

GLASGOW KELVIN COLLEGE

BOARD OF MANAGEMENT MEETING OF 12 DECEMBER 2022

CORPORATE STRATEGY
(including Information Security Framework and Business Development Framework)

REPORT BY VICE PRINCIPAL OPERATIONS

1. Introduction

As members will be aware, the final strategy to be written was the Corporate Strategy; this is attached as at **Appendix 1**.

The other core strategy documents that have been written and approved are:

- Access and Inclusion Strategy
- Digital Transformation Strategy
- Estates and Sustainability Strategy
- Financial Strategy
- Higher Education Strategy
- Learning, Teaching and Assessment Strategy
- People Strategy

2. Corporate Strategy

The Corporate Strategy encompasses a number of areas of the College and Frameworks have been written accordingly i.e.:

- Risk Management Framework (approved at December 2021 Board of Management meeting)
- Corporate Framework (approved at October 22 Board of Management meeting)
- Communications, Marketing & Stakeholder Engagement Framework Update – refer to Item 11b on the agenda.
- Information Security Framework – refer to **Appendix 2**
- Business Development Framework – refer to **Appendix 3**

3. Resource Implications

There are no additional resource implications involved in implementing the Corporate Strategy and its associated Frameworks.

4. Impact on Students

There are no negative impact on students identified as a consequence of anything contained within this report, the Corporate Strategy or the Frameworks attached.

5. Equalities

No adverse impacts on individuals with protected characteristics have been identified as a consequence of this report.

6. Risk and Assurance

Risk to the College is mitigated by ensuring that appropriate Frameworks are in place and these can be reported on through the Corporate Strategy.

7. Data Protection

There are no data protection implications arising as a consequence of this report.

8. Recommendations

It is recommended that members:

- i) note the contents of this report and its appendices;
- ii) approve the Corporate Strategy as attached in **Appendix 1**;
- iii) approve the Information Security Framework at **Appendix 2**; and
- iv) approve the Business Development Framework at **Appendix 3**.

9. Further Information

Further information can be obtained from Jeanette Evans, Vice Principal – Operations at jevans@glasgowkelvin.ac.uk

Jeanette Evans
December 2022



Document Control Information	
Reviewed by the SMT:	November 2022
Date of Next Review:	December 2027
Approved by Board of Management:	12 December 2022 – TBC

1

Contents

Welcome.....3

Strategy Purpose 3

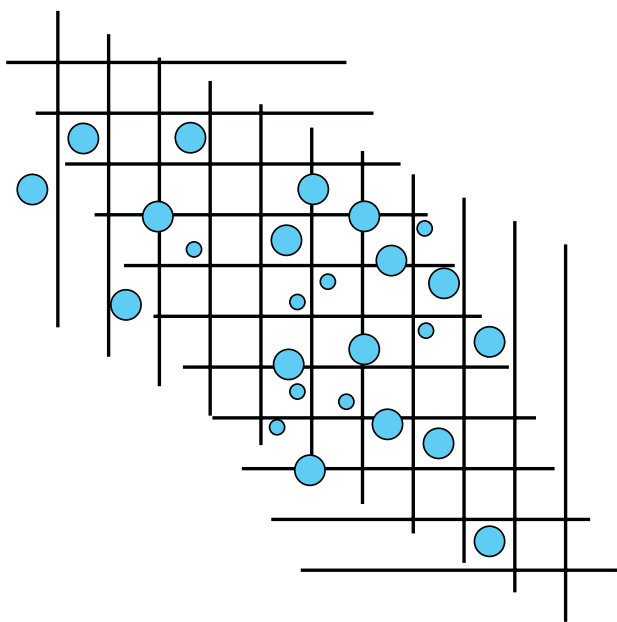
Strategic Priorities 4

Strategic Objectives 4

Strategic Enablers 7

5 Years: Measuring Success.....7

Fast Track.....8



Welcome

The Corporate Strategy aims to cover a number of areas which falls within this arena i.e. Risk Management, Communications, Marketing and Stakeholder Engagement, Information Security, Business Development and Corporate.

