

Board Meeting

Date of Meeting	Monday 27 February 2017
Paper Title	Update on the Development of Regional Strategic Plan
Agenda Item	11
Paper Number	BM4-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 regional strategic plan for college education.

2. Recommendations

- 2.1. The Board is invited to **note** the summary and outcomes of the first meeting of the strategic development working group.

3. Background

- 3.1. GCRB has a statutory responsibility for delivery of a coherent and high quality provision of college education across the Glasgow College Region.
- 3.2. This paper provides an update on joint work by the Glasgow colleges and regional board to develop a Glasgow region strategic plan for college education which will set out a five-year vision of the shared aspirations and development priorities of the Glasgow region colleges, the regional board and college stakeholders.

4. Development of Regional Strategic Plan

- 4.1. A high-level strategy development plan is attached as Annex A.
- 4.2. Following completion of the first phase of development (consultation on strategic asks), it was agreed at the December GCRB Board meeting that membership of the working group to develop a strategic plan for college education in Glasgow should be extended to include a representative from each of the assigned college boards, a GCRB staff board member and a GCRB student board member.
- 4.3. Alongside existing GCRB board members, new members of the strategic working group were confirmed as follows:
- Glasgow Kelvin College – Joe Wilson
 - Glasgow Clyde College – Carolyn Davidson
 - City of Glasgow College – George Black
 - GCRB staff board member: shared between Jim O'Donovan and Clare Ireland

- GCRB student board member: shared between Ian Gilmour and Amparo Fortuny

4.4. The first meeting of the group was held on February 16, and members considered the development of a draft vision, mission and high level strategic goals in the context of the policy and legislative basis of regionalisation and the operating environment of the Glasgow College Region and Scotland.

4.5. The following regional vision and mission statements were agreed by the group as a suitable basis for wider consultation:

Vision:

We provide life changing learning through an efficient and effective regional college system which widens access to education for people from the widest range of backgrounds and improves regional and national prosperity.

Mission:

To improve the economic and social well-being of residents from the Glasgow College Region and Scotland through the coherent provision of accessible and high quality college education.

4.6. In terms of the development of strategic goals, the group members agreed to a framework which set out aims within a framework of 'a regional learning system' and 'a regional delivery system' as set out below:

	'The how'	'The what'	'The who'
A regional learning system:	<i>Life-changing learning</i>	<i>A coherent regional curriculum</i>	<i>Participation and progression</i>
A regional delivery system:	<i>Strong and productive relationships</i>	<i>Efficient and effective services</i>	<i>Valued staff and learners</i>

4.7. Annex B provides an initial set of strategic goals for each of the aspects outlined above.

4.8. In terms of next steps, it is intended that wider consultation is undertaken to seek feedback from college and regional boards, stakeholders and employers, and college staff and students on the draft vision, mission and strategic goals, including views on potential key performance measures.

4.9. GCRB will lead the external stakeholder consultation process and the assigned colleges will lead internal college consultation arrangements.

4.10. Following this consultation process, it is intended that the strategic working group meet again in April to review feedback and consider final draft of regional strategy, in advance of finalisation of the strategy and endorsement by boards.

5. Risk Analysis, Legal Implications, Financial Implications and Regional Outcome Agreement Implications

5.1. There are no specific risks associated with this paper. Neither are there any specific issues arising from this paper in relation to legal matters or financial issues.

5.2. In terms of the Regional Outcome Agreement, the development of a regional strategy for college education will provide clarity on high level aims and planned outcomes for the Glasgow region and there will therefore be the potential to align the more operational ROA to support achievement of these.

Annex A. Development plan for regional strategic plan for college education

Phase	Date	Actions	Notes
Consultation on strategic asks	November/December	<ul style="list-style-type: none"> ▪ Hold an external stakeholder event involving college stakeholders and employers, college and regional board members, and college staff and learners ▪ Desktop review of stakeholder strategic priorities. 	<ul style="list-style-type: none"> ▪ Event held and 7 key themes identified ▪ Review of stakeholder needs and environmental scanning information undertaken as part of ROA development process
Drafting of, and consultation on, strategic plan	February/March	<ul style="list-style-type: none"> ▪ Drafting of a strategic plan guided by a strategic working group. ▪ Consultation and feedback from college and regional boards, stakeholders and employers, and college staff and students. 	<ul style="list-style-type: none"> ▪ Group members identified and first meeting arranged for 16th February. ▪ GCRB to lead external stakeholder consultation process. ▪ Assigned colleges to lead internal college consultation arrangements.
Finalisation of strategic plan	April/May	<ul style="list-style-type: none"> ▪ Review meeting of strategic working group to consider final draft of regional strategy. ▪ Finalisation of strategy and endorsement by boards. ▪ Review of the draft 2017/18 ROA and alignment to strategic priorities. ▪ Development of a communication strategy, including external publicity event(s). 	<ul style="list-style-type: none"> ▪ Minister could attend public launch event ▪ Consider joint meeting of college and GCRB board members.

Annex B. Draft Strategic Goals

A Regional Learning System

'The how' - Life-changing learning

- We provide **learning which develops the whole person**, building core and essential skills for learning, life and work.
- We **promote innovation in learning, teaching and assessment** and build closer partnerships with industry to provide more opportunities for learners to develop their skills in real work environments.
- We deliver **improvements in regional qualification achievement rates** and reduce the number of Glasgow College Region residents with low or no qualifications.

'The what' – A coherent regional curriculum

- Our colleges work collaboratively to deliver a **coherent regional curriculum**, with breadth and depth of flexible learning opportunities, including regional and national centres of excellence.
- Our **curriculum responds to regional and national needs**, improving the fit between the skills of the region's population and those required by employment and industry sectors.
- We work in partnership with schools, universities and employers to **strengthen flexible vocational pathways**, widen access and support inter-college progression, and break the link between deprivation and qualification attainment.

'The who' - Participation and progression

- We deliver a **varied and flexible curriculum** which increases participation from under-represented groups and those furthest from the labour market.
- We provide an **inclusive and regionally consistent supportive student experience** for all learners, including high quality guidance, learner support and student funding.
- All our educational programmes have **clear progression opportunities** into work and/or further study, and we provide support to every learner to progress into a positive post-course destination.

A Regional Delivery System

'The how' - Strong and productive relationships

- Our **governance and management structures work in alignment, realising regional added value** and maximising our collective impact on regional and national prosperity.
- We develop **strong and productive regional strategic partnerships with stakeholders** which enhance the delivery of our services and improve experiences and outcomes for learners
- We demonstrate the **highest standards of conduct** and deliver **clear, transparent and participative strategic and operational decision making**.

'The what' - Efficient and effective services

- We deliver financial sustainability through **efficient and effective services** and the continual development of a **broad and robust regional funding base**.
- We develop **needs-based and transparent inter-region funding arrangements** which support learner access and maximise and sustain efficient use of resources.
- We support accessibility and provide the **highest quality facilities and resources for learning**.

'The who' - Valued staff and learners

- We support all **students to engage in enhancing their educational experience**, as individuals, representatives, and as officers in strong and effective Student Associations.
- We **nurture a regional professional learning community** which shares practice and learning resources.
- We **promote and embed Fair Work values and behaviours** as core to our staff and learner relationships and as key drivers for improving services for learners.