
Board Meeting

Date of Meeting	Monday 06 October 2014
Paper Title	Curriculum and Estates Review - Glasgow Colleges' Strategic Partnership Strategic Plan - Summarised Version
Agenda Item	4
Paper Number	BM3-B Appendix 4b
Responsible Officer	Principals Lead – Alex Craig, Depute Principal, City of Glasgow College
Status	Disclosable
Action	For Decision

Glasgow Colleges' Strategic Plan 2015 - 2018

1. Vision, Mission and Values

1.1 Vision

Our regional vision is: *Enhancing life chances for all.*

1.2 Mission:

Our regional mission is: *Working together and in partnership with others, the three Colleges will widen participation and support individuals through fitting, vibrant and challenging teaching and learning which maximises achievement and aids progression into educational and employment life.*

1.3 Values

The values underpinning delivery of this regional strategy will be the nine key principles underpinning public life in Scotland identified within the Ethical Standards in Public Life etc. (Scotland) Act 2000 (and incorporating the seven Nolan Principles). These are:

1. *Public Service* - Holders of public office have a duty to act in the interests of the public body of which they are a Board member and to act in accordance with the core tasks of the body.
2. *Selflessness* – Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.
3. *Integrity* – Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
4. *Objectivity* – In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
5. *Accountability* – Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
6. *Openness* – Holders of public office should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
7. *Honesty* – Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
8. *Leadership* – Holders of public office should promote and support these principles by leadership and example.
9. *Respect* – Holders of public office must respect fellow members of their public body and employees of the body and the role they play, treating them with courtesy at all times.

2. Strategic Framework

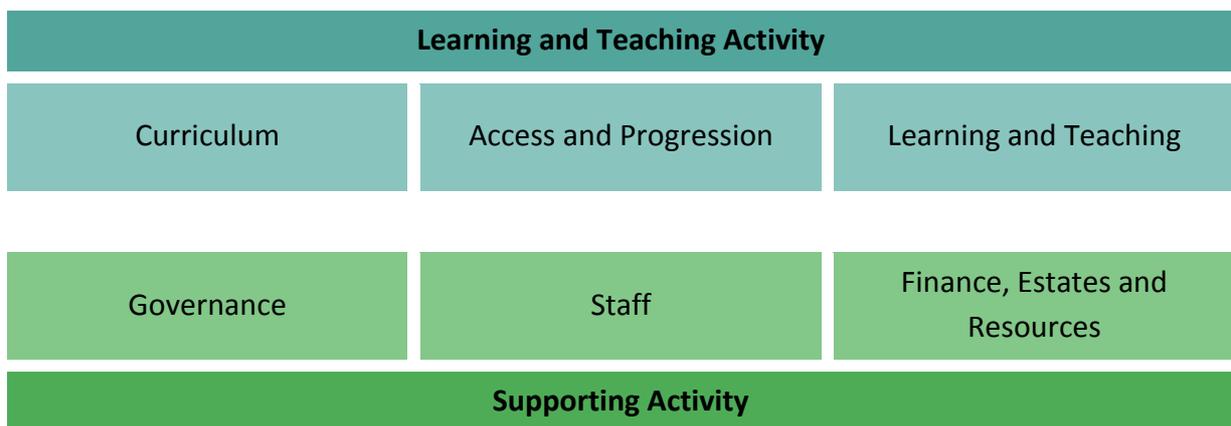
The Glasgow Colleges’ Strategic Partnership will ensure a coherent regional approach to delivery through a collaborative approach to strategic planning and operational delivery, and in doing so we will collectively share ownership of strategic goals and our future development.

Figure 1. Strategic Planning Framework



Six regional strategic themes have been identified within this plan: three directly related to learning and teaching delivery and three related to supporting college activity. These are outlined in the diagram below and expanded further in the following section.

Figure 2. Regional Strategic Themes



3.1 Curriculum Theme

Strategic Goals

- Our regional curriculum will respond to regional and national needs, improving the fit between the skills of the region’s population and those required by employment and industry sectors.
- We will deliver a regional curriculum which provides breadth and depth of learning opportunities, including regional and national centres of excellence, promoting aspiration and facilitating social mobility.
- We will work in partnership with schools, universities and employers to deliver a coherent curriculum to ensure more efficient and effective learner journeys.

Strategic Measures

- Percentages of delivery related to economic sectors.
- Percentages of delivery related to SCQF Levels.
- Numbers of learners articulating from school to college, from college to college and from college to Scottish universities.

Strategic Enablers

- Implement a region-wide, industry academy model, which leads Glasgow College curriculum design and delivery across all economic sectors, led by cross-college curriculum hubs and involving employers.
- Embed an annual cycle of development of joint regional curriculum plans, underpinned by a review process, and based on changing environmental conditions.
- Develop regional strategic partnership agreements with education partners which provide simplified interface for Glasgow college liaison and supersede individual college agreements.

