



Glasgow Clyde College Development Plan 2016-2020

Clyde Connects

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Our Vision

Glasgow Clyde College will contribute to the prosperity and wellbeing of Scotland through exceptional achievement.

Our Mission

Seeing Potential, Finding Solutions, Achieving More

Our Values

Students First, Aspiration, Excellence through Leadership, Innovation, High Quality, Accountability, Integrity and Respect

Influence

Some of the key drivers that impact upon and shape our direction are;

Employers

Staff

Schools

Universities

Students

Scottish Funding Council priorities

Cabinet Secretary Letter of Guidance to SFC

SDS Corporate Plan 2015-2020

Commission on Widening Access

Developing the Young Workforce

Education Scotland reference framework

Glasgow's Economic Strategy

Glasgow's Single Outcome Agreement

Glasgow Community Planning Partnership's Community Development Plan

Regional Skills Assessments

Scottish Government Priorities

Scottish Government National Performance Framework

Welcome

Welcome to Glasgow Clyde College's Development Plan for the period 2016 to 2020. In this plan we set out our ambitions for the college; its staff, students and key stakeholders and also the way in which we intend to do business.

In constructing the plan we have looked at the requirements of a range of key stakeholders including the strategic priorities of the Scottish Government; the skill needs of industry locally, regionally and nationally and the needs and aspirations of our students, staff and our local communities.

As an assigned college within the Glasgow Region the focus of much of our activity is on our contribution to the successful delivery of the Glasgow Regional Outcome Agreement (ROA). However, our ambitions go beyond that focus and this plan demonstrates our broader vision of how the college brings added value to those who work with us, whether that is at an individual or organisational level.

The work of the college is centred on our ability to change people's lives through their interactions with us. We provide them with the necessary life skills to access the world of work; the skills required to enter the job market for the first time; the skills and knowledge to allow progress in education; the improvement of skills of those already in the workplace.

Central to our plan is the value we place on our staff and the contribution they make to the delivery of successful outcomes for the college and its students. Success relies upon the commitment of our staff to the delivery of the objectives set out in this plan. Within our overarching goals and associated objectives there is a clear commitment to supporting staff to develop to their maximum potential. People will continue to be central to our values and actions.

The plan takes consideration of the demands on the college from a wide range of stakeholders. As part of the ROA for 2014/15 to 2016/2017 an extensive analysis of the Glasgow Regional context was conducted which identified the demands driving the Glasgow Region. These included economic drivers; employer needs; qualification levels and a range of other measures. That analysis is still relevant and continues to inform the development of each year's update to the ROA.

Delivering Exceptional Learning Opportunities

Learning and teaching is at the heart of what we do and we are committed to providing opportunities for the widest spectrum of learners. Our course offering is built on a sound evidence base and delivered by well qualified and experienced staff.

A key aspiration is for our curriculum to deliver breadth, depth and aspiration.

Continuous analysis and rigorous evaluation of our provision allows us to deliver a relevant, broad-based curriculum at a range of levels, from introductory courses through to HND and Honours degree levels, together with Modern Apprenticeships [MAs] and professional workforce development qualifications. The recognition that MAs are a key vehicle for effective workforce development has driven our growth in this area.

We work in close partnership with a vast range of employers; agencies and Local Authorities including Education Departments and Community Planning Partnerships.

Our work includes engaging with some of the most vulnerable learners and again we link with partners to do this e.g. the Workers' Educational Association [WEA] and the Glasgow Council for the Voluntary Sector [GCVS].

We already benefit from having a strong infrastructure in place to support the development of innovation, encourage shared reflection to identify new ways of overcoming challenges, and encouraging the implementation of new approaches.

We have improved overall student retention and increased attainment in full and part time F.E level, while maintaining attainment levels in excess of the sector average in full and part time H.E provision. This has been achieved whilst the further education sector as a whole has seen a reduction in attainment levels within full-time F.E and H.E. In October 2015 we gained STEM Assured status [Science, Technology, Engineering and Mathematics] having worked with The New Engineering Foundation-The Innovation Institute [NEF] to develop a STEM Strategy.

Our student services function provides high quality support mechanisms for our student body, assisting students in all aspects of their experience of college life. We continue to improve our systems and processes that impact upon students and staff with a view to ensuring that we maximise the support available.

