

Board Meeting

Date of Meeting	Monday 22 May 2017
Paper Title	Glasgow Region Strategic Plan for College Education
Agenda Item	8
Paper Number	BM6-C
Responsible Officer	Robin Ashton, GCRB Executive Director
Status	Disclosable
Action	For noting

1. Report Purpose

- 1.1. This report provides for member agreement a draft regional strategic plan college education.

2. Recommendations

- 2.1. The Board is invited to:

- **review** and **agree**, subject to any amendment, the draft Glasgow Region Strategic Plan for College Education, 2017-22; and
- **request** the GCRB Executive Director to:
 - develop and implement a communication plan for the strategy;
 - work with the assigned colleges to develop a performance monitoring framework and an operating plan, including priority deliverables, for review at the next meeting of the Board.

3. Glasgow Region Strategic Plan for College Education

- 3.1. The final draft of the Glasgow Region Strategic Plan for College Education, 2017-22, is attached for member review and agreement.
- 3.2. The strategy development process was overseen by a strategic working group which was formed of board members from GCRB and the assigned colleges.
- 3.3. A range of other stakeholders were consulted on the drafts of the strategy, including student association and trade union representatives, college senior managers, Skills Development Scotland, Glasgow Chamber of Commerce, and local authority representatives.
- 3.4. In terms of next steps, two broad areas of activity will be progressed:
- development and implementation of a communication plan for the strategy; and

- development of a performance monitoring framework and an operating plan, including priority deliverables, for review at the next meeting of the Board.

4. Risk Analysis, Legal Implications, Financial Implications and Regional Outcome Agreement Implications

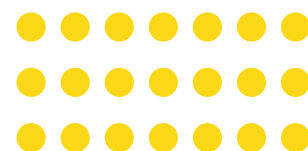
- 4.1.** There are no specific risks associated with this paper. Neither are there any specific issues arising from this paper in relation to legal matters or financial issues.
- 4.2.** In terms of the Regional Outcome Agreement, the regional strategy for college education provides clarity on high level aims and planned outcomes for the Glasgow region and there will therefore be the potential to align the more operational ROA to support achievement of these.



**Ambitious for Glasgow
Ambitious for Learners
Ambitious for Colleges**

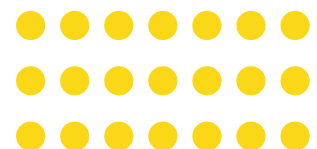
Glasgow Region Strategic Plan for College Education

2017-2022



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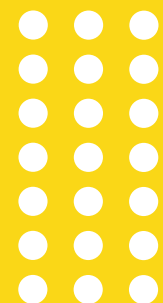
1. Introduction
2. Regional Ambition: collective strength
3. Ambitious for Glasgow: better lives in a better economy
4. Ambitious for Learners: widening access to life-changing learning
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× Introduction

Glasgow Colleges' Regional Board, Glasgow Clyde College, City of Glasgow College and Glasgow Kelvin College are proud to present this first regional strategy for college learning. This is a transformative time for the College Region and we have responded with a transformative strategy; developed so that learners of today and tomorrow will be able to power our growing economy, reach their individual potential and make valuable contributions to their communities. This is a collaborative strategy; informed and driven by the visions of employers, the Scottish Government, the Scottish Funding Council, Skills Development Scotland, Education Scotland, Glasgow City Council, the university sector, schools, and community groups. A regional approach to college delivery in Glasgow offers a new way of thinking about how we collectively build from our strengths and organise our services to address Glasgow's long-standing economic and social issues.





*Regional Ambition:
Collective strength*

CITY
WELCOME TO
CITY

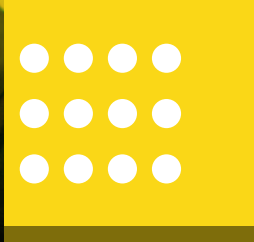
× Regional Ambition

Collective Strength

By harnessing the power of our collective voice, our shared regional skills and knowledge, and our combined regional resources and facilities, we will deliver learning which responds more effectively to the needs of our learners and stakeholders, and deliver a more significant impact on regional prosperity than any of the individual institutions could achieve on its own. Our new regional approach will benefit learners, educators and employers and redefines the scope and relevance of our skills training system. We will focus our work to match the potential of our learners with the needs of our economy and its employers. We will create seamless pathways between schools, colleges, universities and employers. Together, we will build Scotland's most inclusive, most responsive, and most effective regional college system.

1 + 2 = 3

		More social and economic impact
More access to life changing learning	Regional strengths	



Ambitious for Glasgow:

Better lives in a better economy

Meeting Glasgow's Ambitions

The Glasgow Colleges are perfectly placed to support Glasgow's ambitions for its people and its economy.

