

Board Meeting

Date of Meeting	Monday 18 June 2018
Paper Title	Strategic Planning Implementation Report
Agenda Item	20
Paper Number	BM5-R
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 the significant contribution made by Regional Leads to the delivery of regional strategic goals;
- **note** the recent internal audit of regional strategic planning implementation and its assessment that the overall level of assurance is good; and
- **note** that the GCRB Board August strategy event will provide opportunity for members to review progress towards the achievement of regional strategic goals.

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 progress update on these Year 1 objectives.

4. Progress Report on Regional Lead Year 1 Objectives

- 4.1** Members will recall that in September 2017, the Board considered Year 1 objectives, drafted by Regional Leads in support of regional strategic goals. Recognising that this was the first Glasgow Region Strategy, it was agreed that operational activity would be guided by a review/initiate/embed change process which maximised opportunities for regional collaboration and promoted flexible, informed and consensual decision-making.
- 4.2** The end of the academic year provides an opportunity to begin to review progress on overall achievement of these Year 1 ambitions, and think ahead to Year 2.
- 4.3** Of the 19 Year 1 ambitions identified by Regional Leads, some progress has been made across all of these and Annex A provides more detail on progress for specific ambitions.
- 4.4** Significant progress has been made in terms of developing regional approaches to CPD, including joint delivery of training across the Glasgow colleges, to more systematic and in-depth review of school/college partnership activity, to delivering more consistent student support services, to better assessment of employment demand and regional curriculum fit, and to improved data provision and analysis.
- 4.5** Areas where the realisation of year 1 aims has been more limited relate mainly to the development of a regional data system, and the provision of regional curriculum maps for stakeholder use. In terms of the development of a regional data system, considerable effort was put in to scoping the potential for this, including staff support from Universities and Colleges Shared Services. However, it has not been possible to gain a consensus on moving forwards with a single regional system and therefore alternative options are currently being explored. In terms of the development of curriculum maps, whilst regional curriculum hubs were able to prepare draft curriculum maps for all full-time courses, it was not possible to develop these into published documents progress this within this academic year, in the context of substantial curriculum review and planning work undertaken and available resources.
- 4.6** Given that the two areas noted above are those which required more significant resource and shared commitment across the colleges and GCRB, members should note that the work being initiated to develop 2019-20 regional funding approaches will include consideration of how resource allocation could more effectively support regional strategic goals, including work being led by Regional Leads.
- 4.7** The GCRB Board August strategy event will provide opportunity for members to review progress towards the achievement of regional strategic goals.

5. Internal Audit of Regional Strategic Planning Process

- 5.1** In line with GCRB's internal audit plan, in April, Henderson Loggie undertook an internal audit of regional strategic planning implementation processes. This followed an earlier audit of regional strategy development.
- 5.2** The audit reviewed progress made by Regional Leads and identified how progress is being reported to the GCRB Board. We also reviewed reporting arrangements in place covering

assigned colleges' performance regarding the seven strategic learning priorities set out in the GCRB Strategic Plan 2017-2022.

5.3 The objectives of the audit were to gain reasonable assurance that:

- The process for setting operational plans, and monitoring, reporting and escalating issues from Regional Leads' operating plans is robust and working effectively
- The reporting arrangements in place covering assigned colleges' performance regarding the seven strategic learning priorities set out in the GCRB Strategic Plan 2017-2022 are formally set out and being complied with, and any issues are escalated on a timely basis for review

5.4 No significant weaknesses were noted by the auditor and the overall level of assurance was assessed as good.

5.5 The report noted that as this was the first year of operation of Regional Leads, the auditor considered that the planning processes used were appropriate, but that going forward more use of SMART (Specific, Measurable, Achievable, Relevant and Time-bound) objectives would be beneficial, including greater consideration of how many days would be required for each action, to allow enhanced monitoring of actual progress against key milestones. It was also suggested that there may be benefit in introducing a light touch project management methodology to help ensure that projects that the Regional Leads are undertaking are appropriately controlled. These suggestions will be considered within Year 2 planning arrangements.

5.6 The full internal audit report was considered by the GCRB Audit Committee at its meeting on Tuesday 29 May, 2018.

6. Risk Analysis

6.1 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.

7. Legal Implications

7.1 No legal implications are identified.

8. Financial Implications

8.1 No significant resource needs are identified at present.

9. Strategic Implications

9.1 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: 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	A Regional OD (Organisational Development) working group was formed in September 2017 and has developed a plan for joint activity during 2017-18. This has resulted in opportunities for staff across the region to access OD training related to GDPR, , School College Shadowing, Coaching using solution focused approaches, Mental Health Awareness, Cyber Security and Transitions and Autism Training. The OD group have created a draft leadership framework which would create an overarching approach to ensuring the regional colleges have a pipeline of talent for future vacancies. Staff at both Clyde and Kelvin College have been part of a consultation on the draft leadership Framework. City of Glasgow will consult staff at a later date in June 2018.
	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. 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	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 two day programme on coaching 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. A number of joint school and college initiatives have been implemented this year including "Informing the informer", "Know your college event" and "Classroom connections". An action plan of continued joint professional learning for 2018/9 has been also developed.
	To apply for living wage accreditation and review the integration of the Fair Work Framework	GCRB Executive Director College Principals	Dec 2017	Glasgow Clyde College, Glasgow Kelvin College and GCRB are now Living Wage accredited. City of Glasgow College, following discussion with its external contractors, is now progressing its application and expects this to be completed by end of summer 2018.