Our objectives

- Designing and delivering high quality courses that provide and support progression routes to employment and further study and improve student outcomes.
- Increasing our range of sector-leading specialisms and creating regional and national centres of excellence
- Removing barriers to ensure that our courses are accessible to the widest spectrum of learners.

- Initiating a programme of research and innovative practice to enhance the delivery of learning and teaching and services to all students.
- Providing a safe and inclusive environment that fosters good relations, eliminates discrimination and advances equality of opportunity.
- Investing in the development of a workforce capable of adapting to a changing environment to best enhance the learning experience.

Our performance

	Current	Target for 2016/17
Proportion of students in positive destination 3 – 6 months after qualifying	97.6%	98%
Use of College Virtual Learning Environment (VLE)	2,000,000	2,080,000

Student Attainment

	Current	Target for 2016/17
Further Education (Full Time)	64.9%	66.5%
Further Education (Part Time)	68.5%	71%
Higher Education (Full Time)	74.7%	75.1%
Higher Education (Part Time)	84%	84.5%

“Learning and teaching is at the heart of what we do and we are committed to providing opportunities for the widest spectrum of learners. Our course offering is built on a sound evidence base and delivered by well qualified and experienced staff”

Growing Exceptional Partnerships

Partnership working has been identified as a major strength of our operations and an area that brings significant mutual benefits to the college, our partners and, most importantly, our students and staff.

The strength of our partnership working has been recognised in a number of external assessments. Education Scotland has commented that "Partnership working is a major strength of the college. Staff and learners benefit from a wide range of effective strategic relationships with local and regional stakeholders including universities, local authorities, external agencies, schools and employers. The college contributes at strategic level to the National Health Service [NHS] Greater Glasgow and Clyde Board Education Partnership. This enables the college to maintain an effective strategic contribution to workforce development in the local area"

We have strong working relationships with an extensive range of employers across almost all curriculum areas. Employers contribute positively to the content and design of our courses, which ensures that the delivery of qualifications meets industry standards. They also provide guest speakers, work-placements and live projects which greatly supports our students to expand their understanding of the workplace. Employers also support us through sponsorship activities.

We work effectively with key university and school partners to increase articulation pathways and to support learners making the transition from school to college to university.

Our commitment to partnership working is evidenced by the range of awards we have received from external bodies and agencies. Recently these have included:

SDS Awards – Public Sector Employer of the Year – NHS Greater Glasgow and Clyde in partnership with Glasgow Clyde College.

SQA Star Awards – Partnership of the Year – Highly Commended – Glasgow City Council and Glasgow Clyde College.

SEMTA – Training Partner of the Year – Highly Commended – Glasgow Clyde College.

The Glasgow Awards – Employer of the Year.

We will actively encourage and support the professional and personal development of all staff and create an environment within which mutual respect and understanding are key values shared by all.

For students we will publish a revised Student Charter which will set out what students, and prospective students, can expect of us and, in turn what we expect of them. Feedback from students is critical to informing continuous improvement and therefore a strong, vibrant Student's Association will play a key role in ensuring that the learner voice underpins our objectives and actions.

Our Objectives

- Working more closely with industry, community and other partners to identify and share excellent practices which will be implemented.
- Cultivating cross-college collaboration to optimise business opportunities.
- Achieving excellent staff performance and building leadership capacity through delivering effective professional development and performance management.
- Promoting a high standard of physical and mental health and wellbeing for all students and staff.
- Informing decision-making through continuous engagement and communication with students, staff and partners.
- Maximising the impact of the Students' Association by working with them, to encourage students to engage at the highest level and be involved in the creation of their learning.

Our performance

	Current	Target for 2016/17
Overall student satisfaction	96.4%	97%

"Partnership working is a major strength of the college." The Education Scotland Review report (November 2014) went on to say that:

"Staff and learners benefit from a wide range of effective strategic relationships with local and regional stakeholders including universities, local authorities, external agencies, schools and employers. The college contributes at strategic level to the National Health Service (NHS) Greater Glasgow and Clyde Board Education Partnership. This enables the college to maintain an effective strategic contribution to workforce development in the local area."

