

## Board Meeting

Date of Meeting	Monday 29 August 2016
Paper Title	Development of GCRB Strategic Plan
Agenda Item	10
Paper Number	BM1-G
Responsible Officer	Margaret Cook, GCRB Chair
Status	Disclosable
Action	For noting

### 1. Report Purpose

- 1.1. This paper provides members with an update on planning related to the development of a GCRB Strategic Plan.

### 2. Recommendations

- 2.1. The Board is invited to:

- **note** the draft plans to develop a Glasgow Region strategic plan for college education;
- **note** the proposal to hold a stakeholder consultation event; and
- **suggest** additions or amendments to the initial planning ideas.

### 3. Background

- 3.1. This paper sets out proposals as to how the Glasgow colleges and regional board can work jointly on the development of a Glasgow Region strategic plan for college education which would set out a five-year vision of shared aspirations and development priorities.
- 3.2. The ideas set out in this document have been developed in discussion with GCRB Board members and College Chairs, Principals and Senior Managers.

### 4. Strategic Development Plans

- 4.1. In terms of setting out broad strategic development stages, it is suggested that there is an initial phase where the college and regional board and staff members engage college service users, stakeholders and employers in a discussion which identifies their current and potential future asks for Glasgow's colleges and that this, taken together with environmental scanning analysis, is used to provide a basis for the development of a Glasgow region strategic plan for college education which sets out how it intends to shape Glasgow college delivery over the next five years.

**4.2.** The advantages of this two-step process is that it will maximise opportunities for:

- participation in the development of a regional college education strategy, both in terms of internal and external contributors
- recognition of stakeholder priorities and goals and alignment to external strategic drivers;
- buy-in and ownership of the final strategy by college and regional board and staff members;
- opportunities to communicate the quality and relevance of the regional college offer to external stakeholders; and
- alignment of regional college education strategic goals to ROA delivery plans.

**4.3.** The table below sets out a high-level action plan for overall strategy development.

Date	Phase	Actions
October/ November	Stakeholder consultation on strategic asks	<ul style="list-style-type: none"> <li>▪ Hold an external stakeholder event (7<sup>th</sup> November) involving college stakeholders and employers, college and regional board members, and college staff and learners.</li> <li>▪ Develop an online survey and undertake face to face to face meetings with key stakeholders.</li> <li>▪ Undertake a desktop review of stakeholder strategic priorities.</li> </ul>
November/ December/ January/	Drafting of GCRB strategic response	<ul style="list-style-type: none"> <li>▪ Develop a representative strategic working group to provide regular guidance on the strategic plan development.</li> <li>▪ Begin the strategic plan drafting process ensuring involvement of college and regional board senior managers and college staff and student representatives.</li> </ul>
February/ March/ April	Consultation on draft GCRB strategic plan	<ul style="list-style-type: none"> <li>▪ Develop a range of activities which maximise opportunities for college and regional boards, college stakeholders and employers, and college staff and students to feedback and influence the final strategy.</li> <li>▪ Undertake further re-drafting of the strategy, including identification of performance measures.</li> </ul>
May/June	Finalisation of GCRB strategic plan	<ul style="list-style-type: none"> <li>▪ Finalisation of strategy and endorsement by college and regional boards.</li> <li>▪ Review of the draft 2017/18 ROA and alignment to strategic priorities.</li> <li>▪ Development of a communication strategy, including external publicity event(s).</li> </ul>

## **5. Draft Plan for GCRB Strategic Asks Consultation Event**

**5.1.** A key element of activity to engage with external stakeholders will be to hold a consultation event. A draft publicity flier which exemplifies this approach is attached to this report.

