus to progressing the following six areas:

- Skills alignment and Employer Engagement: improving the alignment of skills training to employment needs, with priority given to Childcare, Digital Skills and STEM.
- Access and Learning: widening access to the full regional curriculum and improving retention and attainment.
- Developing the Young Workforce: delivering on national DYW commitments and tackle gender imbalances at subject level.
- Learner Journey: creating seamless inter-college progression and increasing successful progression to work or further study.
- Mental Health and Wellbeing: providing access to high quality and consistent support for good mental health and well-being.
- Professional Learning and Development: nurturing a regional learning community through participation in collaborative CPD opportunities.

4.2 The attached '*2019-20 Regional Programme of Action*' sets out planned commitments and outcomes in relation to these priorities for 2019-20.

4.3 These commitments were informed by existing pledges made within the current ROA, alongside new developments related to ongoing regional work and discussions.

4.4 The document seeks to emphasise the opportunity and commitment to moving on to a more ambitious, collaborative and regional phase of working, following our focus on work to deliver GCRB's establishment.

4.5 The GCRB Board is asked to agree, subject to any amendment, the commitments made within the attached document.

4.6 Following Board approval, the GCRB Executive Director will provide the '*2019-20 Regional Programme of Action*' to the Scottish Funding Council for their feedback as part of national Regional Outcome Agreement negotiations.

5. Risk assessment

5.1 The ROA addresses directly a number of GCRB's strategic aspirations and therefore the GCRB's risk register addresses a range of associated risks. Of particular relevance are:

- *GCRB Risk 02 - Effective working relationships are not developed/maintained with key partners due to a focus on short-term internal priorities.*
- *GCRB Risk 04 - Opportunities are missed/not resourced appropriately and the potential to add value via the strategic plan is overlooked.*
- *GCRB Risk 05 - A failure to effectively plan/monitor our educational delivery results in the curriculum not meeting regional economic and social needs.*
- *GCRB Risk 06 - Fewer learners achieving positive outcomes.*
- *GCRB Risk 08 - Failure to achieve the targets set out in the Regional Outcome Agreement lessens our ability to meet regional needs.*

5.2 The attached documents seeks to mitigate these risks by maximising opportunities for joined up regional planning, responding coherently to regional needs, and widening access and improving learner outcomes. In addition, we will continue to regularly evaluate outcome performance at both regional and college levels, and to address areas for improvement through Enhancement Plans within new national quality arrangements.

6. Equalities Implications

6.1 GCRB will complete and publish an equality impact assessment of its Outcome Agreement and a draft of this will be provided to the GCRB Board at its March 2019 meeting.

7. Legal Implications

7.1 No legal implications are identified.

8. Resource Implications

8.1 Operational and resource plans to ensure delivery of these regional commitments will be presented to the GCRB Board for consideration and agreement at its meeting in March 2019.