"Stakeholder feedback confirmed that they have confidence that the College is placing a strong focus on vocational and employment skills and meeting industry needs and this will help to ensure that students have clear pathways to employment." (SFC 2 year review)

"Education Scotland Annual Engagement Visit (AEV) carried out in February 2016 noted that learners fed back that "overall learners are happy with their experience at college and would recommend the college to others. Many learners identify teaching staff as the biggest strength in the college".

"The consensus from stakeholders was the College places a high priority on employer engagement which is critical in providing students with pathways into employment. As a larger institution the College can now give students more

meaningful exposure to workplace activity that would not have been available prior to merger”. (SFC 2 year review).

“Partnership working has been identified as a major strength of our operations and an area that brings significant mutual benefits to the college, our partners and, most importantly, our students and staff”.

Contributing to the local, regional and national economy

We fully understand the importance of providing our learners with the necessary skills to enter employment for the first time or to improve their qualifications as they seek to move into better or more rewarding job opportunities.

Scotland's colleges create value in many ways. The colleges are committed to putting learners on the path to success and play a key role in helping them increase their employability and achieve their individual potential. At Glasgow Clyde we work continually with employers to ensure that we deliver relevant, up-to date knowledge and skills and our courses increasingly embed elements of work experience or placement.

The Scottish Government, SDS and Glasgow City Council have identified key growth sectors and, together with the other colleges in Glasgow, we have responded by developing a ROA that targets our curriculum at specific economic sectors. Additionally the Glasgow and Clyde Valley City Deal will bring significant investment to the City and the resulting boost to the city region's economy will be supported by the college sector within the region.

Glasgow Clyde has taken a leading role in delivering the Scottish Government's objectives as set out in "Developing the Young Workforce - Scotland's Youth Employment Strategy" and, by responding positively to the planning and development of school-college senior phase provision across Glasgow City, East Dunbartonshire and East Renfrewshire we have developed the most extensive range of school related courses of any of the Glasgow Colleges.

We offer an Incubator Hub within our Cardonald Campus for developing creative practitioners. To date a total of 38 companies from a variety of design and creative disciplines have been supported through this route.

At a national level, the shortage of digital skills is well documented and, through the range, breadth and depth of our digital/IT provision we are making a major contribution to addressing that need. We take a lead in the sector by supporting other colleges, through the IT Providers Consortium Scotland (ITPCS), to deliver a range of industry standard vendor qualifications which provide the skills required for industry.

Employers consistently speak extremely positively about their relationship with us and our ability to shape the curriculum with them to meet the needs of the different economic sectors within the region.

Our Objectives

- Supporting the achievement of key policy priorities of the Scottish Government and stakeholders served by the college.

- Achieving more for students, businesses and the economy through developing, maintaining, and managing strong productive partnerships locally, nationally and internationally.
- Producing students better equipped for the workplace by embedding employability skills into all relevant programmes.
- Providing employment related skills and education which supports local and regional needs and the national growth sectors.
- Increasing the volume of enterprise and entrepreneurial activities undertaken by students.

Our performance

102% of SFC credits target achieved in 2014/15.

Around 1000 modern apprentices supported in 2015/16.

371 Students moving onto 2nd year or above in Higher Education Institutions (Universities) in 2014/15

Most full time courses incorporating work related learning.

“Employers contribute positively to programme content and design across a wide range of programmes, which ensures that the delivery of qualifications meets industry standards”

“We fully understand the importance of providing our learners with the necessary skills to enter employment for the first time or to improve their qualifications as they seek to move into better or more rewarding job opportunities”

Ensuring operational effectiveness and efficiency

Ensuring operational effectiveness and efficiency in the college's operations is key to delivering a customer focussed, responsive and up-to-date learning experience that fully meets the needs of our students, and enables staff to provide the best service possible within available resources.

We recognise that achieving effective and efficient operations involves the coordinated support of our wide range of highly experienced staff and having fully effective systems. Supporting this College Development Plan there are a suite of 11 strategies each of which has a range of key development priorities over the period of this plan. These key development areas will be delivered by the Faculties and Units across the college through their own operational plans which will be team led and directly linked to goals and objectives in this plan.