We strive to ensure that these areas are all operating in harmony to strengthen the corporate services provided by the College.

Strategy Purpose

Through the various strands of the Corporate Strategy, we aim to provide an open, timely, transparent, compliant and trusted service for our students, staff, communities and other stakeholders.



Strategic Priorities	A. Risk Management Framework ≡	B. Communications Marketing and Stakeholder Engagement Framework ≡	C. Information Security Framework ≡	D. Business Development Framework ≡	E. Corporate Framework ≡
Strategic Objectives	Implementing and embedding risk management across the College in line with the best practice in Risk Management. ~ Creating a valuable and positive, proactive business management tool, which will help the College identify and evaluate opportunities as well as threats. ~ Assisting the College to develop resilience, supporting the organisation in anticipating and responding to changing risks and thereby thrive in an uncertain environment. ~ Ensuring organisational time and resources are aligned appropriately to the risks the College faces.	Support the celebration of student and college success and achievements by telling the story of successful College students ~ Promote and expose staff and students to equality, diversity, fairness, access and inclusion to embed a college wide approach ~ Encourage engagement and recruitment of learners to exciting opportunities which will meet their needs and advance their ambition ~ Enhance the profile and protect the reputation of the College through positive messaging and engagement / consultation with key stakeholders ~ Ensure staff and students are aware of what is going on and their responsibilities in supporting and promoting the College	To contribute to the delivery of our requirements under the Scottish Governments Cyber Resilience Framework. ~ To deliver digital transformation by building trust in our systems and ensuring the highest levels of data security and governance. ~ To provide an inspirational and inclusive student experience by safeguarding the confidentiality, integrity and availability of the College's information systems. ~ To protect information assets against internal and external threats and vulnerabilities, to which the College may be exposed. ~ Fulfil the College's duty of care and legislative responsibilities in relation to the information with which it has been entrusted.	Continued design and delivery of a portfolio of employer led training programmes designed to improve individual skills and employer competitiveness ~ Continue to grow partnerships work with schools, employers, faculties and stakeholders to develop a vocational learning journey that starts in school and provides a pathway to university, with flexible entry and exit points along the way. ~ Increase the learning opportunities available to students through international partners and access appropriate funding sources to support this.	Ensuring good governance transparency/compliance – participation in Externally Facilitated Effectiveness Reviews every 3-5 years ~ Regular accessible/ accurate/ transparent reports/letters and communications produced to agreed standards as required to satisfy external stakeholders/ Board of Management. ~ Ensure an up to date/robust Business Continuity Plan is in place, communicated to all concerned with regular testing and lessons learned. ~ Monitoring, evaluating, reporting, and verifying plans with clear timeframes.

Strategic Priorities	A. Risk Management Framework ≡	B. Communications Marketing and Stakeholder Engagement Framework ≡	C. Information Security Framework ≡	D. Business Development Framework ≡	E. Corporate Framework ≡
Strategic Objectives	Providing assurance to, and working collaboratively with key stakeholders, to ensure significant risks are being managed appropriately. ~ Raising awareness of the principles and benefits involved in the risk management process and to obtain staff commitment to the principles of risk control as well as raising awareness of risk in all involved in Learning & Teaching and delivery of the College Support Services. ~ Preventing injury, damage/losses, reduce the cost of risk and protect the College's reputation through strengthened governance, accountability and decision making.	Engage with the wider community as a channel to signpost and promote awareness, benefits of learning and progression ~ Cultivate a sense of pride and attachment in stakeholders and the market as an inclusive, skilled and responsive provider of high-quality learning and engagement ~ Ensure consistency of communications to reflect College values ~ Identify needs and, based on analytics, align promotion effectively ~ Team is responsible for its own personal and professional development engaging with College programmes and initiatives	Ensure that all users of the College's information understand their roles and responsibilities in relation to information security ~ Develop a positive culture of information security throughout the College through the development of holistic information security management procedures.	Ensure that the College physical and virtual environments meet the needs of customers and stakeholders. ~ Engage with employers to support them to meet their community benefit objectives that are integral to large scale commercial programmes ~ Support the College to achieve its sustainability objectives through targeting relevant funding sources and delivering a portfolio of commercial training programmes that meet sustainability objectives ~ Team is responsible for its own personal and professional development engaging with College programmes and initiatives designed to ensure that this priority is delivered	Feedback mechanisms established to review implementation of actions. ~ Effective liaison with all stakeholders to ensure good relations are developed and maintained. ~ Maintaining all services to a high standard. ~ Ensuring and facilitating compliance with best practice in corporate governance, ensuring that the appropriate disclosure statement can be issued within the Annual Report and Financial Statements