9. Strategic Plan Implications

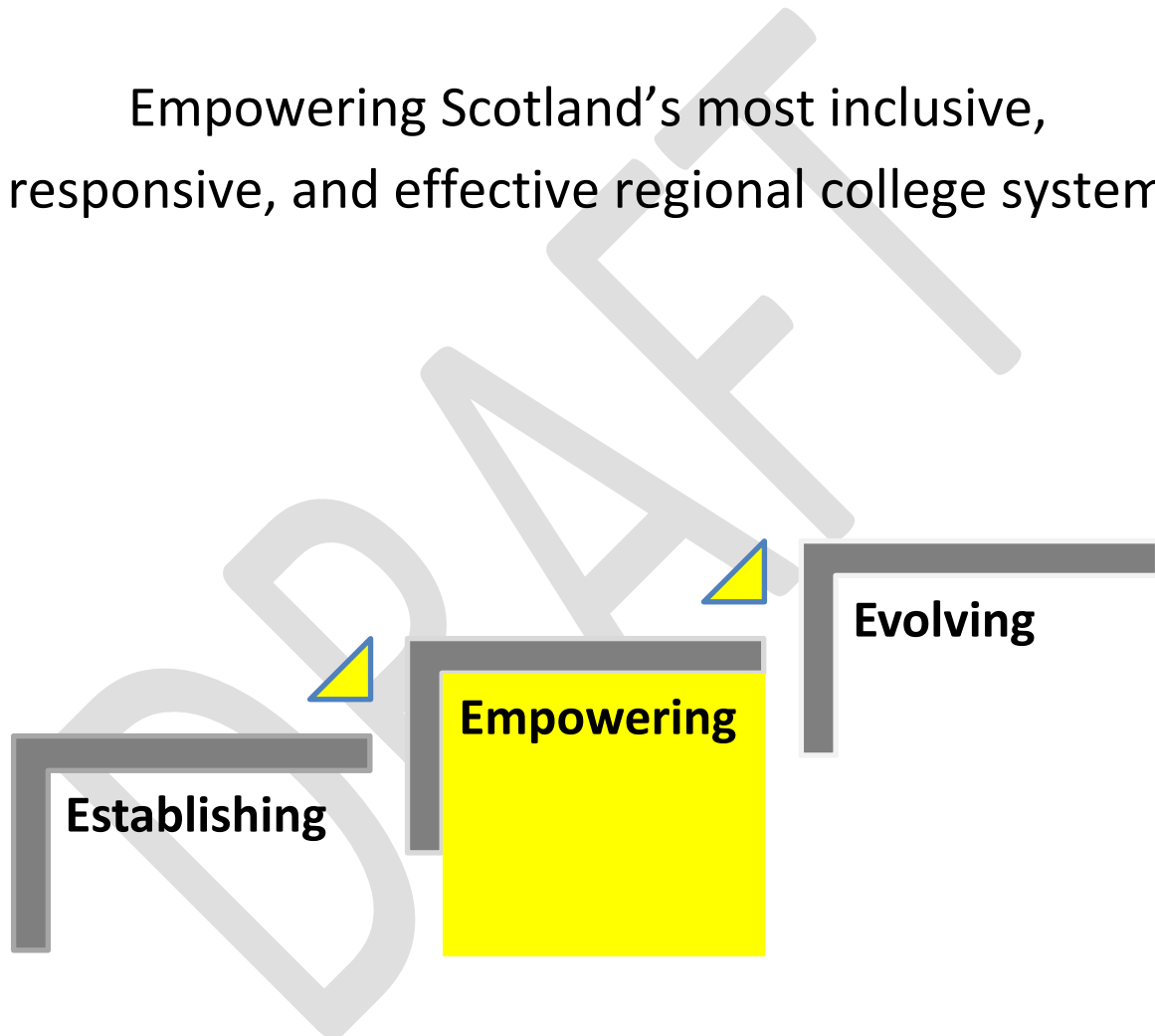
9.1 The Regional Outcome Agreement addresses directly the regional strategic ambition to build Scotland's most inclusive, most responsive and most effective regional college system.

Glasgow College Region

2019-20

Regional Programme of Action

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



Introduction

It is my pleasure to introduce this 2019-20 Regional Programme of Action for the Glasgow College Region. This is an exciting time in our development. Having built the governance, structures and collaborative culture that the college region needs, we are now entering a more empowered and progressive phase during which our regional approach will impact even more positively on the lives of our learners, our colleges and on Glasgow's communities and economy.

In October 2017, we launched Glasgow's first Regional Strategy for College Learning. Developed collaboratively between GCRB and Glasgow's three colleges and based on substantial stakeholder engagement, it set itself the ambitious objective of collectively building Scotland's most inclusive, most responsive, and most effective regional college system.

This plan commits the Glasgow Colleges' Regional Board (GCRB), City of Glasgow College, Glasgow Clyde College and Glasgow Kelvin College to working together and delivering our shared ambitions.

The Glasgow College Region represents just over one fifth of all of Scotland's college education and I believe that GCRB, working closely with the Glasgow colleges, and supported by a requisite level of funding, has the capacity and flexibility to contribute significantly to meeting the economic and social needs of Scotland's largest city region.

GCRB and the three Glasgow colleges are leading a new regional approach to create a college system which works as an effective whole; delivering greater impact and value than each of the individual parts could on their own. We are ambitious for Glasgow and are leading coherent regional planning and delivery. We are ambitious for colleges and are working collaboratively to respond cohesively to skills and training needs. We are ambitious for all of Glasgow's learners, and we are working to widen their access to college education and to improve their learning experiences and outcomes.

