Item 10
For Approval/Endorsement

Glasgow Kelvin College

Board of Management Meeting of 11 October 2023

College Strategy Refresh

Report by Principal

1. Introduction

Members of the board will remember the development of the College Strategy 2022 / 2027 through a process of analysis, development and consultation beginning in May 2021 and culminating in its final publication In January 2022. As the Strategy has now been in place for a full Academic Year (AY) 2022/23 it is now time to review and refresh the original publication.

Timeline:

20 May 21	BoM Strategy development workshop – led by Principal.
06 Sep 21	Consultation event – Stakeholders.
22 Sep 21	Consultation event 1 - College Managers, Union. representatives and Student Association Presidents.
21 & 25 Oct 21	Consultation event – Staff.
24 Nov 21	Consultation event – Students & Student Association.
15 Dec 21	Consultation event 2 - College Managers, Union representatives and Student Association Presidents.
13 Dec 21	**Strategy Approved by BoM.**
31 Jan 22	Official Publication.
1 Aug 22 – 31 Jul 23	**Year One Strategy Implementation.**
10 May 23	Year Two Strategy Refresh discussions - College Managers, Union representatives and Student Association Presidents.
29 Aug 23	Year Two Strategy Refresh discussions - Senior Management Team.
11 Oct 23	**Year Two Strategy Refresh to be Approved by BoM**

An initial "horizon scan" of the current sector strategic landscape was conducted by SMT members. The conclusion was that the content of the College Strategy remained relevant with no need to bring in additional elements at either Ambition or Priority levels.

Following workshops and discussion involving the Senior Management Team (SMT), the wider Management Team (MT), Union representatives and Student Association Presidents, the overwhelming response was that Vision, Purpose, Values, Ambitions, and Priorities remain relevant, up to date and appropriate. It was further agreed that the only need was for some supporting narrative to be brought up to date.

Therefore, this paper proposes only minor narrative changes to supporting elements of the College Strategy as part of the College Strategy 2022 / 2027 refresh process for 2023.

This paper is intended to facilitate Board members' feedback on the Colleges Recommendations.

2. Update

Proposed narrative changes can be seen in detail below. The resulting published format can be seen at Appendix 1.

Front Cover
Bottom corner, "Issue October 2023"

Page 4
As we move on from the challenges of the pandemic our teaching and learning has returned to being on-campus and our buildings are once again thriving environments in which our students develop and grow. Our Virtual Learning Environments, where appropriate, continue to play an important role in the learning and experience of our students and our Strategy reflects this.

The College continues to strive to meet the needs of all its stakeholders, even in these unprecedented times. As we move forwards mitigating the long term impact of the virus, the challenges presented by a cost of living crisis, and the pressures on public funding, we remain committed to embracing our aspirations, ambitions and priorities for the local, national and global communities which we serve.

These priorities provide a strategic response to the needs and aspirations of our students, staff and stakeholders and address the many challenges which the sector and College face currently. They also signpost the College's framework for its Green Kelvin agenda to provide skills and resources to address sustainability, energy efficiency and carbon reduction in a changing world. I am confident that you will recognise the spirit and ethos of the College in the ambitions set out in this Plan.

The Principal, along with the Board of Management and the staff in the College will build on the progress made over the last nine years.

Our staff remain committed to the vision and ethos of the College and the Board of Management is assured that they will continue to provide the highest standards of learning, teaching, skills development and services for our students, communities and stakeholders.

The Board is equally confident that our Strategic Plan 2022/27 provides a strong framework for the College to contribute effectively to creating and maintaining a vibrant and sustainable environment for the communities and stakeholders which we serve.

The importance of delivering high quality life and vocational skills is also central to our Plan. This ensures that our learners are equipped for their future and prepared for the challenges of a changing economy and diverse society. This is only possible through the experience and skills of our committed and excellent staff.

Our ambitions also address local, regional and national priorities and will, we anticipate, encourage inclusive growth in our communities and the continuing recovery of the economy. Our success is based on our role as a community-based college working in collaboration with grass-roots organisations and local Community Planning partners to transform the lives of our learners. Our Strategy confirms our commitment to this fundamental approach to our work.

I am delighted to have your support and am confident that Glasgow Kelvin College will continue to contribute successfully to meeting the aspirations of the communities which we serve.

Best Wishes
Ian Patrick
Chair, Board of Management

Page 8 Para 4
With three well-equipped campus buildings in the North and East of Glasgow, we offer the highest quality education, skills, personal and community development to almost 12,500 students. We aim to address local, regional and national employment needs by maintaining the highest standards and best possible experience of learning, teaching and skills development.

Page 8 Para 8
Our models of delivery and support for our students, communities, employers, and stakeholders have sustained our commitment to a growing economy during this challenging period. This has created new ways of working which have proven to be innovative, supportive, agile, and effective.

Page 10
Stats update to 20/21 or 21/22 (Robin A to provide data)

Page 12 Para 1
We are sector leading in several relevant industry sectors and are committed to the growth of Science, Technology, Engineering and Mathematics (STEM) through strategies which take a partnership approach with industry and business that strives to ensure the supply of a skilled, knowledgeable and agile workforce for the future. We continue to invest in vocational areas where there is identified demand. We have a strong focus on the delivery of Apprenticeships and other work-focused initiatives.

3. Resource Implications

There are no new resource implications because of this paper.

4. Impact on Students

There are no new direct impacts on students because of this paper.

5. Risk and Assurance

There are no new risks or changes to risk because of this paper. Assurance is provided that the latest published version of the College Strategy reflects the current strategic landscape.

6. Equality

No negative impacts on people with protected characteristics have been identified because of this paper.

7. Data Protection

There are no data protection implications because of this paper.

8. Environmental and Sustainability

There are no related impacts regarding environmental and sustainability issues because of this paper.

9. Recommendations

Members are recommended to:

i. Approve the republication of the College Strategy as Issue, October 2023 with the minor refresh amendments detailed within this paper.