Strategic Priorities	A. Risk Management Framework 	B. Communications Marketing and Stakeholder Engagement Framework 	C. Information Security Framework 	D. Business Development Framework 	E. Corporate Framework 
Strategic Objectives				Continuously seek ways of being more cost effective in delivery whilst not compromising quality of deliver or the College's reputation for excellence. ~ Identify and secure new sources of funding to support the College's objectives.	



Strategic Enablers

	Established Processes Well developed, lean processes in place with appropriate training for key staff.
	Effective Management Review and identify opportunities/requirements for change/development carried out in a timely and considered manner.
	Staff and Students Trust and confidence in the processes in place across the corporate function.

5 Years: Measuring Success

In 5 years' time, through the implementation of our Corporate Strategy, we will create College where:

- We have successfully implemented the aforementioned Frameworks and these are operating seamlessly.
- Relations between the various sections have been strengthened through integration and partnership working.
- Frameworks have been developed in line with best practice in the sector and beyond.



Fast Track

We will fast track delivery of our strategic objectives through various initiatives including:

- Enhanced working practices i.e. continuous improvement practices to streamline workloads.
- Fostering relationship development between functions.
- Introduction of digital solutions wherever possible.
- Work in collaboration with our college Colleagues in the Glasgow Region and beyond to share best practice.
- Grow existing partnerships and develop new ones.



123 Flemington Street
Glasgow
G21 4TD

T: 0141 630 5000
E: info@glasgowkelvin.ac.uk

Information Security Framework

Document Control Information

Reviewed by the SMT:	November 2022
Date of Next Review:	December 2025
Approved by Board of Management:	12 December 2022 – TBC

The Board of Management (or any person/group with delegated authority from the Board) reserves the right to amend this document at any time should the need arise following consultation with employee representatives.

Table of Contents

1.	Introduction	3
2.	Objectives	3
3.	Scope	3
4.	Framework Statement	4
5.	Compliance.....	5
6.	Responsibilities.....	5
	Senior Management Team.....	5
	Director of Digital Services/Director of Corporate Services	5
	Data Protection Officer	6
	Risk Management Committee	6
7.	Supporting Policies, Codes of Practice, Procedures, and Guidelines.....	6
	Supporting Policies/Procedures	6
	Information Security Policies, Procedures and Guidelines.....	6
8.	Compliance and Breach of Policy	7
9.	Review and Development.....	7

1. Introduction

It is the policy of Glasgow Kelvin College that it will manage all its information appropriately and securely to protect against the consequences of non-compliance with data protection law, including breaches of confidentiality, failures of integrity or interruptions to the availability of that information.

This framework provides the structure for an interconnected set of College Information Security Policies and procedures. These aim to develop a positive culture of information security throughout the College through the development of a holistic Information Security Management System (ISMS) to protect College information by maintaining its confidentiality, integrity and availability.

- Confidentiality: a component of privacy that protects our data from unauthorised access or disclosure.
- Integrity: maintaining and assuring the accuracy and completeness of data over its entire lifecycle.
- Non-repudiation – the reasonable assurance that, where appropriate, a user cannot deny being the originator of a message after sending it.
- Availability: for any information system to serve its purpose, the information must be available when it is needed.

This framework aims to encourage the engagement and implementation by users of good information security practices throughout the College.