The Glasgow colleges have achieved a great deal over recent years; exceeding targets for learner recruitment, increasing attainment, and increasing successful progression into employment or further study. This considerable progress is a product of the strong partnership and support of the three colleges and our partners. GCRB and I wish to record our appreciation for the effort of all those who are contributing so collaboratively to our regional success.

Janie McCusker

Chair of the Glasgow Colleges' Regional Board

Ambitious for learners, ambitious for colleges, ambitious for Glasgow

We are building Scotland's most inclusive, most responsive, and most effective regional college system in Glasgow.

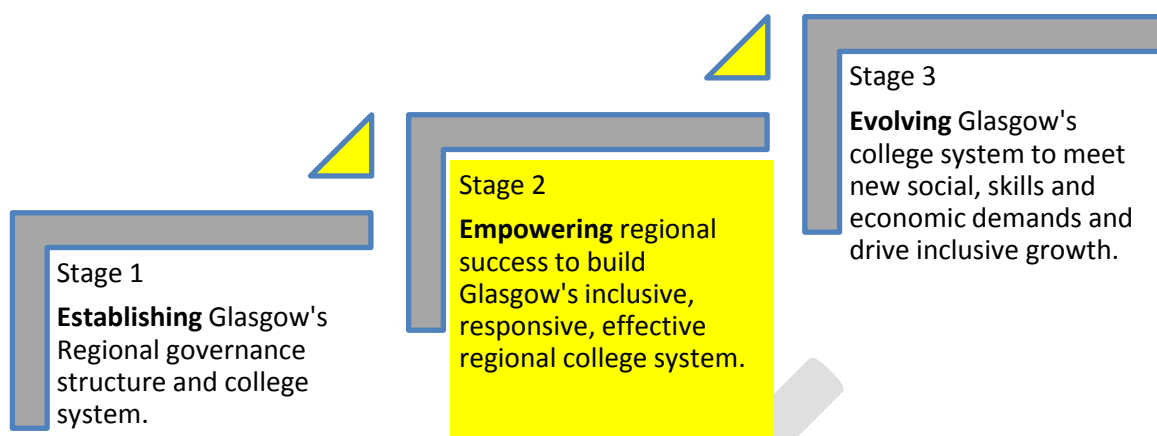
This means a regional college system where more Glasgow residents can enter employment with the skills and qualifications they need, providing learning opportunities at all stages of their careers, helping them to prosper and avoid in-work poverty, building flexible skills and contributing to Glasgow's growing, changing economy.

Our vision is that we create a college region in which:

- our institutions are high performing, financially sustainable and working collaboratively to deliver an enhanced impact;
- our curriculum widens access, draws in people from under-represented groups and reaches those who can benefit most from college learning;
- high levels of learners attain qualifications, report satisfaction and can progress successfully onto employment or further study;
- our colleges provide all Glasgow's learners access to the full regional curriculum, with seamless pathways from school, between the colleges, and onto university or employment;
- we can prove that our regional curriculum meets current and future skills needs and is effectively supporting inclusive economic growth;
- our combined regional curriculum is efficiently coordinated without unnecessary gaps or overlaps in its provision; and
- innovation is encouraged in all areas of our service delivery; contributing to improved workplace productivity and to regional and national prosperity.

This Regional Programme of Action sets out how in 2019-20 GCRB and the three Glasgow colleges will work together to achieve these aims.

Empowerment: our second strategic stage



The Scottish Government created college regions so that college provision was more effectively coordinated to meet regional and national economic and social needs. Working at a regional level means that we can better align the supply of skills training with the demands of the region's employers and economy. It also means that we can deliver a complete and responsive curriculum, without gaps or the unnecessary costs of duplicated provision.

In Glasgow, a Regional Strategic Board was established in 2014 to enable collaboration and coordination between the region's three colleges and the local authority areas of Glasgow City, East Renfrewshire and East Dunbartonshire.

We have **established** a fully-operational Glasgow College Region and a stable and effective regional strategic body, with sound financial and risk management, and a positive, pro-active approach to delivering and shaping government policy. It is a system built on the shared ambitions, expertise and commitment of all its partners and, together, we have already built the basis for truly regional success.

We are now **empowering** collaborative change, so that more Glasgow region residents succeed, achieve qualifications and improve their life chances.

Having built a solid foundation of governance, we are now entering a dynamic second stage of regionalisation; identifying, implementing and empowering actions that will strengthen and develop our collaborative planning and delivery structures and align funding more closely to regional strategic outcomes.