The recently launched Glasgow Economic Strategy: 2016-2023¹ aims to make Glasgow the most productive major city in the UK.

and advanced manufacturing. Much of this success is already powered by people whose careers started with college learning.

Glasgow is now the fastest growing major city economy in the United Kingdom and has thriving tourism, finance, digital and creative sectors and is a world leader in new industries such as stratified medicine

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.

Too many Glaswegians are unemployed or suffering from long-term sickness.

Too many people are stuck in poorly paid jobs with in-work poverty a growing issue.

Too many Glaswegians have low or no qualifications.

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 addresses many of these issues and we are committed to engaging with those people who are furthest from the labour market; helping them overcome barriers to learning and to succeed in college, work and life.

The Glasgow College Region² as a whole offers nearly one quarter of all of Scotland's college education. Glasgow Kelvin College, City of

Glasgow College and Glasgow Clyde College work with more than 2,000 employers to deliver a range and depth of training opportunities that is unmatched in Scotland.

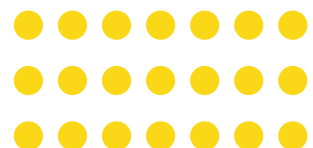
Attainment levels are steadily improving. In 2015-16 more than three quarters of the Glasgow Colleges' learners successfully completed their courses and around 97% of those completers progressed into positive

destinations. We are already successful in improving our learners' lives and life chances.

This strategy is designed to build on the colleges' existing strengths and, together, to develop new strengths, influence and flexibility. The Glasgow Colleges will improve lives, unlock the region's human potential, meet employers' needs and support economic growth.

¹Available at: www.glasgow.gov.uk/index.aspx?articleid=20421

²The Glasgow College Region encompasses the local authority areas of Glasgow City, East Dunbartonshire and East Renfrewshire.





Ambitious for Learners:

Widening access to

life-changing learning



✕ Ambitious for Learners:

Widening access to life-changing learning

Mission

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.

50,000 people learn in the Glasgow Colleges each year and each of their journeys is unique and important.

Learning is life-changing and it is our aim to offer its opportunities to those who can benefit most.

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, or who face barriers to learning. In doing so, we will improve regional vocational skill levels and increase the proportion of college learners who progress to economically sustainable employment.

Our **Seven Learning Priorities** will achieve this:

Engage with all our communities and provide the highest quality facilities and resources for learning.

Offer engaging learning experiences to develop skills for learning, work and life.

Promote high quality and innovative learning, teaching and assessment.

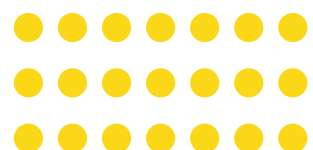
Deliver an inclusive and supportive student experience for all learners. This will include excellent guidance and learner support.

Encourage all students to enhance their learning as individuals, as representatives, and as officers in strong and effective student associations.

Provide more opportunities for learners to develop their skills in real work environments.

Offer clear pathways into work and further study; supporting every learner into a positive post-course destination.

These priorities will be reflected in individual college Learning, Teaching and Assessment strategies and will inform college and regional evaluation and quality enhancement planning within Scotland's Quality Framework for colleges.





Ambitious for Colleges:

Unlocking regional potential

and adding value

✕ Ambitious for Colleges:

Unlocking regional potential and adding value

Our new regional approach brings a unique opportunity to harness our collective strengths and drive our services to address Glasgow's social challenges and ensure that its people can benefit fully from the City Region's economic growth.

Our regional approach will unlock regional potential with **Four Added-Value Drivers:**

Sharing Skills and Knowledge:

- Adding value by unlocking our joint potential and opening up the full regional curriculum and resources to all our learners.
- Nurturing our regional professional learning community, sharing good practice and developing learning resources.
- Promoting and embedding Fair Work values and behaviours to develop the relationships between learners and staff and to improve our services for learners.

Offering a coherent and consistent student experience:

- Building clear and flexible vocational learning pathways to widen access, support inter-college progression and break the link between deprivation and attainment.
- Offering students inclusive support services, learning facilities and resources consistently across the region. These will develop our learners' confidence, support their well-being, and build lasting skills for their work and life.

Developing a regionally responsive curriculum:

- Offering a curriculum that responds to economic and social needs. It will develop skills, meet the needs of employers and key industries, and support the growth of our regional economy.
- Advancing an integrated regional curriculum, with each college offering a breadth and depth of inter-linked learning opportunities to support barrier-free progression.
- Building closer partnerships with industries across the region to create more opportunities for learners to develop skills in real work environments.