2. Objectives

The objectives of this framework are to:

- safeguard the College's information from both internal and external security threats that could have an adverse effect on its operations, financial position or reputation;
- fulfil the College's duty of care and legislative responsibilities in relation to the information with which it has been entrusted;
- protect the confidentiality, integrity and availability of information by ensuring adequate controls are in place so that information is appropriately available as required, is accurate, secure, and complies with legislative requirements;
- ensure that all users of the College's information understand their roles and responsibilities in relation to information security.

3. Scope

The scope of this Information Security Framework extends to all College information including but not limited to:

- Records related to prospective, current and past students and staff including emergency and next of kin contact information and special category data
- Records related to workers employed through third party agencies, members of the Board, visitors, customers, and external contractors

- Teaching and learning data
- Learner support data, including information about health and disabilities
- Financial records and information
- HR, including Occupational Health records, and Organisational Development data
- Health and Safety records
- Operational plans, account records and minutes
- Executive level data
- Student Association data
- Commercial and Business Development data
- Quality and Performance data
- Intellectual Property data
- External Funding records

4. Framework Statement

As a Data Controller, the College is accountable for the personal data it processes. This extends to its use of third parties acting as Processors on the College's behalf. It is the College's responsibility to ensure that they, and any Processors they use, comply with data protection law. Failure to do so, for example through the lack of appropriate due diligence, may result in the College facing regulatory action including fines.

Glasgow Kelvin College aims, as far as reasonably possible, to:

- Identify and protect the confidentiality, integrity and availability of all data (information assets) it holds within its systems by implementing appropriate technical and organisational measures to ensure a level of security appropriate to the risk. This includes the protection of any device that can carry data or access data, as well as protecting physical paper copies of data.
- Take a data protection by design and default approach to any new data processing, including the use of new technology, to identify any risks by firstly carrying out a Data Protection Impact Assessment as required.
- Meet legislative and contractual obligations as required under the UK General Data Protection Regulation (GDPR), Data Protection Act 2018 and other relevant legislation.
- Protect the College's intellectual property rights.
- Produce, maintain and test business continuity plans particularly with respect to data backup and recovery.
- Prohibit unauthorised use of the College's information and systems.
- Communicate the requirements of this Information Security Framework and the information security aspect of procedures to all persons potentially accessing data as part of their role as appropriate.
- Provide information security training to all persons appropriate to their role.
- Report any breaches of information security, actual or suspected to the DPO in a timely manner noting that where a significant breach has occurred, the College must report this to the Information Commissioner's Office within 72 hours and data subjects may be notified.

5. Compliance

The College will conduct information security compliance and assurance activities, facilitated by the College's Digital Services, to ensure information security objectives and the requirements of the framework are met. Wilful failure to comply with the framework will be treated extremely seriously by the College and may result in disciplinary action and/or legal action.

6. Responsibilities

This framework covers all data access and processing within the College and through remote or mobile working.

All staff, Board Members, and other College users including any third parties authorised to access the College's network or computing facilities must be familiar with this Framework and any appropriate supporting documentation relevant to their role.

This Framework should be read in conjunction with the College's ICT Acceptable Use Policy, ICT Security Policy and the Data Protection Policy, and should be communicated to all users and relevant external parties.

Senior Management Team

The Senior Management Team is ultimately responsible for establishing frameworks and for issuing and reviewing policy statements and procedures to support the College with which members of the College must comply.

The Senior Management Team requires all College management staff to be accountable for implementing an appropriate level of security control for the information owned by that department and processed by persons accessing that data (the Information Asset Owners). This includes undertaking a Data Protection Impact Assessment where a type of processing, including new technologies, is likely to result in a high risk to the rights and freedoms of natural persons.

Each person is accountable to their relevant line manager as applicable for operating an appropriate level of security control over the information and systems they use to perform their duties.

Director of Digital Services/Director of Corporate Services

The Director of Digital Services and the Director of Corporate Services are responsible for the overall coordination of the management of information security from a technical and organisational viewpoint, maintaining this Information Security Framework and providing advice and guidance on its implementation. All staff have responsibility for adhering to information security requirements within their area. It is noted that failure to adhere to this Framework may result in the College suffering financial loss, operational incapacity, and/or loss of reputation. Data access or processing that fails

to observe the provisions of this Framework may result in disciplinary action.