	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	Following consideration of three technical approaches at a meeting of regional and college Chairs and Principals and the GCRB Executive Director, the colleges have indicated that they propose to procure separate MIS systems, but to still meet regional strategic goals. A paper setting out the college proposals is still being developed for GCRB consideration.
	To establish an MIS implementation structure and project plan and to begin initial implementation activity.		June 2018	Given the college intention to procure separate MIS systems, it is now unlikely that any regional student data technical development work will take place this academic year.
	To review wider Learning Support Services and create position statement on Learning Support (aligned to national ELS review).	Student Experience Lead	June 2018	The newly convened Regional Student Funding Forum will review Learning Support Services across the region's colleges. To date it had considered more consistent approaches to attendance monitoring in relation to payment of student bursaries, to mitigate potential student hardship and to improve flexible attendance arrangements while continuing to meet audit requirements. Future meetings of the group intend to consider funding support and response times to applicants at pre entry and point of entry, information, advice and guidance on support funds to improve understanding and consistency around the common elements of living costs, travel and childcare, a common layout for the funding applications forms and consistent assessment procedures.
	To review admissions arrangements and develop single policy on admissions and access improvement recommendations.		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	An evaluation report provided to meeting of Performance and Resources Committee in June 2018. This report outlines the establishment of a Regional Student Funding Forum, which includes student funding managers, admissions and student recruitment managers and Students' Association representatives. The group will oversee the development of more consistent policies, and practices for Student Funding Note that outputs of this work will now inform allocations made following 2018-19 funding.

	Year 1 objectives	Regional Lead	Time-scale	Progress update
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 &	June 2018	A Creative Industries event held in December, and regional engagement events were held in May and June in relation to the development of college and regional STEM strategies.
	To develop 2018-19 regional curriculum maps which map skills pathways for economic sectors from school to through study into employment.	Curriculum and Quality Lead	June 2018	The eight Curriculum Hubs undertook work to review and update maps for all regional full-time courses. However, it has not been possible to desktop publish these maps for stakeholder use this academic year.
	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	Regional curriculum plans for economic sectors were presented to, and agreed by, the GCRB Board in March 2018 within the 2018-19 Glasgow ROA.
	To review current work-based learning activity and develop college plans to increase this.		June 2018	Regional and college work-experience targets developed for 2018-19 to 2020-21 within the 2018-19 Glasgow ROA.
	To evaluate the effectiveness of current regional DYW delivery and coordinate a regional Senior Phase curriculum development plan.	DYW Lead	April 2018	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: Development of a half day shadowing opportunity for secondary school teachers and college lectures to experience a different teaching and learning environment. Pilot programme has begun with 30-40 college lecturers expressing an interest and 50 east Renfrewshire School teachers already engaged. An evaluation of this project is planned for August. Delivery of an, 'informing the informers' programme for SDS guidance teachers. This was delivered to 40 SDS staff at 2 sites in May and covered college admissions process, student funding, and also a professional dialogue session. This event will be delivered in November with a curricular focus and feedback from the session in May is currently being analysed.
	To review the scope of DYW early intervention activity and develop joint plans to extend this.		April 2018	We are developing a range early intervention approaches highlighted as a priority within the new regional DYW plan and planning an audit of the scale and range of this activity in the new academic session.

	Year 1 objectives	Regiona I Lead	Time- scale	Progress update
D) Building efficient Regional Structures	To review current articulation arrangements and identify opportunities to strengthen, and simplify	GCRB ED and Curricul um Lead	June 2018	Regional and college articulation targets have been developed for 2018-19 to 2020-21 within the Glasgow ROA. However, these are based on 2014-15 benchmark data and GCRB is awaiting more recent benchmark data from SFC to enable these targets to be reviewed for appropriacy.
	To review and further develop regional funding approaches so that they more fully support regional strategic goals and curriculum development plans.	GCRB Finance and Resourc es Director	June 2018	Finance and Funding Policies were 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. Following Board discussion, it was agreed that for 2018-19 allocations, the regional funding approach would mirror the national allocation method. However, the Board also agreed that a working group be established to consider alternative regional approaches for furture year funding.
	To develop long term financial plans for GCRB and the colleges.	GCRB Finance and Resourc es Director	April 2018	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 & Resourc es Director	April 2018	Discussions have taken place with colleges, and the SFC, regarding the regional and national strategies for estates and ICT. The approach to capital funding by the SFC ruled out the potential for GCRB to use 2018-19 funds for regional strategic priorities. Strategic approaches to Estates and ICT development will be continiue to considered but not in relation to 2018-19 funding.