GCRB | Glasgow Colleges' Regional Board

Board Meeting

Date of Meeting	Monday 26 March 2018
Paper Title	Strategic Planning Implementation Report
Agenda Item	21
Paper Number	BM4-T
Responsible Officer	Robin Ashton, GCRB Executive Director
Status	Disclosable
Action	For Information

1. Report Purpose

1.1 To provide an update on operational 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 operational 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 Alongside the outcomes set out within the Regional Outcome Agreement and college levels plans, the GCRB Board agreed an operational planning framework which included Regional Leads responsible for taking forwards collaborative work.

3.3 At its October 2017 meeting, the GCRB Board considered Year 1 objectives developed by Regional Leads. This report provides a second progress update on these Year 1 objectives.

3.4 To highlight additional strategic implementation supporting activity, Annex A provides for information an update report on GCRB's operational planning framework.

4. Progress Report on Regional Lead Year 1 Objectives

Progress Update on Regional Lead Year 1 Objectives (March 2018)

	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	**Complete:** A Regional OD (Organisational Development) working group was formed in September 2017 and has develop a plan for joint activty in 2017-18. This includes plans to deliver opportunities for staff across the region to acces OD training related to GDPR, Leadership Development, mentoring and using solution focused approaches, Mental Health, Cyber Security and Transitions and Autism Training.
	To scope options and begin to develop a regional online CPD platform.		June 2018	**In progress:** Glasgow Kelvin College has agreed to participate in Colleges Development Network initiative to develop a Scotland-Wide Professional Learning Platform. Currently CDN are finalising a user specification and the time line for this project is likely now to be June 2019. 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	**In progress:** To date, 35 staff members from across the region have completed certificated GDPR training, offered at Foundation and Advanced levels, and 26 staff members participated in a pilot one day programme on mentoring and using solution focused approaches. Delivery of this training on a regional basis has provided advantages in terms of capacity and cost, and allowed staff from across the region to share practice.
	To apply for living wage accreditation and review the integration of the Fair Work Framework	GCRB Executive Director College Principals	Dec 2017	**In progress:** Glasgow Clyde College, Glasgow Kelvin College and GCRB are now Living Wage accreditated. City of Glasgow College is still progressing its application and is in discussions with its external contractors.

	Year 1 objectives	Regional Lead	Time-scale	Progress update
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	**In progress:** Additional project staff resource provided by UCSS. Options paper discussed at meetings with Performance and Resources Committee and with college Chairs and Principals in March.
	To establish an MIS implementation structure and project plan and to begin initial implementation activity.		June 2018	**Action not yet initiated:** Some early discussions being undertaken but this action is mainly contingent on successful completion of the action above.
	To review wider Learning Support Services and create position statement on Learning Support (aligned to national ELS review).	Student Experience Lead	June 2018	**Not yet initiated:**
	To review admissions arrangements and develop single policy on admissions and access improvement recommendations.		Feb 2018	**In progress:** 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	**In progress:** initial evaluation report provided to meeting of Glasgow Colleges Group in March. Further review work to include discussion with college Student Associations on consistency of regional approaches. Note that outputs of this work will now inform allocations made beyond 2018-19 year.
C) Developing a regionally responsive curriculum	To implement a programme of Curriculum Hub-based communication and engagement activity with employers and stakeholders.	GCRB Executive Director & Curriculum and Quality Lead	June 2018	**In progress:** Creative Industries event held in December. A regional engagement event for all Curriculum Hubs is being planned for May/June this year.
	To develop 2018-19 regional curriculum maps which map skills pathways for economic sectors from school to through study into employment.		June 2018	**In progress:** Curriculum maps for full-time courses have been reviewed and updated by Curriculum Hub members. Work underway to produce and publish user-friendly maps for stakeholder use.
	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	**Complete:** Regional curiculum plans for economic sectors due to be presented to GCRB Board in March 2018 within draft ROA.
	To review current work-based learning activity and develop college plans to increase this.		June 2018	**Complete:** Regional and college work-experience targets developed for 2018-19 to 2020-21 within draft ROA.

