

## Board Meeting

Date of Meeting	Monday 18 December 2017
Paper Title	Strategic Planning Implementation Report
Agenda Item	16
Paper Number	BM3-U
Responsible Officer	Robin Ashton, GCRB Executive Director
Status	Disclosable
Action	For Information

### 1. Report Purpose

- 1.1** To provide an update 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 the evidence it provides of collaborative action taken to deliver regional strategic goals; 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** At its September 2017 meeting, GCRB Board members considered an operational planning framework for the delivery of regional strategic goals. This included the identification of Regional Leads responsible for leading collaborative work.
- 3.3** In reviewing these regional operational plans, Board members also requested sight of GCRB's operational planning framework and this is provided at Annex A for information.
- 3.4** At its October 2017 meeting, the GCRB Board considered Year 1 objectives developed by Regional Leads. This report provides a progress update on these Year 1 objectives.

#### 4. Progress Report on Regional Lead Year 1 Objectives

4.1 The tables below provide progress updates on those Year 1 objectives for which action has been initiated.

##### Progress Update on Regional Lead Year 1 Objectives

Year 1 objectives		Regional Lead	Time-scale	Progress update
A) Sharing Skills and Knowledge	To review the scope of current college CPD activity and create a joint development plan which pools and extends this offer.	CPD Lead	Jan 2018	Regional GDPR Training arranged and planning underway for joint training related to mental health and cyber security.
	To scope options and begin to develop a regional online CPD platform.		June 2018	Glasgow Kelvin College has agreed to participate in Colleges Development Network initiative to develop a Scotland-Wide Professional Learning Platform. City of Glasgow and Clyde College are exploring the potential of the HR system i-trent.
	To deliver some regional, cross-college CPD events.		June 2018	Initial scoping undertaken for a Leadership Development Programme which would be piloted across the region, and to develop a training programme "The Coaching conversation".
	To apply for living wage accreditation.	GCRB Executive Director and College Principals	Dec 2017	Clyde College has gained Living Wage accreditation. GCRB, City and Kelvin are still progressing their applications.
B) Offering a coherent and consistent student experience	To scope strategic and technical options for a regional MIS system tender, agree product specification and complete procurement.	Student Data Lead	April 2018	Additional project staff resource provided by UCSS. Work underway to scope potential benefits of a regional system, with a view to gaining a consensus on final position by early March.
	To establish an MIS implementation structure and project plan and to begin initial implementation activity.		June 2018	Some early discussions being undertaken but this action is mainly contingent on successful completion of the action above.
	To review admissions arrangements and develop single policy on admissions and access improvement recommendations.	Student Experience Lead	Feb 2018	Guaranteed progression arrangements piloted in November for Foundation Apprenticeship cohort (manual system). Development of wider arrangements will link to work of Curriculum Hubs and the mapping of learner journeys.
	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.		March 2018	This work is nearly complete and a position statement will be complete for end of January. This will allow application for 2018/19 as Bursary assessments are not started until April.

Progress Update on Regional Lead Year 1 Objectives (cont'd)

Year 1 objectives		Regional Lead	Time-scale	Progress update
	To develop regional estates and ICT strategies and use these to inform capital funding allocations for 2018-19.	GCRB Finance & Resources Director	April 2018	Initial strategy scoping work underway in liaison with college estates managers.
<b>C) Developing a regionally responsive curriculum</b>	To implement a programme of Hub-based communication and engagement activity with employers and stakeholders.	GCRB Executive Director &	June 2018	A regional Creative Industries event was held in December and other Hub engagement events are being planned for the new year.
	To map skills pathways for economic sectors from school to through study into employment.	Curriculum and Quality Lead	June 2018	Curriculum maps for full-time courses have been reviewed and updated by Curriculum Hub members.
	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.		April 2018	Hub curriculum reviews completed and report provided to GCRB Board in December.
	To review current work-based learning activity and develop college plans to increase this.		June 2018	Draft work-experience targets developed for 2018-19 to 2020-21 within draft ROA.
<b>D) Building efficient Regional Structures</b>	To evaluate the effectiveness of current regional DYW delivery and coordinate a regional Senior Phase curriculum development plan.	DYW Lead	April 2018	2016-17 data set collated and initial review due to be considered by regional Learning and Teaching Group in December 2017.
	To review current articulation arrangements and identify opportunities to strengthen, and simplify where appropriate, university partnership arrangements.	GCRB ED and Curriculum Lead	June 2018	Draft articulation targets developed for 2018-19 to 2020-21 within draft ROA
	To develop long term financial plans for GCRB and the colleges.	GCRB Finance and Resources Director	April 2018	Evaluation of regional 5-year financial forecasts presented to October Performance and Resources Committee.