10. Further Information

Members can obtain further information on the contents of this report from Derek Smeall, Principal dsmeall@glasgowkelvin.ac.uk

Glasgow Kelvin College
DSm
October 2023

APPENDIX

2022-2027

Glasgow Kelvin College

GLASGOW KELVIN COLLEGE STRATEGY

INSPIRING
EMPOWERING
CONNECTING

Issue October 2023

Vision

Transforming lives through education

Purpose

To enhance our learners' aspirations, careers and lives through accessible, inclusive, high quality lifelong learning

Values

Six key principles which drive our actions

Professionalism
Integrity
Creativity
Supportive
Respectful
Participative

Contents

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3	Contents
4	Chair's Introduction
5-6	Strategic Ambitions and Priorities (Summary)
7-8	Who We Are
9-10	Useful Data and Infographics
11-12	Strategy (introduction)
13-14	Ambition 1 - Deliver an Inspirational and Inclusive Student Experience
15-16	Ambition 2 - Strengthen our Communities and Environment
17-18	Ambition 3 - Be a High Performing, Resilient and Responsive College
19-20	Ambition 1 - Key Indicators
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23-24	Ambition 3 - Key Indicators
25	Strategy Mapping of GKC Strategy to Key National Strategies

Chair's Introduction

Welcome to the Glasgow Kelvin College Strategy for 2022/27 which sets out our key priorities for the medium and long-term and the ambitions we have for our students, stakeholders and communities. The Strategy also highlights how we will work to support national sustainable economic growth and the strategic aims of our key partners.

As we move on from the challenges of the pandemic our teaching and learning has returned to being on-campus and our buildings are once again thriving environments in which our students develop and grow. Our Virtual Learning Environments, where appropriate, continue to play an important role in the learning and experience of our students and our Strategy reflects this.

The College continues to strive to meet the needs of all its stakeholders, even in these unprecedented times. As we move forwards mitigating the long term impact of the virus, the challenges presented by a cost of living crisis, and the pressures on public funding, we remain committed to embracing our aspirations, ambitions and priorities for the local, national and global communities which we serve.

These priorities provide a strategic response to the needs and aspirations of our students, staff and stakeholders and address the many challenges which the sector and College face currently. They also signpost the College's framework for its Green Kelvin agenda to provide skills and resources to address sustainability, energy efficiency and carbon reduction in a changing world. I am confident that you will recognise the spirit and ethos of the College in the ambitions set out in this Plan.

The Principal, along with the Board of Management and the staff in the College will build on the progress made over the last nine years.
Our staff remain committed to the vision and ethos of the College and the Board of Management is assured that they will continue to provide the highest standards of learning, teaching, skills development and services for our students, communities and stakeholders.

The Board is equally confident that our Strategic Plan 2022/27 provides a strong framework for the College to contribute effectively to creating and maintaining a vibrant and sustainable environment for the communities and stakeholders which we serve.

The importance of delivering high quality life and vocational skills is also central to our Plan. This ensures that our learners are equipped for their future and prepared for the challenges of a changing economy and diverse society. This is only possible through the experience and skills of our committed and excellent staff.

Our ambitions also address local, regional and national priorities and will, we anticipate, encourage inclusive growth in our communities and the continuing recovery of the economy. Our success is based on our role as a community-based college working in collaboration with grass-roots organisations and local Community Planning partners to transform the lives of our learners. Our Strategy confirms our commitment to this fundamental approach to our work.

I am delighted to have your support and am confident that Glasgow Kelvin College will continue to contribute successfully to meeting the aspirations of the communities which we serve.

Best Wishes
Ian Patrick
Chair, Board of Management

Strategic Ambitions & Priorities

- *Deliver an inspirational & inclusive student experience*
- *Strengthen our communities and environment*
- *Create a high performing, resilient and responsive college*
- *Develop employment and life skills through high quality learning teaching and assessment*
- *Build capacity within vibrant communities and support inclusive economic growth*
- *Build an organisation that thrives with dynamic and empowered people*
- *Empower and support our students through their life changing journey*
- *Deepen employer and industry engagement, earn our reputation for our centres of excellence and be the partner of choice*
- *Drive continuous improvement and digital transformation*
- *Provide an outstanding physical and virtual learning environment*
- *Address our climate emergency – act, educate & engage*
- *Achieve financial sustainability and maintain strong and effective governance*

Who We Are

We are your College. A vibrant community made up of people coming together to find their way in the world, their community and in themselves.

People are at the centre of everything we do. We embrace diversity, are inclusive and accessible, and offer a welcoming and safe place where everyone can grow, achieve and get to where they want to be.

Glasgow Kelvin College's Vision, "Transforming Lives Through Education" is at the heart of all that we do and this is supported by the strength of our shared values and ethos. We have a talented, skilled, and dedicated team of staff and a well-deserved reputation for the support we provide to our communities, employers and students.

With three well-equipped campus buildings in the North and East of Glasgow, we offer the highest quality education, skills, personal and community development to almost 12,500 students. We aim to address local, regional and national employment needs by maintaining the highest standards and best possible experience of learning, teaching and skills development.

We invest in an inclusive community programme to support both individual and community wellbeing and growth. The location of our campus buildings within our communities gives excellent local opportunities for residents to gain the transferable skills needed for sustainable employment. In addition, our partnerships with Community Planning and local community organisations enable access to College learning opportunities across an area-wide Learning Network hosted by multiple community-based centres.

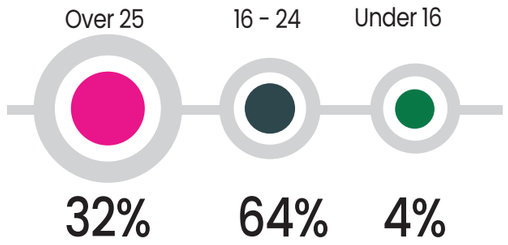
We are proud to partner with local authorities, schools, universities and employers to ensure we deliver industry-led skills, accredited qualifications and apprenticeship programmes which support a growing and environmentally sustainable economy. A diverse curriculum offer includes youth and community projects, a diverse and ambitious Senior Phase schools and Foundation Apprenticeship programme and a wide portfolio in a number of expanding vocational and academic areas. The College is recognised as a centre of excellence in specialisms such as Civil Engineering, Heating, Ventilation & Air Conditioning, Renewables, Science, Care and Creative Industries. This will be invaluable in supporting Scotland's inclusive drive towards a sustainable world and position the College as a gateway to high-value jobs and advanced learning in communities where it is most needed.

Our models of delivery and support for our students, communities, employers, and stakeholders have sustained our commitment to a growing economy during this challenging period. This has created new ways of working which have proven to be innovative, supportive, agile, and effective.