Data Protection Officer

The Data Protection Officer (DPO) is responsible for informing, advising, and monitoring compliance with data protection legislation and related College policies and procedures. The DPO should be involved properly and in a timely manner in all data protection matters including risks associated with processing operations that may impact information security.

Risk Management Committee

The Risk Management Committee has responsibility for overseeing the management of the information security risks to the College's staff and students, its infrastructure and its information.

Glasgow Kelvin College has a responsibility to abide by and adhere to all current UK legislation as well as a variety of regulatory and contractual requirements and agreements.

7. Supporting Policies, Codes of Practice, Procedures, and Guidelines

Supporting policies have been developed (see below) to strengthen and reinforce this Framework. These, along with associated, procedures, standards and guidelines are published together and are available for viewing on the Glasgow Kelvin College website.

All staff, Board Members and other College users, including any third parties authorised to access the College's network or information system facilities are required to familiarise themselves with these supporting documents and to adhere to them in the working environment.

Supporting Policies/Procedures:

- ICT Security Policy
- ICT Acceptable Use Policy

Information Security Policies, Procedures and Guidelines:

- ICT Acceptable Use Policy
- ICT Password Change Procedure
- ICT Security Policy
- Social Media Procedures
- Data Protection Policy
- College Data Privacy Notices
- Data Subject Access Request Procedure
- Data Protection Impact Assessment
- Data Breach Reporting Procedure

- Data Retention Schedule

This Framework has been developed with due regard to all relevant legislation including:

- Computer Misuse Act 1990
- UK GDPR
- The Data Protection Act 2018
- Freedom of Information (Scotland) Act 2002
- Regulation of Investigatory Powers Act 2000
- Defamation Act 1996
- Obscene Publications Act 1959 and 1964
- Prevent Duty Guidance (Scotland)
- Protection of Children Act 1978
- Criminal Justice Act 1988
- Criminal Justice and Immigration Act 2008

8. Compliance and Breach of Policy

The College shall conduct cyber security compliance and assurance activities, facilitated by the College's ICT Services Team to ensure cyber security objectives and the requirements of the College policies are met. Wilful failure to comply with the aforementioned policies will be treated extremely seriously by the College and may result in disciplinary action.

9. Review and Development

This Framework, and supporting documentation, shall be reviewed and updated every three years or sooner if required to ensure that they:

- remain operationally fit for purpose
- reflect changes in technologies
- are aligned to industry best practice
- support continued regulatory, contractual and legal compliance

Changes to this framework will be presented to the Senior Management Team for review prior to publication.

If you have any questions regarding this framework, please contact: Jason Quinn, Director of Digital Services - JQuinn@glasgowkelvin.ac.uk or Lisa Clark, Director of Corporate Services – lisaclark@glasgowkelvin.ac.uk

Business Development Framework



Document Control Information	
Reviewed by the SMT:	6 December 2022
Date of Next Review:	October 2027 - TBC
Approved by Board of Management:	12 December 2022 - TBC

The Board of Management (or any person/group with delegated authority from the Board) reserves the right to amend this document at any time should the need arise following consultation with employee representatives.

Contents:	Page
1.0 Introduction	3
2.0 Framework Objectives	3
3.0 Business Development Functions and Strategic Alignment	3
4.0 Commercial Development	3
5.0 Funding	4
6.0 International Partnerships	4
7.0 School Programmes: Senior Phase and Foundation Apprenticeships	4
8.0 Workbased Learning	5
9.0 Communications and Marketing	5
10.0 Strategic Alignment	5
11.0 Review	7

1. Introduction

This framework outlines the Business Development function in place at Glasgow Kelvin College.

This five-year framework will be routinely reviewed to ensure it continues to deliver its aims in supporting the College Strategy 2022-27.