**4.2** The following actions are not yet initiated:

- To develop 2018-19 regional curriculum maps for stakeholder use. March 2018
- To review and further develop regional funding approaches so that they more fully support regional strategic goals and curriculum development plans. June 2018

- To review the scope of DYW early intervention activity and develop joint plans to extend this. April 2018
- To review the Fair Work Framework within the context of existing staff engagement arrangements and identify areas for development. June 2018
- To review wider Learning Support Services and create position statement on Learning Support (aligned to national ELS review). June 2018

**4.3** A further progress update will be provided at the next meeting of the GCRB Board.

## 5. Risk Analysis

**5.1** This report provides evidence of activity being undertaken 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 regional operational objectives 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** No significant resource needs are identified at present. However, the actions relating to the development of a regional approach to student data management are likely to identify resource requirements to enable the project to move forwards. 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. Within the agreed Regional Capital Funding Policy for 2017-18, resources were set aside for emerging regional needs. If resources for this project are required, it is likely that it would fall within the scope of capital funding rules and therefore could be supported by 2017-18 Capital funds. If this is the case, a detailed funding proposal would be developed and presented to the March meeting of 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.

**Annex A: GCRB Operational Plan 2017-18**

Aspect	Area of Activity	Lead	Key Actions	Timescales	Progress report (December)
Board/ Strategy	GCRB Board and Committee activity	GCRB Chair/ Board Secretary/ Executive Director	<ul style="list-style-type: none"> <li>- Review Board and Committee long-term agendas and ensure Board business progresses effectively</li> <li>- Implement improvements to efficiency and effectiveness including move towards online systems/paperless Board</li> </ul>	August 2017 – June 2018	Papers provided for 3 Board meetings and 10 Committee meetings
	Development and implementation of regional strategic plans	GCRB Executive Director	- Develop regional collaborative plan for operational delivery of strategic goals	September 2017	Report provided to GCRB Board
			- Review and report on strategic implementation progress	June 2018	Strategic implementation reports standing item on Board agenda
			- Support delivery of year 1 objectives for Regional Leads	June 2018	Monthly review meetings held with Regional Leads
			- Align ROA development to strategic goals	April 2018	Draft ROA performance measures to December Board
Governance	Review and monitor legislative and governance compliance	GCRB Board Secretary	- Undertake review of legal and regulatory compliance	September 2017	Completed and reported to Audit Committee
			- Ensure implementation of externally validated review	March 2018	Internal Auditor appointed and process underway
			- Undertake review of Publication Scheme to ensure compliance.	March 2018	Action not yet initiated
	Board recruitment and development activity	GCRB Board Secretary	- Lead implementation of the Board development plan	June 2018	Progress against action plan monitored by Nominations & Remuneration Committee
			- Agree and implement self-evaluation arrangements	March 2018	Committee self-evaluations completed December 2017.
			- Ensure effective and compliant administration of non-executive appointments to GCRB and Assigned College Boards.	June 2018	Plans agreed by Board December 2017
			- Develop/implement Board Diversity Succession Plan	March 2018	Plan approved; development event Spring 2018

Aspect	Area of Activity	Lead	Key Actions	Timescales	Progress report (December)
Governance	GCRB policy and procedure review	GCRB Board Secretary	- Develop and maintain GCRB policy schedule, ensuring appropriate sign-off level, consistency of approach across all policies and compliance with relevant legislation/regulation.	April 2018	
Funding and Finance	Developing regional funding	GCRB Executive Director/ GCRB Finance and Resources Director	- Arrange funding liaison meetings with SFC Directors	Bi-monthly	In progress
			- Review and develop regional funding approaches	June 2018	In progress
			- Review Capital Funding policy	June 2018	To align with review strategies for estates and ICT
			- Consult on, and distribute , regional grant letters	July 2018	It is expected that this will be similar to the process adopted in 2017
	Developing regional financial strategies	GCRB Finance and Resources Director	- Develop finance strategy and present to the GCRB Performance and Resources Committee	March 2018	In progress
			- Develop long-term financial plans for the region in conjunction with 3 colleges	June 2018	To align with FFR process co-ordinated by SFC
	Monitoring/reporting financial performance	GCRB Finance and Resources Director	- Report on finance KPIs to GCRB Performance and Resources Committee		October and December reports submitted
			- Funding arrangements to transfer to GCRB (from SFC)	January 2018	GCRB to assume responsibilities for College funding at the start of 2018
			- Develop arrangements for 2017-18 accounts consolidation	On-going	Accounting policy alignment completed in 2017. in 2017. Regular meetings taking place re consolidation process with finance colleagues. Review accounting timetable for 2017-18 year end based upon current year experience.
			- Review of financial performance of assigned colleges	On-going	In progress. Consideration to be given to the extent to which this is undertaken by Executive and/or Board.
Resources	Developing regional resource strategies		- Prepare regional estates strategy	March 2018	In progress
			- Prepare regional ICT strategy	June 2018	