Within the period of this plan we intend to implement a range of business transformation processes across all our key operations to ensure they are fully effective. Continuing our improvement of key core systems, including a new HR system; new student funding system and a new Finance system, and in line with our revised digital strategy and the Scottish Government's drive towards the digital delivery of public services, "digital by default", we will strive to redesign and improve our services to better meet people's needs whilst deploying digital technologies to reduce the costs of the services provided.

Challenges around funding for the college sector as a whole continues to be a major factor in the way in which we deliver our services to students and potential students of the college and there are a range of increasing cost pressures. We will continue to deploy our resources effectively to meet these funding challenges and ensure that Glasgow Clyde College continues to deliver operational effectiveness and efficiency and continues to deliver capital investment in line with its capital masterplan.

Whilst these funding challenges are certainly anticipated to continue through this plan and there are not likely to be any significant uplift in funds from Government in the short to medium term, we are planning a significant growth in our income from our commercial activities, including seeking new business areas and innovations to ensure our financial sustainability in the coming years.

To deliver overall operational effectiveness we will achieve the highest standards of governance in line with the Scottish Government's Code of Good Governance for Scotland's Colleges, taking into account the recommendations of the Education Secretary's Task Group's report "Good College Governance", March 2016.

Our objectives

- Promoting governance practices that support innovative leadership and guide management behaviours.

- Investing in a high quality, efficient, and sustainable Estates and ICT infrastructure capable of adapting to changing curriculum and business needs.
- Managing the College’s resources to deliver continued financial security and long term sustainability.
- Embedding an ethos of risk-based decision making throughout the college.
- Embracing and developing digital business transformation processes to improve business efficiency.
- Supporting and empowering staff to achieve their maximum potential.

Our performance

	2014/15	Target for 2016/17
External income as % of total income	22.5%	23%

Carbon footprint (in tonnes of CO² emitted) – 4520 per tCO₂e

	2014/15	Target for 2016/17
Staff attendance	95.23%	97%

“Ensuring operational effectiveness and efficiency in the college’s operations is key to delivering a customer focussed, responsive, and up to date learning experience”

It's what we do!

“The most rewarding part of being a board member at Glasgow Clyde is the opportunity to meet with college staff - inspiring people who put students first and help them realise their potential. Glasgow Clyde has fantastic strengths, in its staff and its campuses, and a vital impact on the communities it serves. Our ambition is always to improve our performance in delivering exceptional learning that transforms people's lives”.

David Newall, Chair of the Board, Glasgow Clyde

Delivering exceptional learning opportunities

“Learning and teaching is at the heart of what we do and we are committed to providing opportunities for the widest spectrum of learners.”

Contributing to the local, regional and national economy

“We fully understand the importance of providing our learners with the necessary skills to enter employment for the first time.”

Ensuring operational effectiveness and efficiency

“Ensuring operational effectiveness and efficiency in the college's operations is key to delivering a customer focussed, responsive, and up-to-date learning experience.”

Growing exceptional partnerships

“Partnership working is a major strength of our operations.”

What others say about us

“The college’s strong promotion of equality and diversity in all aspects of its work, ensures that teaching staff explore these areas regularly within learning activities.”

Education Scotland Review – January 2015

“We have had extremely positive feedback about the quality of the Learning and Teaching across the college and the critical role of the teaching and support staff in this delivery.”

SFC 2 Year Post Merger Evaluation – June 2016

“The learner voice is well represented on an extensive range of strategic and operational college committees.”

Education Scotland Review – January 2015

“I love it here. It’s opened up a whole new world of thoughts, ideas, challenges and most importantly, friends.”

Eileen, HND Fashion, Technology and Manufacture

“Employers spoke extremely positively about their relationship with the college and their ability to shape the curriculum to meet the needs of the different economic sectors within the region.”

SFC 2 Year Post Merger Evaluation – June 2016

“Student Advice Centres on each campus provide a welcoming and friendly environment for learners.”

Education Scotland Review – January 2015

“Students at all campuses commented that they enjoyed studying at the college and praised the teaching staff and their commitment.”

SFC 2 Year Post Merger Evaluation – June 2016

“Best college in Glasgow. Best learning environment. Best lecturers. Look no further! Pure magic by the way :-D.”

Mark, HND Travel and Tourism

For more information please visit glasgowclyde.ac.uk