

Board Meeting

Date of Meeting	Monday 30 October 2017
Paper Title	Strategic Planning Implementation Report
Agenda Item	11
Paper Number	BM2-N
Responsible Officer	Robin Ashton, GCRB Executive Director
Status	Disclosable
Action	For Discussion and Agreement

1. Report Purpose

- 1.1** To provide an update on Strategic Planning Implementation and collaborative activity being undertaken to deliver the goals of the Glasgow Region Strategic Plan for College Education.

2. Recommendations

2.1 The Board is invited to:

- **note** this report, and **consider** and **provide feedback** on the year one ambitions set out for regional strategic objectives; and
- **request** a further progress report on strategic planning implementation at a future meeting of the Board.

3. Introduction

- 3.1** At its May 2017 meeting, the GCRB Board approved the Glasgow Region Strategic Plan for College Education with an overarching ambition to deliver Scotland's most inclusive, most responsive and most effective regional college system.
- 3.2** Members requested the GCRB Executive Director to work with college managers to develop an operational plan for its consideration, which set out activities and outcomes in support of our strategic ambitions.
- 3.3** At its September 2017 meeting, GCRB Board members considered priority objectives for each of the plan's strategic goals, intended to exemplify our collective ambitions and set a clear direction of travel.
- 3.4** This report provides further detail on emerging year one ambitions for the work being led by Regional Leads

4. Update on action to deliver the goals of the Glasgow Region Strategic Plan for College Education

4.1 Members will recall, that as this is the first Glasgow Region Strategy for College Education, it has been agreed that regional operational activity will be guided by a review/initiate/embed change process which maximises opportunities for collaboration and promotes flexible, informed and consensual decision-making.

4.2 The collaborative management approach agreed by the GCRB Board of Regional Leads taking forwards aspects of regional work integrates and aligns to this participative change approach.

4.3 A key focus of early Regional Lead work has therefore been on building relationships and making connections (both internally and externally), sharing perspectives and information, and identifying and discussing potential proposals for change.

4.4 Based on these discussions, the table below sets out initial thinking on year one ambitions:

A) Sharing Skills and Knowledge

Key Objective	Regional Lead	Year 1 Ambitions
We will create a regional learning community, which promotes self-directed development and provides for all staff access to a comprehensive regional CPD offer.	CPD Lead	<ul style="list-style-type: none"> • To review the scope of current college CPD activity and create a joint development plan which pools and extends this offer. • To scope options and begin to develop a regional online CPD platform. • To deliver some regional, cross-college CPD events.
We will ensure that the Fair Work Framework is at the heart of working relationships and that all Glasgow colleges and GCRB are living wage accredited employers.	GCRB Executive Director and college Principals	<ul style="list-style-type: none"> • To apply for living wage accreditation. • To review the Fair Work Framework within the context of existing staff engagement arrangements and identify areas for development.
We will develop a regional approach to student data management to support the quality and impact of this information on services provided to learners and stakeholders, supporting improved learner outcomes.	Student Data and Student Experience Leads	<ul style="list-style-type: none"> • To scope strategic and technical options for a regional MIS system tender, agree product specification and complete procurement. • To establish an MIS implementation structure and project plan and to begin initial implementation activity.

B) Offering a coherent and consistent student experience

Key Objective	Regional Lead	Year 1 Ambitions
We will reduce barriers to access and enhance opportunities for inter-college progression.	Student Experience Lead	<ul style="list-style-type: none"> To review admissions arrangements and develop single policy on admissions and access improvement recommendations.
We will create common student support policies, whilst still allowing local flexibility to need.	Student Experience Lead	<ul style="list-style-type: none"> Review policies, and practices for Student Funding, and create regional position statement on cross region funding to inform 2018-19 allocations for Student Support funding. To review wider Learning Support Services and create position statement on Learning Support (aligned to national ELS review).
We will take a strategic approach to regional estates and ICT development to ensure that our estates and resources fully support successful learner outcomes.	GCRB Finance and Resources Director	<ul style="list-style-type: none"> To develop regional estates and ICT strategies and use these to inform capital funding allocations for 2018-19.