Building efficient Regional Structures:

- Strengthening regional partnerships with schools, universities and employers to enhance flexible vocational pathways and successful learner journeys.
- Developing needs-based regional funding arrangements to support regional strategic goals and make efficient use of resources. The value we add regionally will improve experiences and outcomes for learners, staff and stakeholders.



Realising Ambition:

governance

and managing our progress

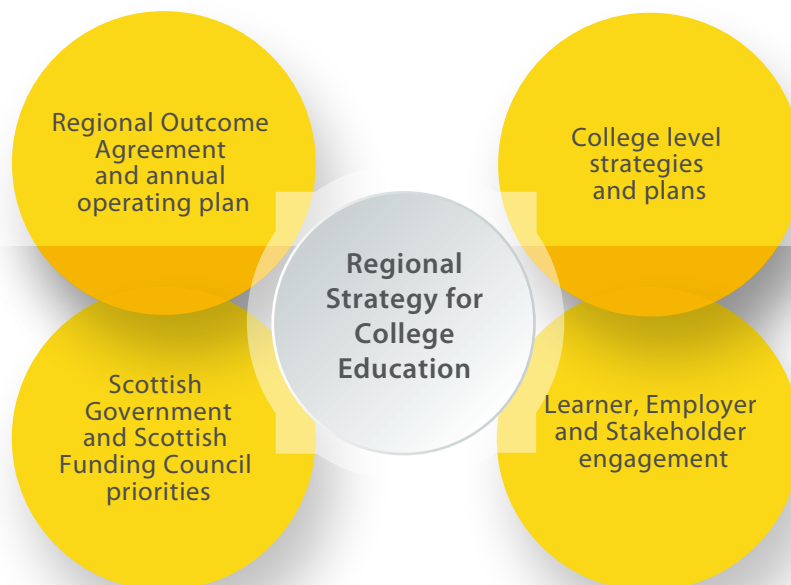
× Realising Ambition:

Unlocking regional potential and adding value

The Glasgow College Region is well placed to meet its ambitions with sound governance and a management structure to implement its strategy.

The Regional Board and the three assigned colleges will continue to develop closer and more effective relationships to build on existing regional governance structures and assurances. The Board will implement this regional strategy through an operating plan which will be reviewed annually. This will align with the annual Regional Outcome Agreements as agreed with the Scottish Funding Council and the three Glasgow colleges.

Our seven learning priorities and four added-value drivers are paramount. College level strategies and operating plans will drive their success.



We will work to carefully chosen, and absolutely key, performance measures and targets. These will align with existing national college performance measures and support our seven learning priorities and four added-value drivers.

Effective partnerships will be crucial to the success of the regional strategy. We will build on the partnerships which exist with local authorities, secondary

schools, Skills Development Scotland, local and national universities, community groups and a large number of other agencies.

The partnership of the three colleges and the regional board will be strengthened by the development of a regional collaborative management structure. This will increase opportunities for college staff and learners to contribute to,

and lead, the implementation of this strategic plan.

We will report our progress regularly to national and regional stakeholders: the Scottish Government, Scottish Funding Council and Community Planning Partners. All monitoring and evaluation reports will also be made available through the Glasgow Colleges' Regional Board website³.

³www.gcrb.ac.uk

Students from across the region are taking part in one of the largest Foundation Apprenticeship programmes ever launched.

Their views on the programme are inspiring.



Allanah McGlade, of Greenfaulds High School, North Lanarkshire

is doing a Foundation Apprenticeship in Financial Services. She believes that her course has created a choice of learning pathways. "The Financial Services Foundation Apprenticeship is a great opportunity as it will be very beneficial in the future. It opens my options up, whether that will be university, work or a modern apprenticeship."



Jack Wilkieson, 16, from Turnbull High School in Bishopbriggs

feels that his Foundation Apprenticeship in Engineering has made a huge difference to his employment opportunities. He said: "The qualifications will contribute massively, as I will be able to show employers the experience and qualifications I have achieved outwith my regular school subjects."

Ambition in Action:

Regional Foundation

Apprenticeships

rk Rail



× Ambition in Action:

Regional Foundation Apprenticeships

Ambitious learners and employers in the Glasgow College Region are already benefitting from our integrated approach.

Regional Foundation Apprenticeships are designed to meet regional skills needs and to offer students a wider range of learning and career opportunities than a more locally-based programme could generate.

The programme has been developed by the Glasgow Colleges, Skills Development Scotland, local authorities and top employers in the region. It is run by a single team operating across the three colleges.

The success of these Foundation Apprenticeships illustrates the potential benefits of a regional approach to college learning.

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Bob Watson, Managing Director of Greenfold systems said:

"The benefits for the company are that we have a group of young people who are better trained, educated and better ready for work than we have ever seen before."