	Year 1 objectives	Regional Lead	Time-scale	Progress update
D) Building efficient Regional Structures	To evaluate the effectiveness of current regional DYW delivery and coordinate a regional Senior Phase curriculum development plan.	DYW Lead	April 2018	**Complete:** 2016-17 school/college activity data set collated and reviewed by regional curriculum groups , including local authority Education Directors. Following this review a regional DYW plan was drafted and is included within draft ROA. In addition to this curriculum planning work, in conjunction with the Regional CPD Lead and local authority colleagues, two DYW related CPD projects are being planned: o Development of a half day shadowing opportunity for secondary school teachers and college lectures to experience a different teaching and learning environment. Pilot programme to be run from May and June 2018. o Development of an, 'informing the informers' programme for secondary teachers. This would include information on the college admissions process, student funding, etc. and also a professional dialogue session. This event would be held at all three colleges.
	To review the scope of DYW early intervention activity and develop joint plans to extend this.		April 2018	**Complete:** Develping early intervention approaches highlighted as a priority within the new regional DYW plan.
	To review current articulation arrangements and identify opportunities to strengthen, and simplify	GCRB ED and Curriculum Lead	June 2018	**Complete:** Regional and college articulation targets developed for 2018-19 to 2020-21 within draft ROA
	To review and further develop regional funding approaches so that they more fully support regional strategic goals and curriculum development plans.		June 2018	**In progress**: the Finance and Funding Policies are to be considered by the Board on 26 March alongside the Indicative Funding Allocation for 2018-19. The Finance Policy sets out the future financial objectives to support the regional goals.
	To develop long term financial plans for GCRB and the colleges.	GCRB Finance and Resources Director	April 2018	**In progress:** GCRB has previously considered the Financial Forecast Returns for the Glasgow Region for 2017-18. These plans will be revised to reflect the funding allocations for 2018-19 and the forecasts updated (in summer 2018)
	To develop regional estates and ICT strategies and use these to inform capital funding allocations for 2018-19.	GCRB Finance & Resources Director	April 2018	**In progress:** Discussions have taken place with colleges, and the SFC, regarding the regional and national strategies for estates and ICT. The approach to capital funding announced by the SFC on 27 February 2018 will impact on these strategies. Strategies for Estates and ICT will be considered at the next meeting of the Performance and Resources Committee.

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

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.

Aspect	Area of Activity	Lead	Key Actions	Timescales	Progress report (March 2018)
Board/ Strategy	GCRB Board and Committee activity	GCRB Chair/ Board Secretary/ Executive Director	- Review Board and Committee long-term agendas and ensure Board business progresses effectively - Implement improvements to efficiency and effectiveness including move towards online systems/paperless Board	August 2017 – June 2018	**In progress:** papers provided for 4 Board meetings and 13 Committee meetings
	Development and implementation of regional strategic plans	GCRB Executive Director	- Develop regional collaborative plan for operational delivery of strategic goals	September 2017	**Completed:** report provided to GCRB Board in September 2017
			- Review and report on strategic implementation progress	June 2018	**In progress:** strategic implementation reports standing item on Board agenda since September 2017
			- Support delivery of year 1 objectives for Regional Leads	June 2018	**In progress:** monthly review meetings being held with Regional Leads
			- Align ROA development to strategic goals	April 2018	**In progress:** draft ROA provided to March 2018 GCRB Board
Governance	Review and monitor legislative and governance compliance	GCRB Board Secretary	- Undertake review of legal and regulatory compliance	September 2017	**Completed:** reported to Audit Committee in October 2017
			- Ensure implementation of externally validated review	March 2018	**In progress:** review completed by Internal Auditor and due to be presented to March 2018 Board.
			- Undertake review of Publication Scheme to ensure compliance.	March 2018	**In progress:** initial review of updates to model plan and GCRB compliance undertaken.
.	Board recruitment and development activity		- Lead implementation of the Board development plan	June 2018	**In progress:** Progress against action plan monitored by Nominations & Remuneration Committee; 2018-19 Development Plan to 26 March 2018 Board for approval
			- Agree and implement self-evaluation arrangements	March 2018	**In progress:** External Assessor's report and Development Plan to 26 March Board.
			- Ensure effective and compliant administration of non-executive appointments to GCRB and Assigned College Boards.	June 2018	**In progress:** appointment processes are progressing to schedules. Kelvin Chair appointment for approval on 26 March; GCRB Non-Executives for ministerial approval by end April.
			- Develop/implement Board Diversity Succession Plan	March 2018	**Complete/ongoing:** plan approved; actions incorporated into Development Plan include diversity focused event June 2018

