

Glasgow Kelvin College
Board of Management Meeting of 08 October 2025
College Strategy 2030
Report by Principal

Read Time: 5 minutes

1. Introduction

This report provides the Board of Management (BOM) with a final draft of our college 2030 strategy following extensive stakeholder feedback.

2. Context

The Chair had indicated to the BOM that a revised college strategy would be developed by the new Principal with a view to approving this at the October board meeting. Given the opportunities and challenges facing the college and the wider education sector it is timely to set out what Glasgow Kelvin College's priorities will be over the course of the next five years.

3. Strategic Implications

3.1.1 A draft 2030 strategy was presented for discussion and feedback at the BOM strategy session on 27 August 2025. Feedback was also sought from members over the course of September and this has been incorporated into the final edit.

3.1.2 A final draft of the strategy is presented in [Appendix 1](#).

3.2 Stakeholder Engagement

3.2.1 Following the BOM strategy session a series of stakeholder engagement sessions have taken place with staff groups, community groups and employer representatives. The feedback has been incorporated into the final draft of the strategy.

3.2.2 Work on the new college values has still to complete and report back to the board therefore the plan will be to publish the strategy once this work has concluded in order to incorporate these into the published document.

3.3 Next Steps

3.3.1 Once the strategy has been approved this will be formally launched and communicated to all stakeholders. Work will commence on developing the supporting strategies and measures embedded into individual objective setting throughout the organisation. The supporting strategies will then be presented back to the relevant committees for approval.

- 3.3.2 The strategy implementation and work towards achieving the strategy outcome will be communicated back bi-annually to BOM.
- 3.3.3 Three strategic initiatives will be taken forward to support the delivery of the ambitions of the strategy. The work on these is already underway. These are; Future Skills, Workforce 2030, Growth and Income Diversification.
- 3.3.4 Future Skills is a full curriculum review led by Vice Principal Curriculum and Quality. Discussion has been held at the Learning and Teaching Committee and it is recommended that Learning and Teaching Committee retain oversight of this activity as it progresses.
- 3.3.5 Growth and Income Diversification is looking at growing the colleges resources and responding to opportunities within apprenticeship and the wider skills for growth agenda. It is linked to the regional growth deal and is being led by Vice Principal Operations. It is recommended that Finance and Resources Committee have oversight of this work as it progresses.
- 3.3.6 Workforce 2030 is looking at workforce planning. The work is led by the Principal and supported by Director of People and Culture along with the two Vice Principals. The work is phased and is looking at organisational design in order to meet the strategic objectives of the college. Phase 1 being focused on the leadership structure. This will be presented back at the December BOM.

4. Resource Implications

There will be resource implications as a direct result of this paper. The extent to what that will be is yet to be determined. Members will be advised on the extent of this as the three strategic projects in 25/26 are presented are the relevant committees over the course of the year.

5. Impact on Students

There are impacts on the student experience as a consequence of this paper. The impact is positive in nature in that it will improve the student experience and strengthen the opportunities to secure positive outcomes and destinations.

6. Risk and Assurance

There is a risk that failure to adapt to our external environment will result in organisational contraction. Whilst mitigation of risk is essential we should also be judicious and innovative in our risk taking to secure the outcomes articulated in the strategy.

7. Equality

There are no equality issues arising as a consequence of this report.

8. Data Protection

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

9. Environmental and Sustainability

There are no environment and sustainability issues arising as a consequence of this report.

10. Recommendations

Members are recommended to:

- i) Approve the contents of this report.

11. Further Information

Members can obtain further information on the contents of this report from Joanna Campbell, Principal JoannaCampbell@glasgowkelvin.ac.uk

Glasgow Kelvin College
Joanna Campbell
October 2025