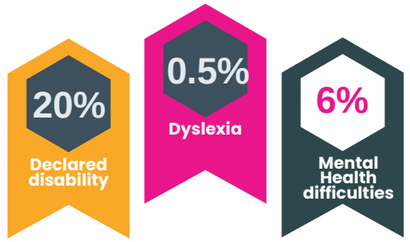
There has never been a more important time for Glasgow Kelvin College to be ready to meet the challenges Scotland faces. We are committed to delivering learning, skills, and opportunities to people of all ages and abilities. We are at the cutting edge of new initiatives to support individuals and businesses back to work through reskilling our new workforce and upskilling those who strive to rebuild our economy, health, and communities.

Our Strategy sets out our Strategic Ambitions and Priorities to ensure we maximise opportunities for all in an inclusive and sustainable future.

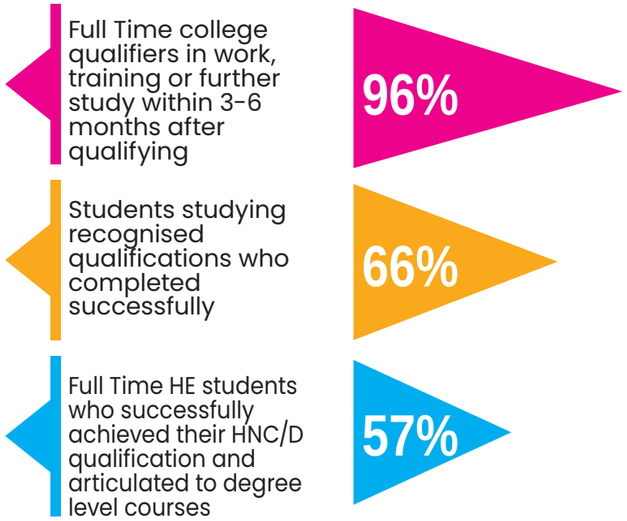
Students by Age



Support

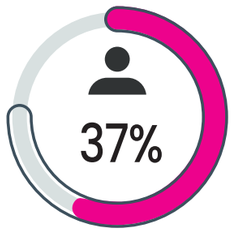


Student Success 2022/23



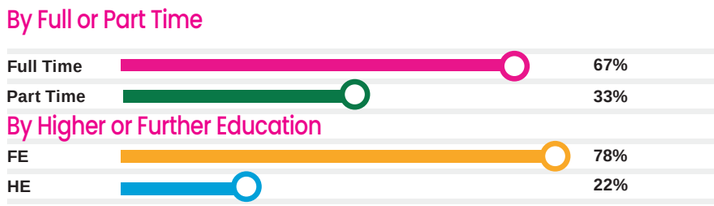
AT A GLANCE

Student activity delivered to care-experienced learners

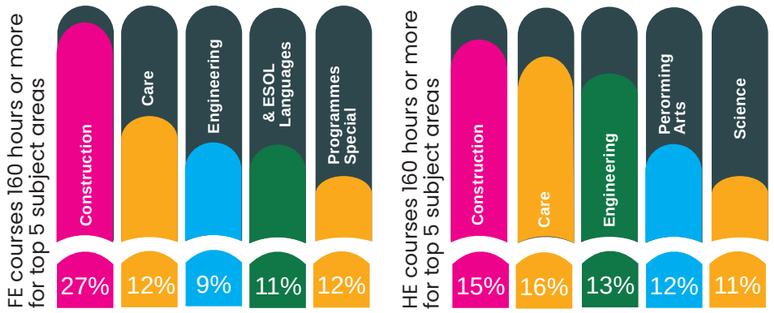


Student activity delivered to those residing within the 10% most deprived postcode areas in Scotland

Teaching & Learning Hours of Delivery 2022/23



Subject Areas Hours of Delivery 2022/23



This Strategy seeks to supply the knowledge and skills needed to support building our economy back better than before and driving towards sustainable living regionally, nationally and indeed worldwide. It also commits to supporting the personal, social and civic development of individuals and communities to ensure fair and equal access to opportunities inherent within vibrant communities, an inclusive economy and a just transition to a sustainable world.

Strategy

We are sector leading in several relevant industries and are committed to the growth of Science, Technology, Engineering and Mathematics (STEM) through strategies which take a partnership approach with industry and business that strives to ensure the supply of a skilled, knowledgeable and agile workforce for the future. We continue to invest in vocational areas where there is identified demand. We have a strong focus on the delivery of Apprenticeships and other work-focused initiatives.

Knowledge and Skills provision which meets the occupational requirement of Glasgow and Scotland works hand in hand with personal, civic and social development provision which meets the needs of our communities. Both are continually evaluated and reviewed as part of our continuous curriculum and service review that encompasses regional and national monitoring, evaluation and planning. This contributes directly towards Glasgow's Regional Outcome Agreement (ROA) process.

We aim to provide accessible relevant skills development for our young learners through our Senior Phase Vocational Pathways (SPVP) frameworks. These are developed and delivered in consultation and partnership with employers, local schools and universities.

Skills development for employability and customer focussed skills continue to grow within our programmes which is intended to meet strong demand from customer service sectors. The highest employment opportunities for the future are within Health, Social and Child Care. An aging population, a continuing need for health professionals, and a national need for the expansion of Childcare ensures our focus on continuing innovation and the high proportion of delivery in Health, Care and Early Learning & Childcare. Other increasing areas of demand for skills also include Business & Administration; Hospitality & catering; and Engineering, Construction & Science

A continued focus to address the needs of those disadvantaged in the labour market is central to this strategy. Striving to ensure access for people from the widest range of backgrounds is a foundation and commitment of this strategy.

Green Kelvin is our long term initiative to percolate the understanding, knowledge, and skills we will all need on our journey to future sustainable living and working. We will work to embed this within every area of study at every level and through every mode of delivery. We are also making it our business to deliver the workforce of the future by taking advantage of our expertise and centres of excellence associated with key industries to help drive forward and accelerate the transition to a sustainable planet.

We intend to transform lives through education.