2. Framework Objectives

The principal objectives of this Framework are:

- To provide an overview of the College's business development functions.
- To demonstrate that the business development functions support the delivery of the College's 2022 to 2027 Strategic Plan.
- To ensure a College-wide, inclusive and positive approach to all business development functions that will support and sustain the College over the lifetime of the Framework.
- To ensure that the required mechanisms and organisational controls are in place to support the Business Development function.

3. Business Development Functions and Strategic Alignment

The Business Development function of the College comprises of the following areas:

- Commercial Development.
- Funding.
- International Partnerships.
- Schools Programmes: senior phase and foundation apprenticeships.
- Workbased Learning.
- Communications and Marketing (covered in the separate Marketing, Communications and Stakeholder Engagement Framework).

4. Commercial Development

Commercial development activity generates revenue for the College through two principal areas of activity: Flexible Workforce Development Fund and accredited short courses demanded by industry, but which do not fit within the scope of the Flexible Workforce Development Fund. Other revenue generating activities include hiring College facilities to film companies and developing and delivering bespoke courses for employers.

The College achieves all its commercial objectives by:

- Responding to employer need by engaging with them and understanding their requirements.
- Using high quality training provision.
- Being a reliable provider.
- Using a costing model that ensures a competitive price for employers and a margin for the College.

4.1 Flexible Workforce Development Fund

The Flexible Workforce Development Fund (FWDF) is allocated to the College each year by the Scottish Funding Council. Its purpose is to fund training in employers who pay the Apprenticeship Levy and SMEs. The College engages with many employers to design training programmes to meet their needs and has established a reputation as a provider of the highest quality.

4.2 Other Income Generation

The College constantly pursues other opportunities for generating income and surplus. These include:

- Range of accredited short courses aimed at meeting specific industry skill requirements. Currently, these programmes are sector specific and depend on available teaching and space capacity within the College.
- Filming location: The College estate is of interest to programme makers across a range of genres and will charge for the use of College buildings for filming purposes.
- The College will develop bespoke training programmes for employers where it has the expertise to do so and to deliver to a sufficiently high level of quality.

5. Funding

Post Brexit, the Team has managed a transition from European funding to sourcing new sources of funds. These include The Turing Scheme and The Prosperity Fund, among others. The Team co-ordinates the submission of funding bids across the College and manages the monitoring and compliance aspect of these programmes once funding has been secured. The College application to the Glasgow Communities Fund is one of the most significant programmes, in financial terms. Prior to Brexit, the Team managed the College's Youth Employment Initiative (YEI) funding and continues to manage the legacy monitoring and compliance aspects of this programme.

6. International Partnerships

The College has well established partnerships with organisations in India. These partnerships were initially funded through a programme called UKIERI (UK India Education Research Initiative) with a focus on sharing knowledge and learning in gender based violence, training and employment of people with additional support needs and joint learning programmes in fashion, jewellery and engineering. Students from across the College have visited India as part of this project. The India/Scotland programme has the support of the Scottish Government with a number of Scottish Government Ministers visiting the College's partners in India. The College will continue to develop these partnerships and will actively seek new funding courses to support their growth.

The College will seek to renew the partnerships across Europe that were impacted by Brexit and Covid together with securing new funding sources to facilitate their renewal and growth.

7. School Programmes: Senior Phase and Foundation Apprenticeships

A successful School programme provides a future pipeline of full time students at the College and generates credit income. Central to the College's approach to these programmes are:

- Strong partnership with schools and local authorities.
- Extensive engagement with employers.
- Focus on the learning experience that school pupils have at the College.

The Team will continue to develop and grow the North East Partnership, a network of 10 secondary schools located in north east Glasgow.

8. Workbased Learning

Workbased learning covers the College's portfolio of Modern Apprenticeships as well as Foundation Apprenticeships which are aimed at school pupils. The Team manages the monitoring and compliance associated with the College's unique BBC apprenticeship programme and the extensive Modern Apprenticeship activity associated with the CITB.

9. Communications and Marketing

Communications and Marketing is covered under a separate Framework: Communications, Marketing and Stakeholder Engagement Framework 2022 – 2027.