This second stage will intensify the impact of regionalisation; unlocking our collective potential and harnessing our combined strengths to realise our shared ambitions for Glasgow's learners, its colleges and for the city's future.

Regional empowerment means

Greater choice and smoother transitions. Access to a broader and more responsive regional curriculum taught in inspiring learning environments right across our city region.

More work ready learners. Stronger regional connections with Glasgow's employers with more learners are gaining workplace experience as part of their college courses.

Successful careers. Because our regional curriculum matches Glasgow's skills needs, our learners are more employable and can find jobs that meet their ambitions and get them earning quickly. And our in-work and lifelong learning provisions mean that people can up-skill or re-skill at any point in their careers and respond to changes in the regional economy and in their own lives.

A stronger professional learning community. College staff have a greater say in the development of the region's college provision, with more opportunities to lead regional work, undertake professional development and share best practice with peers and partners throughout the region.

Deeper more productive partnerships. Our stakeholders and funders see their goals met through strengthened regional partnerships, as decisions about priorities and funding are made in Glasgow, for Glasgow, and with the people who live, learn and work in this region.

A stronger, and more inclusive economy. Stronger links with industry and our regional commitment to reaching and teaching people from all our communities ensures that Glasgow's economic growth is truly inclusive.

By **empowering** regional structures and approaches in this second stage, we are building a strong strategic and operational coherence. We will deliver a greater collective impact on Glasgow's economic and social needs, and build Scotland's most inclusive, most responsive, and most effective regional college system.

"It is clear that regional collaboration is reaping great results for Glasgow's students and colleges. The advantages of a regional approach are creating opportunities that benefit learners, their future employers and the city's economy as a whole. I look forward to working with GCRB to realise the government's ambitions for college education in Glasgow."

Richard Lochhead MSP,
Minister for Further Education, Higher Education and Science

We empower regional inclusion

A key priority of our 2017-2022 Glasgow Region Strategic Plan for College Education is to reach out to all potential learners and widen access to life-changing college learning. For many of our learners, college is a clear choice. However, we are also committed to attracting and working with people who are furthest from the labour market, who face barriers to learning, and who can benefit most from college learning.

Opportunities in Glasgow are immense, but we also face social, educational and economic challenges that must be addressed if the region and its residents are to fulfil their potential. Despite all the training and employment opportunities that the city offers, it still has the highest levels of deprivation in Scotland.

A powerful college education can help to address many of Glasgow's issues. Our pivotal position between the worlds of education and work means that we contribute hugely to social mobility and to people's life chances. Our new regional approach means that we can look at Glasgow's population as a whole and plan a provision that meets the needs of this city's complex, diverse and dynamic population. Collaboration is also key to facilitating and supporting efficient and effective learner journeys. We enable learners to access study throughout their lives and to move seamlessly within the education and skills system.

“The Glasgow College Region’s commitment to inclusion means that we are reaching into all our communities to attract those people who need and can benefit most from a college education. By reflecting, serving and celebrating the region’s diversity, we are also nurturing the creativity and valuing experiences that will add resilience and flexibility to the city’s workforce. We are changing lives, creating life chances and helping to build careers. We are also building the region’s human capital, strengthening communities and contributing to the region’s growth, productivity and potential.”

Ian Patrick,
Chair of Board of Management,
Glasgow Kelvin College

Making our Region more inclusive

By 2020 we will have...

- **widened access and increased participation** in college learning by residents from deprived postcodes, care leavers, disabled learners and those from black and minority ethnic backgrounds, so that all Glasgow's learners can be part of inclusive economic growth;
- **built seamless pathways across the Glasgow region curriculum** and created guaranteed articulation agreements which allow students on programmes at one Glasgow college to progress directly to programmes at the next level at another Glasgow college;
- **developed digital curriculum maps** which provide students and stakeholders with an overview of vocational progression pathways and study options across the three colleges, and which link to colleges' live curriculum offerings to give students a clear view of where a course sits within the regional curriculum and of the progression pathways available to them;
- **strengthened our partnerships with Glasgow's universities** and developed more articulation routes to offer more college learners the opportunity to progress to university with advanced standing, including the expansion of our new articulation programme with Glasgow University;
- **empowered our ESOL Partnership** of college, local authority and third sector partners, to deliver a regional access and learning service that responds efficiently to the needs of migrants and new arrivals;
- **established a new proactive student support service for care experienced young people** with the Action for Children charity, providing support beyond the college walls to learners who are most at risk of not completing their studies and of failing to meet their full potential;
- **developed a joined-up and high-quality mental health and well-being service** for students and staff which includes professionally-qualified Mental Health Services leadership capacity and an improved counselling offer; and
- **identified and tackled gender imbalances**, increasing the minority gender share in each of the 10 largest and most imbalanced subject areas.