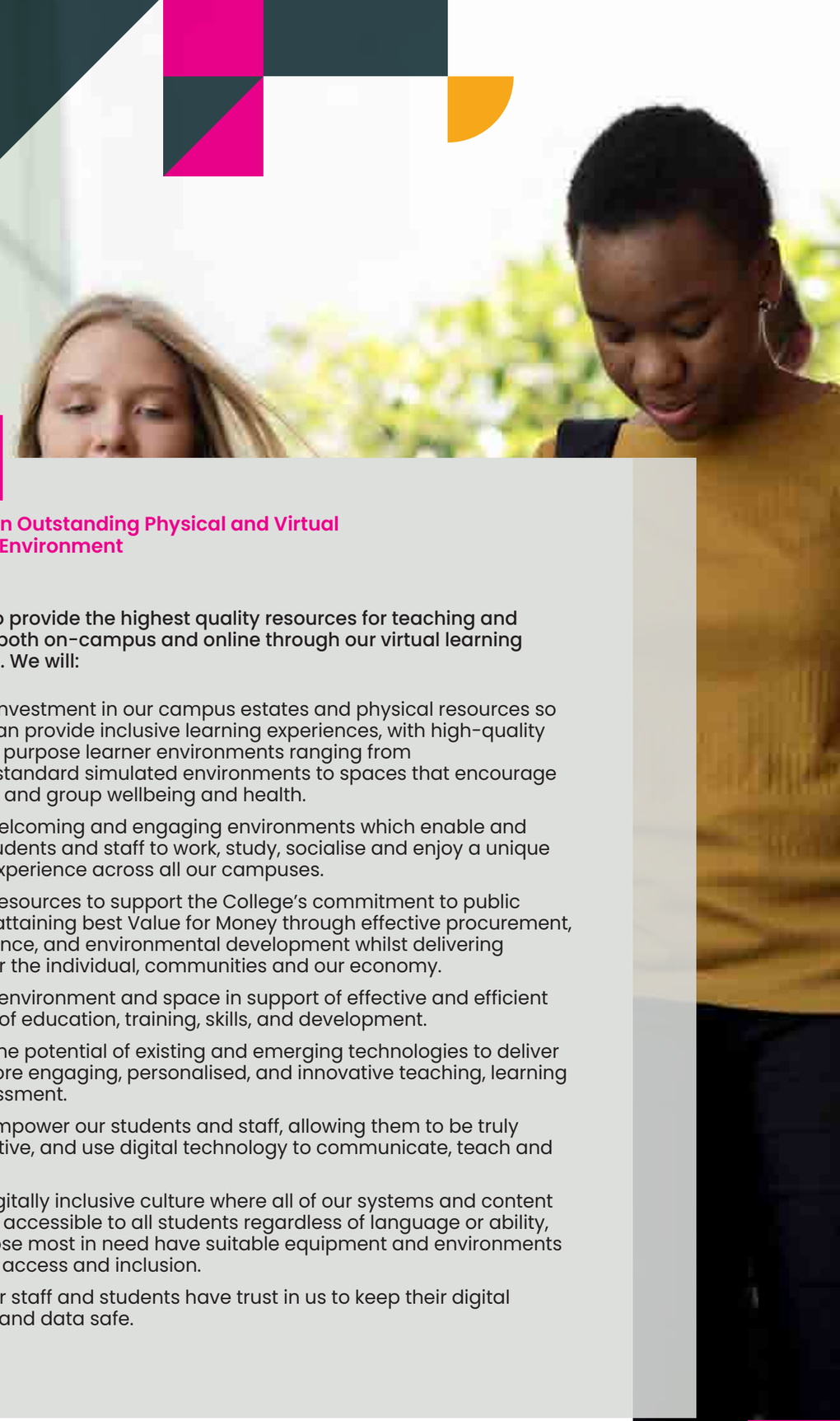
Our wide ranging College Strategy is supported by a number of concise focussed strategies:

- Learning, Teaching and Assessment
- Access & Inclusion
- People
- Digital Transformation
- Estates & Sustainability
- Financial
- Corporate

1. AMBITION

Deliver an Inspirational and Inclusive Student Experience

We place our students at the centre of everything we do. Our aim is to deliver to all our students the highest standards of education and the best possible experience of learning, teaching and assessment. Integral to this is making the lifelong learning experiences and environments we provide welcoming, flexible, adaptable and inclusive to all, supporting students from diverse backgrounds to access relevant education so that they can thrive and fulfil their potential.



1.1

Develop employment and life skills through high quality learning teaching and assessment

KEY INDICATOR: STUDENT SUCCESS

We aim to deliver learning, teaching, assessment, and skills practice which exceeds industry and employer expectations. We strive to equip our students with the highest standards of relevant knowledge, skills, agility and resilience. We help them get to where they want to be in a rapidly changing world. To achieve this, we will:

- Promote excellence in learning, teaching and skills delivery alongside the latest methods and standards of fair and effective assessment and industry/business- relevant certification.
- Optimise opportunities for student work experience, including within our own organisation.
- Align upskilling opportunities with the needs of our economy, and the ambitions and aspirations of our employers and communities.
- Provide an integrated, joined-up approach to facilitate action and ongoing support for success.
- Work to improve retention, attainment, and learner success so that we perform above national norms.

1.2

Empower and Support our Students through their Life Changing Journey

KEY INDICATOR: POSITIVE DESTINATION

We will support our students to stay the course and inspire, equip, and prepare them for success and positive destinations by:

- Providing a new cohesive approach to student support services through a "one-stop shop" that will integrate student support, funding and information services and create a single clear point of access/contact for information, advice, and support for students to continue their journey, enjoy their experience and progress onto their positive destination.
- Valuing the learner voice and supporting a strong, College Students' Association so that we inspire a sense of belonging amongst our learners.
- Ensuring that flexible entry/exit points offer clear progression pathways to employment, to better employment, personal and social development and/or to further learning.
- Strengthening vocational pathways from, and to, local school, college, and university programmes.
- Expanding apprenticeships at every level.
- Providing clear pathways to opportunity, success, and positive life experience for students of all ages.

