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## Board Meeting

Date of Meeting	Monday 06 October 2014
Paper Title	Curriculum and Estates Review - Report from SFC to Assigned College Boards
Agenda Item	4
Paper Number	BM3-B Appendix 1
Responsible Officer	Laurence Howells, Chief Executive, Scottish Funding Council
Status	Disclosable
Action	For Decision

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# Joint meeting of the Boards of City of Glasgow College; Glasgow Clyde College; Glasgow Kelvin College

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1st October 2014

## **PURPOSE**

The purpose of this paper is to present the following key plans to the Boards for consideration.

- The GCSP Strategic Plan 2015-2018
- Curriculum and Estates Plan 2015 - 2020
- High Level Transition Paper 2015 – 2020

This paper seeks endorsement of the directions indicated within the plans.

## **BACKGROUND**

These plans are the outcome of the collaborative working recommended in the Strategic Agreement signed up to by the Chair of the Glasgow Strategic Board, Glasgow Clyde College, Glasgow Kelvin College, City of Glasgow College and the Scottish Funding Council agreed by all parties in April 2014. The goal outlined in the agreement is to ensure that across the Region the right college courses are in the right place and the best possible use is made of the resources and facilities of the three colleges for the benefit of all students. This is addressed in the Curriculum and Estates Plan 2015-2020. This ambition is encompassed within the shared strategic goals which the colleges are committed to delivering as outlined in the GCSP Strategic Plan.

The documents are the culmination of intensive collaborative working over the period March to September 2014. Together they form a coherent, inter-related set of plans setting out the direction of travel for the Glasgow Colleges (GCSP) up to 2020 which will inform the Regional Strategic Board's Strategic Plan. They represent a set of collaborative proposals which provide the best options for future learners in the Glasgow Region within the current operational context.

## **RECOMMENDATIONS**

**The Board is asked to consider the attached plans and;**

- 1. Endorse the contents of the report and the attached plans**
- 2. Present these planning papers to the Regional Strategic Board for its consideration as a central contribution to its own Regional Strategic Plan**
- 3. Invite the Glasgow Colleges' Strategic Partnership [GCSP] to progress the consultation on the Curriculum and Estates plan with learners, staff and other key stakeholders, through its Principals and Operational Leadership Group [POLG]**

## **Collaborative, partnership working in Glasgow Region**

The Scottish Government's post-16 education reform programme; "Putting Learners at the Centre", resulting in the process of Regionalisation and the formation of a Regional Board for Glasgow Colleges provided an opportunity for the colleges in Glasgow to continue their history of partnership working and provide further opportunities for the colleges to work together collaboratively to better meet national, regional and local learner, employer and stakeholder needs. The development of the Curriculum and Estates Plan began in March 2014 and sets out how the colleges in Glasgow will work together to ensure that, across the Region, the right college courses are in the right place and the best use of the three colleges' resources are made.

A key mechanism for partnership working between the colleges in Glasgow has been the formation of the Glasgow Colleges' Strategic Partnership. This partnership was established prior to Regionalisation and has been used subsequently to take forward the requirements of the Region. The GCSP in turn utilises a Principals and Operational Leadership Group [POLG] with a number of sub-groups to carry out the strategic and operational tasks required for the Partnership to function. The papers presented have been endorsed by the POLG, having been developed by its three working groups;

- Learning & Teaching Group,
- Strategy & Planning Group; and
- Sustainable Institutions Group

These groups have worked alongside other SFC specialist staff to determine data requirements and provide strategic direction. A structure diagram of the GCSP and its working groups is attached to this cover paper.

The Learning & Teaching Group have also taken a leading key responsibility for the development and monitoring of the Regional Outcome Agreement [ROA]. Moving forward the detail in this document will contribute significantly to the Regional Board's requirements in terms of monitoring and performance of the colleges against the targets, measures and commitments within the ROA for Academic Year 2014-2015

## **Evidence Base**

The three plans presented have been developed utilising a significant volume of research and development work by both the colleges and SFC. This includes, but is not limited to; Glasgow Colleges Environmental Scan – a series of mind maps, curriculum maps and policy driver maps. This scan sets out the key "asks" of the City's colleges from a range of stakeholders.

They have also made use of the extensive work that the three colleges in Glasgow have been involved in since the development of the first ROA in 2012/13. In preparing for the critical ROA for 2014-2015, the first one to be delivered as assigned colleges, the three colleges have worked in close collaboration and partnership to produce high quality supporting papers that

inform the ROA, fully analysing the context within which the colleges in Glasgow operate in terms of the City's demography; its economy and the requirements of a wide range of stakeholders at local, regional and national levels. This *Regional Context Statement*<sup>1</sup> informs the colleges' response to that context<sup>2</sup> and explains how the colleges in the Glasgow Region will respond to learner and employer needs.