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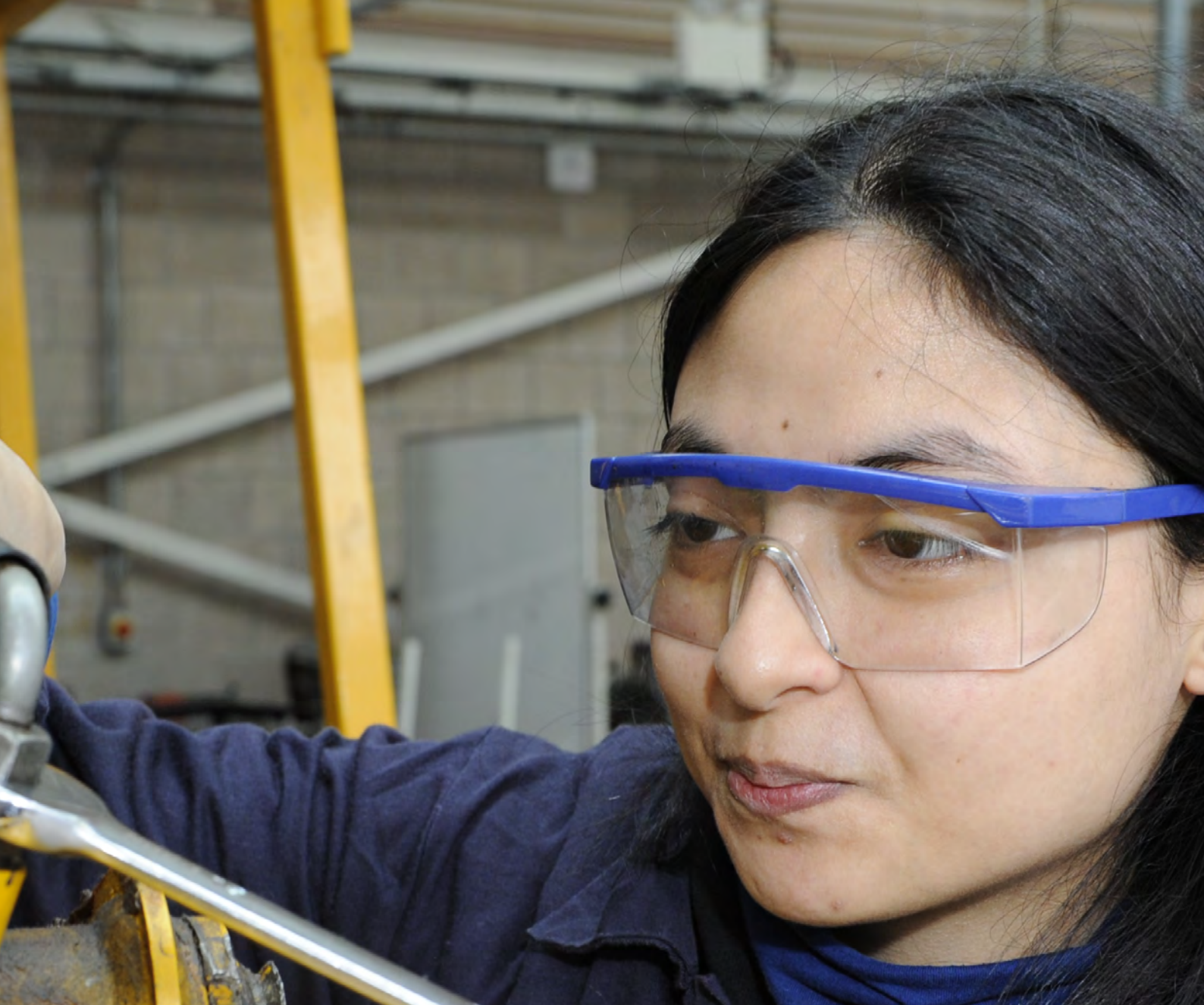
Gerry McCarron, Account Manager, Amey:

"The difference with the Foundation Apprenticeship Programme is the outcomes achieved by the students such as the increase in employability; providing the students with a national certificate and 9 months experience before they have even left school. The employer also benefits from the potential of these young people and from the experience of working alongside colleges."

We will support Glasgow's economic growth by building the skills that the College Region needs.

It generates wider access to wider opportunities which will allow us to develop learners' talent and enthusiasm, establish positive career paths. All this gives learners the foundation they need to build successful lives in the College Region.

By working in unison, the three colleges are able to offer more choice to learners and better support for industry. We are also able to develop our own skills, curriculum and organisations to offer responsive and effective learning options.



Further information:
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