1.3

Provide an Outstanding Physical and Virtual Learning Environment

KEY INDICATOR: STUDENT SATISFACTION

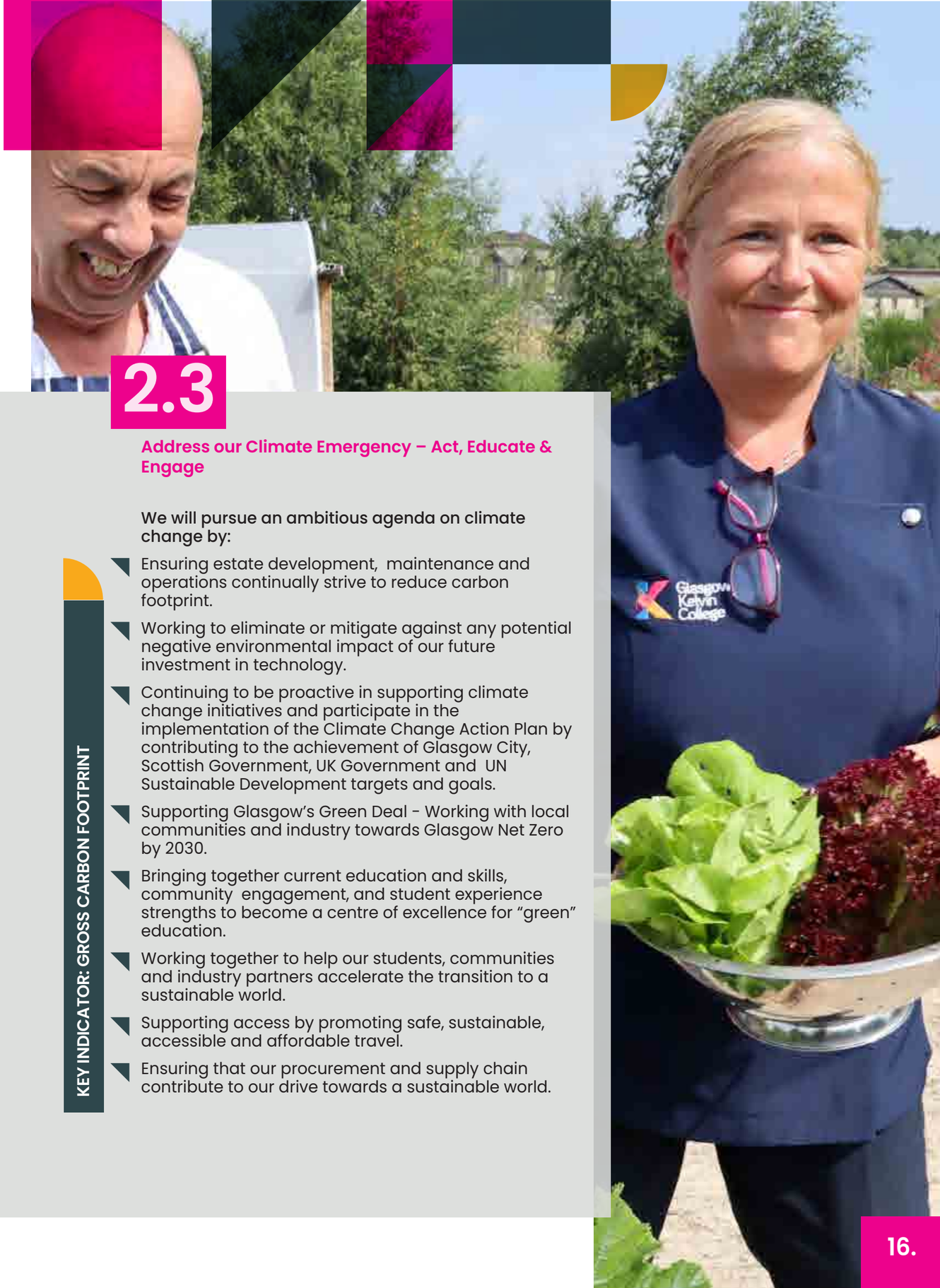
We aim to provide the highest quality resources for teaching and learning, both on-campus and online through our virtual learning platforms. We will:

- Prioritise investment in our campus estates and physical resources so that we can provide inclusive learning experiences, with high-quality and fit for purpose learner environments ranging from industry-standard simulated environments to spaces that encourage individual and group wellbeing and health.
- Provide welcoming and engaging environments which enable and inspire students and staff to work, study, socialise and enjoy a unique College experience across all our campuses.
- Invest in resources to support the College's commitment to public value by attaining best Value for Money through effective procurement, maintenance, and environmental development whilst delivering impact for the individual, communities and our economy.
- Optimise environment and space in support of effective and efficient provision of education, training, skills, and development.
- Harness the potential of existing and emerging technologies to deliver better, more engaging, personalised, and innovative teaching, learning and assessment.
- Seek to empower our students and staff, allowing them to be truly collaborative, and use digital technology to communicate, teach and learn.
- Build a digitally inclusive culture where all of our systems and content are easily accessible to all students regardless of language or ability, where those most in need have suitable equipment and environments for digital access and inclusion.
- Ensure our staff and students have trust in us to keep their digital identities and data safe.

2. AMBITION

Strengthen our Communities and Environment

Build individuals', communities', and industries' confidence to walk through a clear, open and welcoming door. Build upon our growing national and sector-leading expertise. Play our part in accelerating the transition towards a sustainable world.



2.1

Build capacity within vibrant communities and support inclusive economic growth

KEY INDICATOR: AMOUNT OF SIMD 20 ENGAGEMENT

Contributing to community development is core to the education services we provide, and we will continue to play a prominent and pro-active role in the social and economic regeneration of the North-East Glasgow. We will:

- Consult and engage with our communities so that we continue to offer a distinctive curriculum which meets the needs of our local communities, including significant youth and adult outreach programmes.
- Enhance opportunities for personal and community development through clear learning pathways which integrate our community outreach activity more coherently within our wider college learning offer.
- Make best use of new digital technologies. Spread the "net" to reach more community learners and build relationships with our community centers.
- Provide a varied and inclusive curriculum offer with strong and effective progression to sustainable employment or continuing education so that we tackle local inequalities for those from protected characteristic and socio-economic groups.
- Work with third sector partners to promote employment and volunteering opportunities for development of personal, social and employability skills.

2.2

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

KEY INDICATOR: COURSES WITH WORK EXPERIENCE

We will continue to work directly with a large number of local, regional and national employers and provide a very extensive apprenticeship offer across regionally and nationally significant industries, delivering the right skills for a sustainable future. We will:

- Provide a cohesive approach to extend our employer and industry engagement and increase the volume of work-based learning opportunities, live business project opportunities, and direct progression routes into employment.
- Regularly review our curriculum and align it closely to current and future industry, economic and learner needs.
- Seek out new productive partnerships, identifying opportunities and expanding our current partnerships.
- Pursue best practice and synergy in learning, teaching, and assessment, digital transformation, continuous improvement, and community and business development.
- Be proud of our achievements and ensure others know of those achievements. Invest in communication through media of various forms. Build the profile Glasgow Kelvin College deserves.