Aspect	Area of Activity	Lead	Key Actions	Timescales	Progress report (December)
Curriculum/ Regional Outcome Agreement	Developing regional curriculum strategies	GCRB Executive Director	<ul style="list-style-type: none"> <li>- Review ROA guidance and agree ROA development plan.</li> <li>- Develop ROA targets for 2018-19 within context of regional curriculum planning</li> <li>-</li> </ul>	Draft ROA by December and Final ROA April	ROA development plan and draft PI targets to be considered by December Board.
			<ul style="list-style-type: none"> <li>- Support and attend meetings of regional Learning and Teaching Group</li> </ul>	3-weekly, August to June	In progress
			<ul style="list-style-type: none"> <li>- Work with Regional Curriculum and Quality Lead to coordinate work of Regional Skills Hubs and review and develop curriculum plans</li> </ul>	Curriculum planning report to be integrated into 2018-19 ROA	Draft Curriculum planning report complete and to be considered by GCRB Board in December Childcare development strategy agreed. Development of regional ESOL strategy initiated.
			<ul style="list-style-type: none"> <li>- Work with Regional DYW and FA Leads to support and coordinate Senior Phase related curriculum development.</li> </ul>	Throughout year	Draft DYW review report complete and to be considered by L&T group in December
	Monitoring/reporting curriculum performance	GCRB Executive Director	<ul style="list-style-type: none"> <li>- Request and review college student data reports</li> </ul>	Bi-monthly Quarterly	Regional Student Data Lead working with MIS teams to update monitoring report – due to be complete 15 December.
			<ul style="list-style-type: none"> <li>- Report on curriculum KPIs to GCRB Performance and Resources Committee</li> </ul>	Quarterly	October and December reports submitted
			<ul style="list-style-type: none"> <li>- Undertake ROA evaluation and report to Board/SFC</li> </ul>	Formal reports to GCRB Board in October and	Completed
			<ul style="list-style-type: none"> <li>- Liaise with Education Scotland Managers on national quality framework related activity</li> </ul>	December	Regional approach to integration of ROA agreed. Endorsement meetings completed in November/December



Aspect	Area of Activity	Lead	Key Actions	Timescales	Progress report (December)
Risk Management	Monitoring, assessing, managing and reporting risks	GCRB Executive Director/ GCRB Finance and Resources Director	- Request and review college risk registers	Quarterly	Undertaken by Interim Finance and Resources Director and reported to GCRB Audit Committee
			- Undertake risk review meetings	Bi-weekly	Standing item on GCRB management meetings
			- Update GCRB Risk Register	Bi-weekly	In progress
			- Report on risks to GCRB Board	Quarterly	August, October and December reports submitted
GCRB Staffing	Line management and staff support	GCRB Executive Director	- Undertake regular 1:1 review meetings	Bi-weekly	In progress
	Developing GCRB as an Employer	GCRB Executive Director/ GCRB Finance and Resources Director	- Review GCRB employer responsibilities and develop action plan to ensure GCRB meets obligations.	June 2018	Report and development plan submitted to December N&R Committee
			- Review HR policies and procedures and identify areas of development	January 2018	Paper reviewing GCRB employer duties and development plan presented to December Nominations and Remuneration Committee
			- Development of HR policies and procedures	June 2018	
			- Apply for Living Wage Accreditation	December 2018	Initial application submitted
- Review the Fair Work Framework and identify areas for development	June 2018				
Stakeholder Engagement	Internal stakeholder engagement activity	GCRB Executive Director	- Organise 1:1 meetings with college principals	August 2017- June 2018	1:1 Meetings held in October and December Attended meetings of regional Student Executive Board briefing distributed by December
	- Liaise with Staff and Student Representatives				
	- Develop college Board member briefings				
	External stakeholder engagement activity		- Develop and implement a plan which identifies key GCRB stakeholders and engagement actions	June 2018	Plan developed by October 2018 and implementation underway
- Develop regional communication strategy	August 2017	Completed			
- Coordinate and implement regional stakeholder communication activity	October 2017 onwards	October stakeholder e-briefing circulated			