We empower a responsive regional curriculum

By definition, a responsive college system responds to the needs of the regional economy and we have committed to the goal of the Glasgow Economic Strategy – that this will be the most productive major city economy in the UK by 2023.

Our regional approach means we can align the complete Glasgow college provision with the complete economic need; linking learning to jobs, business success and economic growth. Our collaborative regional curriculum planning is better aligning our skills training to supply areas of greatest economic and social need. We are also forging stronger links between our colleges' delivery and industry requirements. All this supports economic growth.

We are committed to contributing fully to the achievement of our local authorities' and the City Region's economic development plans and our curriculum will:

- meet the needs of employers, ensuring that the volume and content of delivery is matched to employer demand. We will meet replacement demand in sectors such as business services, financial and professional services, retail, social and child care, and tourism. We will meet existing and anticipated skills gaps throughout the labour market.
- widen access and increase the pool of labour. Glasgow's economic activity levels have risen but more than 1 in 10 of our region's residents still has no qualifications, and proportions of deprivation remain similar to those of Scotland. We need to help more regional residents to take up employment opportunities.
- enhance progression. Regional skills demands are highest at the upper and lower skills levels. We therefore aim to encourage and support people's progression to higher skills levels, building the advanced skills base that businesses need to increase the value of their output, improve productivity and enhance competitiveness.
- provide more flexible provision to prepare learners to succeed in an economy where non-permanent employment is common and part-time working is expected to increase. We will create more opportunities for work-based learning to meet the needs of employers and learners.

This Regional Programme of Action sets out how the learning opportunities provided by the Glasgow colleges in 2019-20 will meet employers' needs and unlock the region's human potential, supporting inclusive economic growth.

"Colleges in Glasgow have worked in partnership for many years and, as part of the region, we will continue to meet the aspirations of learners, and the skills needs of employers, while supporting various government agencies in growing the regional economy and promoting social inclusion".

Alisdair Barron MBE
Chair of Board of Management, City of Glasgow College

Making our Region more responsive

By 2020 we will have...

- **aligned our curriculum more closely to regional and national skills needs**, with more of our delivery targeted at areas of employment growth;
- **increased participation in lifelong learning by adults in work**, and particularly employed residents with low or no qualifications, through new and innovative access and delivery approaches;
- **delivered an expanded Flexible Workforce Development programme** for employers to fill skills gaps and develop new expertise that helps them to strengthen, grow and contribute more to our regional economy;
- **significantly increased work-based learning opportunities** and the volume of courses that include substantial elements of work placement experience;
- **implemented our refreshed regional STEM strategy** and increased the proportion of learners undertaking STEM-related learning, ensuring our regional curriculum offer responds to the needs of the STEM economy;
- **increased the volume and range of childcare training opportunities** to deliver on the Scottish Government's commitment to double the entitlement to free childcare;
- **developed new online learning resources for HNC childcare courses**; supporting more flexible and blended delivery models and improving access for adults seeking a career change;
- **increased the range and volume of high-quality senior phase vocational pathways** to employment, improved attainment and provided more opportunities for school and college staff to share practice;
- **expanded our delivery of Foundation Apprenticeships to Senior Phase pupils**, including to learners at SCQF levels 4 and 5 and those studying full-time at college, increasing the scale of work-based learning and helping to improve learners' attainment and successful progression to employment;
- **developed and enhanced our programme of high-quality Modern Apprenticeships**, and further developed partnerships with universities to deliver Graduate Level Apprenticeships;
- **created a new curriculum and resources plan for the Glasgow College Region**, replacing the current 2015-2020 plan and improving the alignment of our training supply to employment needs;
- **completed and reported on our pilot to implement the 5-step skills planning model** across Glasgow's skills training supply, delivered in partnership with Skills Development Scotland and the Scottish Funding Council; and
- **contributed fully to the implementation and achievement of Community Planning Partnership goals**, including Local Outcomes Improvement Plans and Locality Plans.