2.3

Address our Climate Emergency – Act, Educate & Engage

KEY INDICATOR: GROSS CARBON FOOTPRINT

We will pursue an ambitious agenda on climate change by:

- Ensuring estate development, maintenance and operations continually strive to reduce carbon footprint.
- Working to eliminate or mitigate against any potential negative environmental impact of our future investment in technology.
- Continuing to be proactive in supporting climate change initiatives and participate in the implementation of the Climate Change Action Plan by contributing to the achievement of Glasgow City, Scottish Government, UK Government and UN Sustainable Development targets and goals.
- Supporting Glasgow's Green Deal - Working with local communities and industry towards Glasgow Net Zero by 2030.
- Bringing together current education and skills, community engagement, and student experience strengths to become a centre of excellence for "green" education.
- Working together to help our students, communities and industry partners accelerate the transition to a sustainable world.
- Supporting access by promoting safe, sustainable, accessible and affordable travel.
- Ensuring that our procurement and supply chain contribute to our drive towards a sustainable world.

3. AMBITION

Be a High Performing, Resilient and Responsive College

We will nurture a culture of self-belief, cocreation, innovation and College community to realise our ambitions through our people. We will pursue organisational effectiveness and efficiency, engaging with those who do "the job" and those who know "the job". We will deliver public value, optimise social impact and be responsible, transparent, and accountable for our actions.

3.1

Build an organisation that thrives with dynamic and empowered people

To support the maintenance and development of environments, activities and initiatives that help staff and students maintain their physical and mental health we will provide healthy environments, safe environments, ensure safe practices, and seek to promote and optimise opportunities to enhance wellbeing by:

- Inspiring positive behaviours to support health, safety and wellbeing whilst managing, monitoring and reviewing activity in the pursuance of best practice. Placing our Health and Safety, and Wellbeing Policies at the heart of a thriving organisation.
- Working effectively with staff and providing opportunities for professional development, nurturing a valued and capable workforce, optimising working practices, taking a human-centred approach, developing talent, inspiring enterprise, and innovation, and creating organisational capacity and flexibility.
- Empowering our staff and students, keeping them informed; listening, and recognising and praising success.
- Nurturing a positive organisational culture by "living" our shared Ethos and Values framework and by creating a culture which fosters a passion for learning, creativity, and ambition for individual and organisational growth.
- Developing a thriving workforce, working in partnership with our recognised trades union colleagues to foster a culture of trust, shared values, and positive outcomes.
- Shaping a workforce that has space for individual growth, has clear career pathways and effective succession. Staff who are professionally qualified, highly skilled, resilient and agile. Where job satisfaction and pride in what we achieve is recognised and promoted.

KEY INDICATOR: STAFF ATTENDANCE

3.2

Drive Continuous Improvement and Digital Transformation

Pursuing organisational effectiveness and efficiency requires meaningful engagement with those who do "the job" and those who know "the job". A focus on workplace effectiveness will be achieved by:

- Pursuing our "Continuous Improvement Programme" which involves taking a systems-based approach to reduce "wasteful" effort and optimise "lean" processing methodologies.
- Working in partnership with staff to develop and implement teaching delivery models which support both high levels of learner success and greater operational efficiency.
- Driving digital transformation across all areas of service providing high-quality digital architecture & platforms.
- Delivering services, through technology, which allow users to interact with information and others in ways which best suit their needs.
- Utilising intelligent business processing using systems orientated solutions which integrate data and maximise the use of analytics, Artificial Intelligence (AI), and automation.
- Being cyber-resilient and protecting our corporate and personal data.

KEY INDICATOR: CREDITS PER FTE

3.3

Achieve financial sustainability and maintain strong and effective governance

We will pursue financial sustainability, provide public value and optimise social impact whilst being responsible, transparent, and accountable for our actions by:

- Continuing the development of robust medium-term financial modelling and planning; maintaining a framework for effective short-term financial and business analysis; planning, monitoring and controlling on a responsive real-time basis; and ensuring robust reporting, especially against performance and savings targets.
- Seeking to increase income, delivery and capacity, whilst providing sufficient financial surplus for reinvestment, for all non-SFC funding sources including work-based learning contracts, apprenticeship contracts and community projects.
- Controlling costs by providing effective systems, processes and management practices to ensure efficient deployment of College resources both human and material and promoting synergy and an integrated support, planning, monitoring and evaluative approach to a "whole College" culture of effective cost management.
- Ensuring standards of corporate governance are maintained in accordance with sector best practice, maintaining a policy of open-ness, transparency, and consultation.
- Exercising best practice in risk management and impact analysis.
- Ensuring best practice in all processes and procedures through appropriate training for staff and Board members.

KEY INDICATOR: ADJUSTED OPERATING POSITION

Ambitions & Priorities

Ambition 1- Key Indicators

Deliver an Inspirational and Inclusive Student Experience

Priority 1.1

Develop employment and life skills through high-quality learning, teaching and assessment.

- Achievement of Glasgow region and national student enrollment, retention, and attainment targets.
- Gaining positive endorsement from Education Scotland (Scottish Government executive agency charged with supporting quality and improvement in Scottish education) in areas of:
  - leadership and quality;
  - delivery of learning and services to support learning; and
  - student outcomes and impact.

Priority 1.2

Empower and support our students through their life-changing journey, throughout life.

- Achievement of Glasgow region and national targets for the delivery of Senior Phase pupil vocational qualifications; Higher National Certificate and Diploma graduates articulating to degree level courses with advanced standing; and Modern Apprenticeships.
- Receiving positive survey responses which confirm excellent rates of students' overall satisfaction with their College Experience.
- Gaining positive endorsement from Education Scotland (Scottish Government executive agency charged with supporting quality and improvement in Scottish education) in areas of:
  - governance and leadership of change;
  - safeguarding and child protection;
  - services to Support Learning; and
  - outcomes and impact - wellbeing, equality, and inclusion.

Priority 1.3

Provide an outstanding physical and Virtual Learning Environment.

- Receiving positive survey responses which confirm excellent rates of students' overall satisfaction with their College Experience and satisfaction relating to learning environments.
- Gaining positive endorsement from Education Scotland (Scottish Government executive agency charged with supporting quality and improvement in Scottish education) in areas of:
  - leadership and culture;
  - services to support learning; and
  - evaluation leading to improvement.