Aspect	Area of Activity	Lead	Key Actions	Timescales	Progress report (March 2018)
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	**In progress**: for completion April 2018.
Funding and Finance	Developing regional funding	GCRB Executive Director/ GCRB Finance and Resources Director	- Arrange funding liaison meetings with SFC	Bi-monthly	**In progress:** meeting held in February 2018.
			- Review and develop regional funding approaches	June 2018	**In progress:** paper provided to Performance and Resources Committee and GCRB Board in March 2018.
			- Review Capital Funding policy	June 2018	**In progress:** to align with review strategies for estates and ICT and to be considered by Performance and Resources Committee in June.
			- Consult on, and distribute , regional grant letters	July 2018	**In progress:** development will follow final funding agreement but 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:** finance strategy paper considered by Performance and Resources Committee and GCRB Board in March 2018.
			- Develop long-term financial plans for the region in conjunction with 3 colleges	June 2018	**In progress:** to align with FFR process co-ordinated by SFC. Revised financial forecasts to be prepared (June 2018) to reflect funding allocation for 2018-19 and updated planning assumptions.
	Monitoring/reporting financial performance		- Report on finance KPIs to GCRB Performance and Resources Committee		**In progress:** October, December and March reports submitted
			- Funding arrangements to transfer to GCRB (from SFC)	January 2018	**Completed:** GCRB assumed responsibilities for College funding in March 2018
			- Develop arrangements for 2017-18 accounts consolidation	On-going	**In progress:** accounting policy alignment completed in 2017and draft accounting timetable for 2017-18 year end developed.
			- Review of financial performance of assigned colleges	On-going	**Completed:** report on arrangements for Financial monitoring considered by Performance and Resources Committee and GCRB Board in March.
Resources	Developing regional resource strategies		- Prepare regional estates strategy	March 2018	**In progress:** to be considered by Performance and Resources Committee in June 2018.
			- Prepare regional ICT strategy	June 2018	**In progress:** to be considered by Performance and Resources Committee in June 2018.

Aspect	Area of Activity	Lead	Key Actions	Timescales	Progress report (March 2018)
Curriculum/ Regional Outcome Agreement	Developing regional curriculum strategies	GCRB Executive Director	- Review ROA guidance and agree ROA development plan. - Develop ROA targets for 2018-19 within context of regional curriculum planning -	Draft ROA by December and Final ROA April	**Completed:** ROA development plan agreed by GCRB Board in December 2017. **In progress:** draft 2018-19 ROA considered by Performance and Resources Committee and GCRB Board in March.
			- Support and attend meetings of regional Learning and Teaching Group	3-weekly, August to June	In progress: all August to March meetings attended.
			- Work with Regional Curriculum and Quality Lead to coordinate work of Regional Skills Hubs and review and develop curriculum plans	Curriculum planning report to be integrated into 2018-19 ROA	**In progress:** draft Curriculum considered by GCRB Board in December and final plans set out within 2018-19 ROA. Planning includes regional strategies for Childcare training, STEM development and Developing the Young Workforce.
			- Work with Regional DYW and FA Leads to support and coordinate Senior Phase related curriculum development.	Throughout year	**In progress:** DYW review report completed and considered by college and local authority education service heads. 2018-19 ROA includes regional Developing the Young Workforce plan.
	Monitoring/report ing curriculum performance	GCRB Executive Director	- Request and review college student data reports	Bi-monthly Quarterly	**In progress:** Regional Student Data Lead has developed more robust ROA monitoring report in response to Internal Audit recommendation.
			- Report on curriculum KPIs to GCRB Performance and Resources Committee	Quarterly	**In progress:** October, December and March reports submitted
			- Undertake ROA evaluation and report to Board/SFC	Formal reports to GCRB Board in October and	**Completed:** submitted to SFC in October 2017.
			- Liaise with Education Scotland Managers on national quality framework related activity	December	**In progress:** progress report to be provided to March 2018 GCRB Board meeting.

Aspect	Area of Activity	Lead	Key Actions	Timescales	Progress report (March 2018)
Risk Management	Monitoring, assessing, managing and reporting risks	GCRB Executive Director/ GCRB Finance and Resources Director	- Request and review college risk registers	Quarterly	**In progress:** Undertaken by Interim Finance and Resources Director and reported to GCRB Audit Committee
			- Undertake risk review meetings and update GCRB Risk Register	Bi-weekly	**In progress:** Standing item on GCRB management meetings
			- Report on risks to GCRB Board	Quarterly	**In progress:** August, October December and March reports submitted
GCRB Staffing	Line management and staff support	GCRB Executive Director	- Undertake regular 1:1 review meetings	Bi-weekly	**In progress:** regular meetings being held
	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	**In progress:** report and development plan submitted to December N&R Committee
			- Review HR policies and procedures and identify areas of development	January 2018	**In progress:** 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	**Completed:** GCRB application approved.
Stakeholder Engagement	Internal stakeholder engagement activity	GCRB Executive Director	- Organise 1:1 meetings with college principals	August 2017- June 2018	**In progress:** 1:1 meetings held in October, December and February. Meetings with regional staff and Student representatives held in January and February 2018. Board briefings distributed December and March.
			- 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 and coordinate and implement regional stakeholder communication activity	June 2018	**In progress:** stakeholder engagement plan developed and implementation underway. Schedule of briefings agreed. Annual review provided to stakeholders in March 2018 in digital and paper formats.
			- Develop regional communication strategy	August 2017	**Completed:** communication strategy developed in September 2017.