We empower an effective regional college system

The Glasgow region deserves a coherent regional college system, where all its parts and people collaborate productively. This is how we will best meet the skills needs of a dynamic economy and support the ambitions of our learners. Collaboration will make us more effective. Empowering collaboration will intensify that effectiveness.

The Region's working relationship operates on the commitments agreed in our *Memorandum of Understanding: Joint Commitments to Effective Partnership Working*. These are:

- open and proactive communication;
- collaboration and consultation;
- joint development and networking and;
- principles that constructively avoid and resolve any conflict.

The Glasgow Colleges' Regional Board and the three Glasgow colleges will continue to operate as high-performing and effective public bodies, driving the delivery of an inclusive, responsive and effective regional college system.

The Scottish Government, Scottish Funding Council and our stakeholders will experience the added value that a regional approach to funding can deliver. Evidence-based and regionally-prioritised funding will drive efficiencies and ensure that learners benefit from the value that our shared strategic focus adds to the regional curriculum and student experience.

“Collaboration and successful partnerships between the region's colleges and partners in education, local government and industry will intensify positive outcomes in learning, employability, economic growth and throughout our communities.”

David Newall,
Chair of Board of Management,
Glasgow Clyde College

Making our Region more effective

By 2020 we will have...

- **improved retention and attainment rates**, including for people with protected characteristics and learners from the 10% most deprived postcode areas;
- **achieved our college and regional Credit targets** for core delivery and European Support Funded activity, contributing fully to the Scottish Government's commitment to deliver 116,000 full-time equivalent college places.
- **developed closer and more effective regional relationships**; strengthening regional governance structures and deepening collaboration, supported by our Regional Memorandum of Understanding;
- **strengthened institutional sustainability** and long-term financial planning;
- **maintained our Scottish living wage commitments** across all our institutions;
- **aligned our expenditure more closely to our strategic ambitions** and supported regional efficiencies, including through a regional approach to procurement;
- **developed further our regional collaborative management structure**, ensuring that college staff have a greater say in the organisation of college services across the Glasgow region;
- **expanded a programme of regional CPD opportunities** that includes courses and initiatives from our colleges and from national bodies such as the Colleges Development Network;
- **promoted gender equality** and improved gender balance on the regional and college boards;
- **improved the environmental and social sustainability of our institutions** through our sustainability strategies and corporate strategic plans;
- **contributed proactively to the development of educational and economic policy** at local, regional and national levels;
- **made greater use of data analytics** to inform and improve our regional service delivery, including 'pooling' data from college systems to inform the development of common data standards and support the Scottish Government's Learner Journey Review; and
- **reported on our institutional performance** to national and regional stakeholders, including the Scottish Government, Scottish Funding Council and Community Planning Partners.

National Performance Measures

National Performance Measure		2017-18 Baseline	2019-20 Target	2020-21 Target	2021-22 Target
Inclusive	SIMD10 postcode areas	29.4%	30.6%	30.8%	30.9%
	BME learners	14.9%	15.0%	15.2%	15.3%
	with a known disability	14.8%	15.0%	15.2%	15.5%
	with Care Experience	2.6%	3.1%	3.2%	3.4%
Responsive	Volume of Childcare training Credits	tbc	tbc	tbc	tbc
	Volume of STEM related training Credits	101,160	104,045	107,114	110,400
	Volume of Credits delivered to senior phase age pupils	2,672	3,270	3,445	3,605
	Proportion of full-time learners with substantial 'work placement experience' in programme of study	19.5%	25.5%	29.0%	30.8%
Effective	Proportion of full-time Further Education level students achieving a qualification	65.5%	69.7%	71.3%	72.6%
	Proportion of full-time Higher Education level students achieving a qualification	73.4%	76.2%	76.6%	77.0%
	The proportion of students articulating to degree level courses with advanced standing	45.6%	55.6%	56.7%	57.5%
	The percentage of students overall, satisfied with their college experience	88.6%	89.8%	90.4%	91.2%
	The proportion of full-time students progressing to work, training and/or further study	96.9%	97.5%	97.7%	97.7%