Ambition 2- Key Indicators

Strengthen our Communities and Environment

Priority 2.1

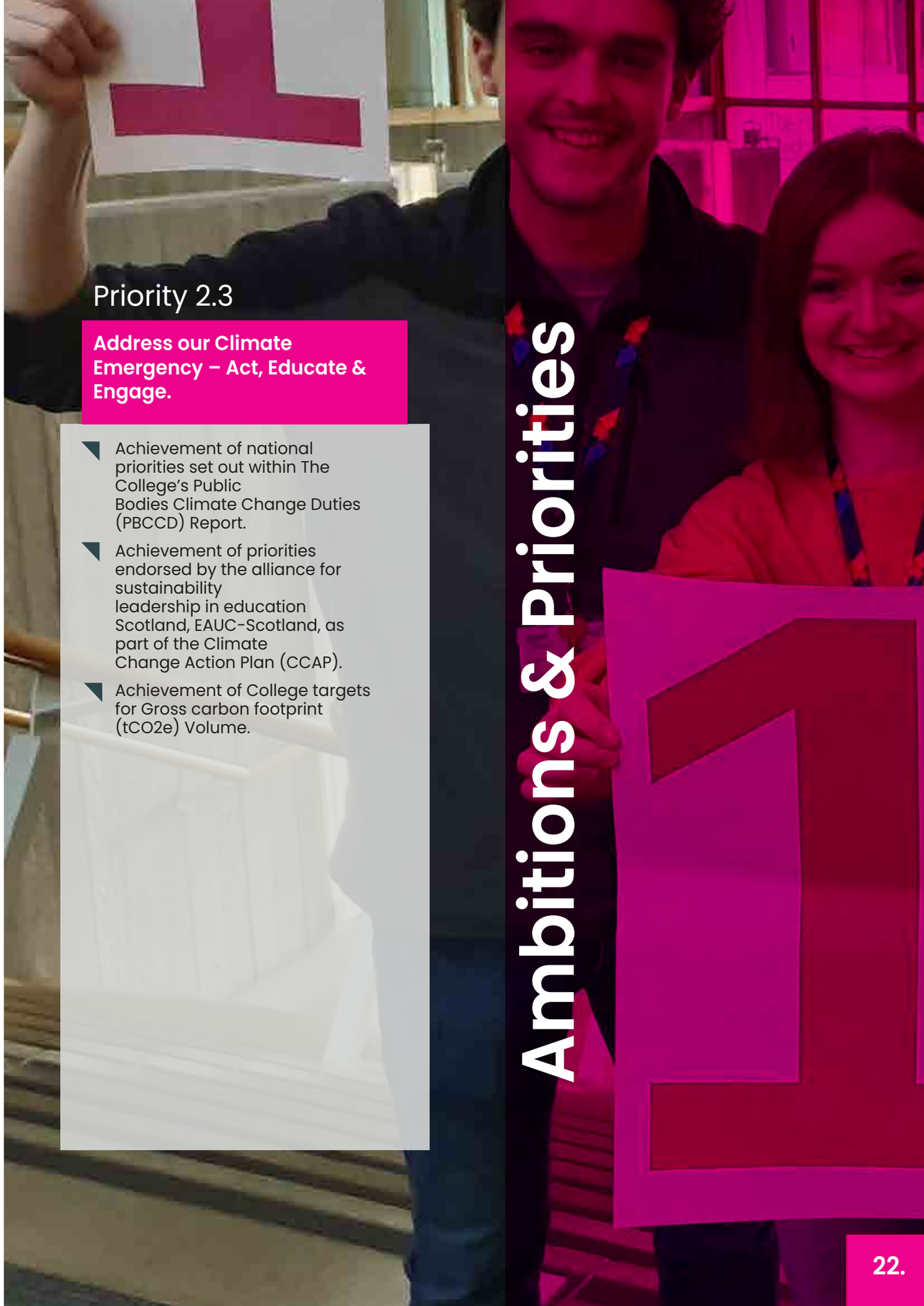
Build capacity within vibrant communities and support inclusive economic growth

- Achievement of Glasgow region and national targets for students from Scotland's 10% most deprived postcodes, as identified in the Scottish Index of Deprivation (SIMD 10); care experienced students; and school pupil senior phase students for:
  - volume and proportion of learning activity; and
  - those successfully achieving a recognised qualification.

Priority 2.2

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

- Achievement of Glasgow region and national targets for student qualifiers in work, training and/or further study 3-6 months after Qualifying:
- Achievement of Glasgow region and national targets for the number of full-time learners with substantial 'work placement experience' as part of their programme of study.
- Gaining positive endorsement from Education Scotland (Scottish Government executive agency charged with supporting quality and improvement in Scottish education) in areas of:
  - delivery of learning and services to support learning;
  - partnerships; and
  - collaborative arrangements.