- 5.2.** The purpose of this consultation event will be to engage with stakeholders at a strategic development level, building relationships and identifying opportunities for shared strategic commitments and support, alongside providing an opportunity for GCRB and College Board and staff members to jointly participate in strategic development activity.
- 5.3.** In terms of the format of the consultation event it is suggested that this takes the form of a ½ day event, followed by a networking lunch (10.00 am – 1.00 pm). This would be broken into:

9.30 am – 10.45 am

Five short presentations providing some views on 'big asks' for the Glasgow Colleges. Suggested speakers are:

- Learner perspectives on their asks of colleges: NUS president, Vonnie Sandlan;
- Industry partner perspectives on their asks of colleges: Glasgow Chamber of Commerce Chief Executive, Stuart Patrick
- College contribution to skills development: Chief Executive of Skills Development Scotland, Damien Yeates;
- College contribution to fair work and workforce development: STUC representative tbc; and
- College contribution to Community Planning Partnership priorities: Glasgow City Council Chief Executive Annemarie O'Donnell.

10.45 -11.15

Tea and coffee break

11.15 am – 12.00 noon

Participant discussion building up a picture of:

- What are the priorities of college learners and stakeholders?
- How can we provide college learning which better enhances the life chances of more Glasgow region learners?
- How do we prepare Glasgow college service delivery so that is fit for the future?

12.00 noon – 12.15 pm

Plenary overview of key messages and outlining of next steps

12.15 pm – 1.15 pm

Networking lunch

- 5.4.** Target participants will be identified by colleges and the regional boards and will include stakeholders such as the Scottish Government and the SFC, employers and their representative groups, educational providers and partners, employment and skills development agencies, alongside GCRB and college board members and senior staff and current and potential learners.
- 5.5.** A draft date of Tuesday 7<sup>th</sup> November has been set and City of Glasgow College have offered to host the event at their new campus in Cathedral Street.
- 5.6.** Outcomes from the planned event are intended to be:
- a better understanding by GCRB of potential strategic priorities and alignments which can feed in to its strategic plan;
  - a higher profile for GCRB as a positive force for regional development;
  - greater participants and stakeholders understanding of the learning opportunities provided by Glasgow's colleges; and
  - networking and relationship building both in terms of with external stakeholders and also between GCRB and college Board members and senior staff.
- 5.7.** In addition to this external consultation event, other communication methods (e.g. email or online surveys and partner meetings) will be used to maximise the extent of stakeholder input.

## **6. Risk Analysis, Legal Implications, Financial Implications and Regional Outcome Agreement Implications**

- 6.1.** Since this paper considers the development of the region's strategic aspirations, the risks are those contained in GCRB's risk register. Of particular relevance are the following GCRB identified risks:
- if key stakeholders lose confidence in GCRB, leverage of current and future partnership resources for delivery of the ROA will be impaired;
  - if the assigned colleges lack confidence in the quality of GCRB's governance, effective collaboration across the region will be impaired and GCRB's ability to make a positive difference on the student experience in Glasgow might be constrained;
  - if staff across the region lack confidence in regional co-ordination of key change activities, collaboration will be ineffective; and
  - the Regional Outcome Agreement is not appropriately aligned with local needs/ market intelligence and curriculum planning does not respond appropriately to regional needs.

## Annex 1. Draft Publicity Flier for Stakeholder Consultation Event



# GLASGOW's BIG ASKS



- What are the priorities of college learners and stakeholders?
- How can we provide college learning which better enhances the life chances of more Glasgow region learners?
- How do we prepare Glasgow college service delivery so that it is fit for the future?

## As we look towards the future.... ...what are the key asks for Glasgow's colleges?

As part of the development of a college strategy for Glasgow, Glasgow's colleges and the Glasgow Colleges' Regional Board are inviting key stakeholders and college learners, staff and board members to contribute to a discussion which identifies key current and future asks for Glasgow's colleges.

Once defined, these priorities will be used as a basis for the development of a strategy which shapes Glasgow college delivery over the next five years.

We are keen that a wide range of stakeholders contribute to our strategy and we are holding a consultation event on:

Tuesday 8th November, City of Glasgow College, 10.00 am – 1.30 pm  
Please contact Sandra Hampson to book your place:  
Email [sandra.hampson@gcrb.ac.uk](mailto:sandra.hampson@gcrb.ac.uk), Tel. 0141 375 6821