10. Strategic Alignment

The work of the Business Development strongly aligns with a number of the priorities identified in the College's Strategic Plan 2022-27. However, over the lifetime of this Plan, the objectives of the Business Development Team will support all strategic priorities as follows:

Priority 1.1: Develop employment and life skills through high quality learning teaching and assessment

The Team will continue to design and deliver a portfolio of employer led training programmes designed to improve individual skills and employer competitiveness. A continuing focus on workbased learning programmes in schools and employers will optimise employment opportunities and support the needs of the economy. An expanding international programme will allow students the opportunity to further increase their employment and life skills through engagement with partners and colleagues from across the world.

Priority 1.2: Empower and Support our Students through their Life Changing Journey

The Team will work with schools, faculties and partners to develop a vocational learning journey that starts in school and provides a pathway to university, with flexible entry and exit points along the way. The strengthening of the North East Partnership will be a key component to this, as will engagement with partners such as Skills Development Scotland to develop new and innovative pathways for learners.

Links to universities and developing links to graduate apprenticeship programmes will feature in this work. The College will review its portfolio of apprenticeships, both as a sub contractor and a managing agent, from Level 4 to Modern Apprenticeship in line with economic and employer needs.

Priority 1.3: Provide an Outstanding Physical and Virtual Learning Environment

An outstanding learning environment is a critical component of maintaining the College's competitiveness in all forms of learning development.

The Team will continue to lead on the College Environment strand of the Campus Reinvestment Project, linking with colleagues across the College to support the development and ongoing improvement of the College Environment to ensure it meets the needs of customers and stakeholders.

Priority 2.1: Deepen employer and industry engagement, earn our reputation as centres of excellence and be the partner of choice

A key focus of this priority will be to develop the community benefits associated with large scale commercial programmes. For example, the 9 year Sighthill development has myriad community benefits associated with it and the College will engage with the developers and offer a portfolio of programmes aimed at engaging the community, improving their economic opportunities and supporting the development to achieve its aims. The business development team will strengthen its current alignment to this strategic priority across all its areas of activity. The Team will continue to develop its international partnerships and the development of associated knowledge sharing programmes.

Priority 2.2: Deepen employer and industry engagement, earn our reputation as centres of excellence and be the partner of choice

This priority is at the heart of the College's business development activities. The College will work with employers and stakeholders to ensure a continuous development of relevant training and will review the delivery mechanism of that training, ensuring it is available in line with customer need. The alignment of senior phase and funding activities will be strengthened. Senior phase programmes that offer work experience will be considered, along the lines of the Level 4 apprenticeships. Funding objectives will be refocused to secure funds that support this link between employer and College.

Priority 2.3: Address our Climate Emergency – Act, Educate & Engage

The Team will work with employers, faculties and partners to develop a portfolio of programmes that aim to develop sustainable skills. This could include green energy, sustainable transport and other such subjects. The funding strategy will focus on seeking and securing funding to support sustainable initiatives within the College and its partners. The Team intends for this priority to become highly aligned across all areas of activity

Priority 3.1: Build an organisation that thrives with dynamic and empowered people

This priority will be at the heart of everything that the Team does. The Team will work with colleagues across all College functions, ensuring that the ethos of the College is central to all this engagement. The Team will take responsibility for its own personal and professional development and will engage with College programmes and initiatives designed to ensure that this priority is delivered.

Priority 3.2: Drive Continuous Improvement and Digital Transformation

The Team will strive to embrace a culture of continuous improvement across all its activities and will actively seek to work with colleagues from across the College and beyond to develop and deliver services that reduce wasteful effort and promote lean methodologies.

Priority 3.3: Achieve financial sustainability and maintain strong and effective governance

The Team will continue to develop and deliver customer driven products and services that deliver a clear and identifiable margin for the College. Linked to 3.2, it will continuously seek ways of being more cost effective in delivery whilst not compromising quality of deliver or the College's reputation for excellence. The team will have a key role in the setting of budgets, forecasting and monitoring of income and expenditure.

11. Review

The Business Development Framework will be reviewed every five years unless changes require to be made during this period.