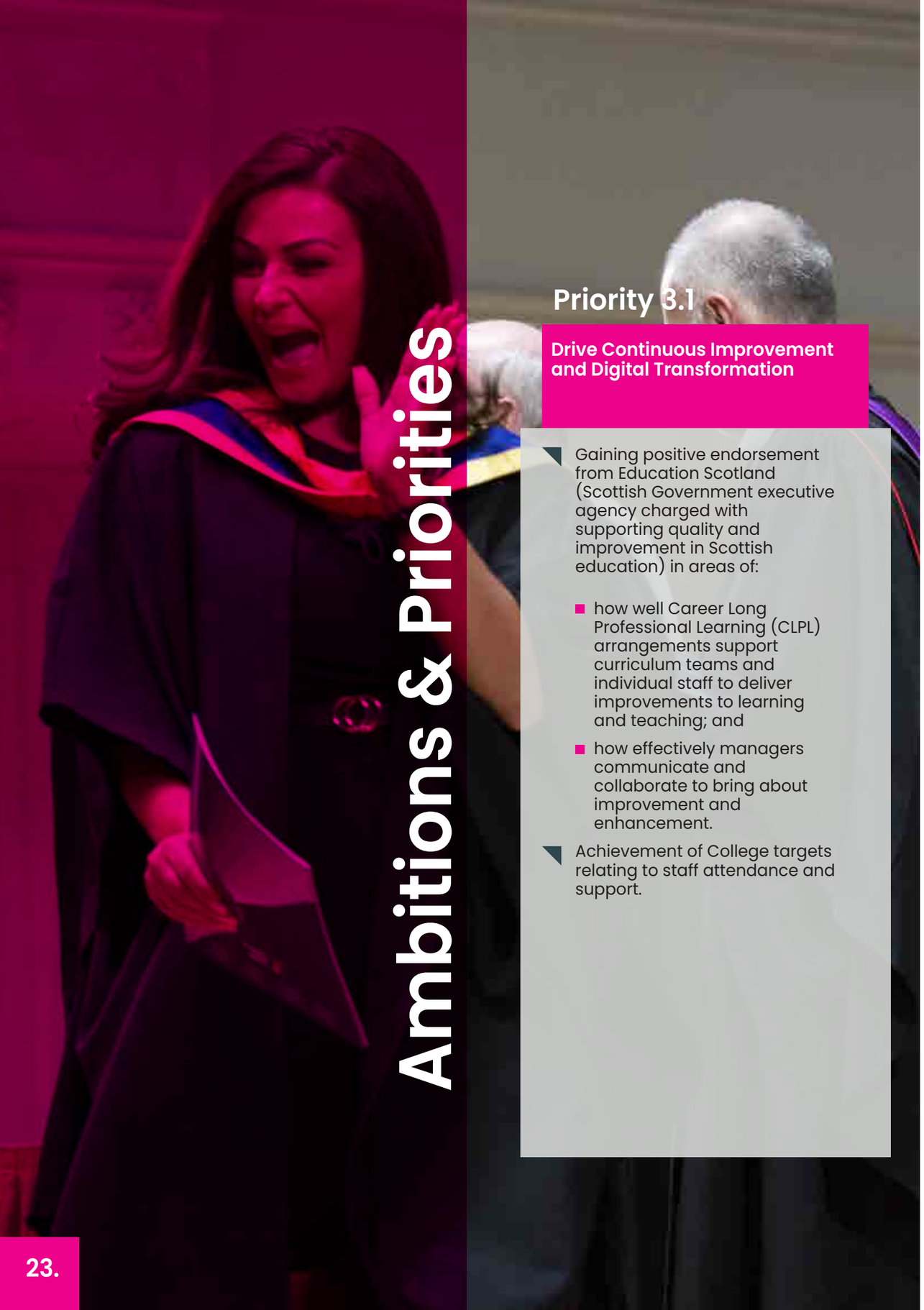


Ambitions & Priorities

Priority 2.3

Address our Climate Emergency – Act, Educate & Engage.

- Achievement of national priorities set out within The College's Public Bodies Climate Change Duties (PBCCD) Report.
- Achievement of priorities endorsed by the alliance for sustainability leadership in education Scotland, EAUC-Scotland, as part of the Climate Change Action Plan (CCAP).
- Achievement of College targets for Gross carbon footprint (tCO2e) Volume.



Ambitions & Priorities

Priority 3.1

Drive Continuous Improvement and Digital Transformation

- Gaining positive endorsement from Education Scotland (Scottish Government executive agency charged with supporting quality and improvement in Scottish education) in areas of:
  - how well Career Long Professional Learning (CLPL) arrangements support curriculum teams and individual staff to deliver improvements to learning and teaching; and
  - how effectively managers communicate and collaborate to bring about improvement and enhancement.
- Achievement of College targets relating to staff attendance and support.

Ambition 3- Key Indicators

Be a High Performing, Resilient and Responsive College

Priority 3.2

Build an organisation that thrives with dynamic and empowered people

- Achievement of College targets for:
  - average class sizes;
  - Scottish Funding Council (SFC) learning activity Credits per Full Time Equivalent (FTE) teaching staff; and
  - staff attendance rates.
- Gaining positive endorsement from both internal and external auditors relating to:
  - ICT processes and procedures;
  - cyber security; and
  - General Data Protection Regulation (GDPR) duties.
- Continuing achievement and of Cyber Essentials Plus certification.

Priority 3.3

Achieve financial sustainability and maintain strong and effective governance

- Achievement of College targets for:
  - Adjusted Operating Result (AOR) as recognized by the Scottish Funding council (SFC);
  - total Teaching & Support Staff costs;
  - other operating costs;
  - total debtors;
  - student & support funds balance;
  - cashflow closing bank balance; and
  - capital expenditure.
- Achievement of targets as reported in the Annual Report & Financial Statements.
- Gaining positive unqualified endorsement from external auditors relating to the College's Annual Report & Financial Statements.

Strategy Mapping of GKC Strategy to Key National Strategies

GKC Ambition & Priorities		Scotland's National Performance Framework (NPF)											SG Programme for Government (Pages 37 to 42)							SG Economic Recovery Implementation Plan (Pages 62 to 70)						SG Young Person Guarantee - Activity Plan					SG Addressing the Labour Market Emergency				Enterprise & Skills Board Strategic Plan - Future Skills						SFC Strategic Framework			
		Children & Young People	Communities	Culture	Economy	Education	Environment	Fair Work & Business	Health	Human rights	International	Poverty	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Theme 6	Theme 7	Rec 18	Rec 19	Rec 20	Rec 21	Rec 22	Rec 26	Activity 1	Activity 2	Activity 3	Activity 4	Activity 5	Theme 1	Theme 2	Theme 3	Theme 4	Future Skills A1	Future Skills A2	Future Skills R1	Future Skills R2	Future Skills R3	Future Skills R4	Objective 1	Objective 2	Objective 3	Objective 4
Strat Ambition	**One**																																											
Strat Priority	1.1	✓				✓			✓	✓				✓	✓	✓		✓	✓	✓		✓	✓	✓		✓	✓				✓	✓	✓	✓		✓	✓				✓		✓	
Strat Priority	1.2	✓		✓		✓			✓	✓		✓	✓							✓		✓	✓	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓		✓	✓			✓			
Strat Priority	1.3	✓					✓		✓											✓		✓	✓	✓		✓	✓			✓											✓			
Strat Amition	**Two**																																											
Strat Priority	2.1	✓	✓	✓	✓	✓						✓	✓							✓		✓	✓		✓	✓			✓	✓				✓	✓						✓		✓	
Strat Priority	2.2		✓		✓	✓		✓					✓	✓	✓	✓	✓	✓				✓		✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓
Strat Priority	2.3						✓		✓	✓				✓	✓	✓	✓	✓																										
Strat Ambition	**Three**																																											
Strat Priority	3.1					✓		✓	✓	✓											✓									✓														✓
Strat Priority	3.2				✓	✓		✓									✓				✓																							✓
Strat Priority	3.3				✓	✓		✓															✓		✓			✓	✓	✓							✓	✓	✓	✓				✓

Glasgow Kelvin College

Phone: 0141 630 5000
Fax: 0141 630 5001

Main address:
123 Flemington St
Glasgow G21 4TD

Email:
info@glasgowkelvin.ac.uk