3.2 Access and Progression Theme

Strategic Goals

- We will provide a varied and flexible curriculum which encourages participation from under-represented groups and those furthest from the labour market.
- We will provide an inclusive and consistent learner support service which provides high quality guidance, learner support and student funding.
- Our educational delivery will have clearly identified regional progression opportunities into work and further study, supporting all learners into positive post-course destinations.

Strategic Measures

- Percentages of learners progressing to work or further study.
- Percentages of activity related to SIMD residence and protected characteristics.
- Percentage of Glasgow region residents participating in college learning.

Strategic Enablers

- Establish a task and finish group to develop a one service, innovative and multi-agency partnership approach to fair access, reaching those residents in Glasgow communities furthest from the labour market and which provides meaningful progression pathways to achieve skills and qualifications leading to work readiness or further study.
- Develop a regional equalities unit to develop common policies, strategies and partnerships to progress fairness.
- Establish a single regional admissions and learner support service, including a Glasgow learner charter describing entitlements and expectations and a unified, high quality exit and progression service
- Develop a regional system which provides robust college leaver destination data for all college provision.

3.3 Learning and Teaching Theme

Strategic Goals

- We will promote innovation in learning and teaching and sharing of teaching practice across the Glasgow region, ensuring a high quality learning experience is provided to all learners.
- We will engage with learners to enhance our provision and drive improvements in regional qualification achievement rates, both in terms of increasing the proportion of successful learners and in terms of reducing the number of Glasgow region residents with limited or no qualifications.
- The development of learners' core and essential skills will be integral to our learning and teaching approaches and we will provide all learners with opportunities to develop skills for learning, life and work.

Strategic Measures

- Percentage of learners satisfied with learning and teaching delivery.
- Percentage of learners completing and achieving course awards.
- Percentage of learners developing core and essential skills.

Strategic Enablers

- Establish a Glasgow learning and teaching development unit which promotes and facilitates sharing and development of practice across the region's colleges and develops online teaching resources, accessible by all Glasgow college staff through a single portal.
- Develop and implement a common quality enhancement framework and arrangements.
- Develop a common strategy for learning, teaching and assessment which promotes the development of core and essential skills.
- Carry out a common annual cross-college student survey and identify actions to support increasing satisfaction levels year on year.

3.4 Governance Theme

Strategic Goals

- We will ensure the Glasgow Colleges' Strategic Partnership structures and groups fully support regional working.
- We will deliver clear, transparent and participative strategic and operational decision making.
- We will ensure that learner engagement is central to our delivery and enhance opportunities for learners to contribute to the life and work of colleges.

Strategic Measures

- Number of college staff participating in GCSP operational groups.
- Number of students from across the three colleges responding to common surveys.
- Minimum of 3 shared development opportunities for college Board members delivered annually.
- Number of college Board members and staff actively involved in Regional and National agencies.

Strategic Enablers

- Develop a programme of joint board development including induction, regular Board briefings, appraisal and an annual Boards conference.
- Review articles of governance and Board structures on an annual basis.
- Review Glasgow Colleges' Strategic Partnership structures and group remits on an annual basis, to ensure delivery of regional strategic objectives.
- Increase substantially FE representation on influential National/Regional Boards and Agencies.

3.5 Staff Theme

Strategic Goals

- We will ensure that comprehensive arrangements for regional organisational development exist, including enhanced opportunities for professional development.
- We will work in partnership with staff and their representatives to enhance levels of trust and support effective regional leadership.
- We will create a “one Glasgow” team ethos amongst Board members and college staff, ensuring all talents are used to the full within the region.

Strategic Measures

- Percentage of staff satisfied with working conditions.
- Percentage of staff appropriately qualified.
- Percentage of staff undertaking annually a minimum level of CPD.

Strategic Enablers

- Develop a common professional development and review model, including an individual entitlement to ongoing training.
- Establish and deliver an annual calendar of regional professional development events to support staff up-skilling.
- Undertake an annual regional staff satisfaction survey and implement the resultant improvement action plan.
- Develop in partnership with other training providers a regional programme of teacher training qualifications providing professional development opportunities for all lecturing staff.
- Develop common terms and conditions across the region.

3.6 Finance, Estates and Resources Theme

Strategic Goals

- We will support accessibility and provide the highest quality accommodation and resources for learning.
- We will operate on a financially sustainable basis through the delivery of high quality learning and teaching activity at the optimal level of efficiency.
- We will oversee needs-based and transparent inter-region funding arrangements which support learner access and maximise and sustain efficient use of college resources.

Strategic Measures

- Percentages of students satisfied with college resources.
- Gross carbon footprint.
- Non-SFC income as % of total income.
- Deliver break-even financial position annually.

Strategic Enablers

- Review estate conditions and utilisation and implement a regional estates development plan in line with curriculum ambitions.
- Identify opportunities for regional delivery of key services and undertake a cost benefit review of shared service options, including partnerships with external organisations and implement shared services where appropriate.
- Establish a task and finish group to review college funding arrangements within the Glasgow region.
- Work regionally to promote college services and develop key strategic partnerships on a regional basis.
- Develop an action plan to increase regional non SFC income by 2% per annum.