C) Developing a regionally responsive curriculum

Key Objective	Regional Lead	Year 1 Ambitions
We will establish Regional Skills Hubs to lead employer and stakeholder engagement and ensure we respond effectively to regional and national skills needs.	GCRB Executive Director & Curriculum and Quality Lead	<ul style="list-style-type: none"> To implement a programme of Hub-based communication and engagement activity with employers and stakeholders. To map skills pathways for economic sectors from school to through study into employment.
We will deliver a coherent and high quality regional curriculum which supports more efficient, effective and successful learner journeys.	GCRB Executive Director & Curriculum and Quality Lead	<ul style="list-style-type: none"> To evaluate curriculum fit to economic and social needs and develop regional curriculum plans which consider future regional and national skills needs and inclusive regional growth. To develop 2018-19 regional curriculum maps for stakeholder use.
We will deliver a significant increase in work-based learning activity across our entire curriculum.	GCRB Executive Director & Curriculum and Quality Lead	<ul style="list-style-type: none"> To review current work-based learning activity and develop college plans to increase this.

D) Building efficient Regional Structures

Key Objective	Regional Lead	Year 1 Ambitions
We will deliver more coherent Senior Phase pathways and extend early intervention approaches so that all regional school pupils can experience college before they make their Senior Phase subject choices.	Developing the Young Workforce and Foundation Apprenticeship Leads	<ul style="list-style-type: none"> To evaluate the effectiveness of current regional DYW delivery and coordinate a regional Senior Phase curriculum development plan. To review the scope of current early intervention activity and develop joint plans to extend this.
We will strengthen articulation arrangements with Higher Education Institutions, increasing opportunities for college learners to progress seamlessly and successfully to degree level study.	GCRB Executive Director and Curriculum and Quality Lead	<ul style="list-style-type: none"> To review current articulation arrangements and identify opportunities to strengthen, and simplify where appropriate, university partnership arrangements.
We will ensure that regional funding supports delivery of our regional mission, maximising opportunities for collaboration and efficient use of public funding.	GCRB Finance and Resources Director	<ul style="list-style-type: none"> To review and further develop regional funding approaches so that they more fully support regional strategic goals and curriculum development plans. To develop long term financial plans for GCRB and the colleges.

4.5 Based on the above proposals, Regional Leads are working with the GCRB Executive Director on more detailed operational planning to define outcomes, milestones, risks, resource needs and appropriate performance measures.

5. Risk Analysis

5.1 The attached paper sets out proposals to support the delivery of GCRB's strategic ambitions. It therefore mitigates risks related to the achievement strategic goals and fulfilment of its statutory responsibilities.

Key risks to delivering the proposals set out within the attached paper and mitigating actions are set out below:

Risk

- Complexity of delivering a range of joint operational actions across a number of institutions.
- Insufficient resources available to deliver agreed objectives

Mitigating actions

- Work through regional structures to ensure Boards and executives of four institutions prioritise and support delivery of collective strategic and operational objectives.
- Regional executive groups to monitor, coordinate and report on Regional Lead activity.
- Scope of actions to be reviewed in context of available resources. Contingency research and development resources identified within 2017-18 capital funding.

6. Legal Implications

6.1 No legal implications are identified.

7. Financial Implications

7.1 Members will recall that the Board delegated authority to this Committee to oversee the allocation of the 2017-18 capital funds within the context of the regional Capital Funding Policy agreed by the Board.

7.2 Within the agreed Regional Capital Funding Policy for 2017-18, resources were set aside for emerging regional needs. Some of the year one ambitions set out above could fall within the scope of capital funding rules and therefore could be supported by 2017-18 Capital funds.

7.3 More detailed funding proposals for relevant activities will be developed and presented to the GCRB Performance and Resources Committee.

8. Strategic Implications

8.1 This report describes collaborative activity being undertaken to ensure delivery of all the strategic ambitions set out within the Glasgow Region Strategic Plan for College Education.