## **The plans for Consideration**

### **GCSP Strategic Plan 2015 - 2018**

In developing the GCSP Strategic Plan, the Strategy and Planning group took into consideration a range of strategic drivers, including the environmental stakeholder scan, i.e. the five key "asks" of the colleges in Glasgow, and the views of the Regional Chair as outlined at a meeting in April 2014. The papers represent three versions of the plan in varying degrees of detail;

- a full plan that includes a context statement to support the direction of the plan;
- an abbreviated version that highlights only the Vision, Mission and Values together with Strategic Themes and associated Goals, and
- a one-page version which captures the Strategic Goals that the colleges will seek to deliver.

These plans are intended as a contribution to the Regional Board's thinking as it establishes its own Regional Strategic Plan.

The GCSP Strategic Plan was developed across the period March 2014 to September 2014 and the Strategy & Planning Group received a great deal of support from SFC and other specialist staff engaged by SFC.

### **Curriculum and Estates Plan 2015 - 2020**

The development of the Curriculum and Estates Plan, undertaken by the Learning and Teaching Group, began in March 2014 and sets out how the colleges in Glasgow will work together to ensure that, across the Region, the right college courses are in the right place and the best use of the three colleges' resources are made.

The Curriculum and Estates Plan identifies key issues and challenges that will require further attention in the next period of planning and implementation. There are still key milestones to reach and these are outlined in the next steps below. The Regional Board will have a key role in working alongside GCSP to keep on track with the timeline and deliverables outlined.

## **High level Transition Paper**

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<sup>1</sup> ROA 2014/15: Supporting paper 1: Regional Context Statement

<sup>2</sup> ROA 2014/15: Supporting Paper 2: Regional College Response

The high level transition paper, developed by the Sustainable Institutions Group, acts as a “signalling” document. It outlines a range of implications that will be consequential upon the final approval and implementation of the changes highlighted in the Curriculum and Estates Plan.

### **In Summary**

The Strategic Agreement acknowledged that such a fundamental rethink of the Glasgow Colleges’ landscape would be challenging and there would be constraints within which the colleges have to operate. The three colleges have demonstrated their commitment to working together and the GCSP has responded with plans that are ambitious, yet also pragmatic and based on sound evidence.

These planning documents represent a collaborative, inter-related set of plans setting out the direction of travel for the GCSP and the Regional Strategic Board and represent a coherent set of collaborative proposals which provide the best options for future learners in the Glasgow Region within the current operational context.

### **KEY POINTS TO NOTE**

GCSP Strategic Plan	<ul style="list-style-type: none"> <li>• Sets out a collaborative vision and mission outlining what the colleges in Glasgow want to achieve for learners and other stakeholders</li> <li>• Sets a collaborative strategic framework within which the colleges in Glasgow will ensure a coherent regional approach to delivery through a collaborative approach to strategic planning and operational delivery</li> <li>• Sets out strategic themes and goals which will inform the direction of individual college plans</li> </ul>
Curriculum and Estates Plan	<ul style="list-style-type: none"> <li>• Sets out the way in which curriculum in Glasgow will be redesigned and redistributed across the City’s colleges</li> <li>• Identifies that, in the 5 year period of the plan, activity will move across the colleges in the City</li> <li>• Proposes that, in line with the development of the college estate within the City, that Glasgow</li> </ul>

	Kelvin's City Campus is closed permanently at the end of academic year 2015/16
High Level Transition paper	<ul style="list-style-type: none"> <li>Identifies that funding to each of the three colleges in Glasgow will require to be realigned in line with the re-distribution of activity</li> <li>Acknowledges that there are staffing implications associated with the transfer of activity and highlights the need for consultation specifically on the effects of transfer</li> </ul>

## NEXT STEPS

WHAT	WHEN
Papers considered and endorsed by each individual college Board at joint meeting of the 3 Assigned College Boards	1 <sup>st</sup> October
Papers considered at Regional Board meeting	6 <sup>th</sup> October
Curriculum and Estates paper (C&E paper) out for consultation with key stakeholders	October
Consultation ends	1 <sup>st</sup> Week November*
C&E paper revised in light of consultation	End November
Transitional Plan more fully developed	End November / Early December
C&E paper presented to Regional Board for consideration and Approval	December Board meeting
If Approved – consultation with staff on arrangements for TUPE transfers as appropriate	January 2015

\*takes into consideration the October holiday for teaching staff

## RECOMMENDATION

The Board is asked to endorse the recommendations outlined at the start of this paper.

