

Strategic Plan  
2017-2025



INSPIRATION | EXCELLENCE | INNOVATION

# Our Guiding Principles

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Our Purpose  
**Let Learning Flourish**

Our Way  
**Inspiration | Excellence | Innovation**

## Our Values

- **The Individual**
- **Equality, Diversity and Inclusiveness**
- **Integrity, Honesty and Transparency**
- **Excellence and Achievement**
- **Partnership**
- **Innovation and Enterprise**



# Our Strategic Priorities

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## Priority 1

To be an inspirational place of learning

## Priority 2

To enable individuals to excel and realise their full potential

## Priority 3

To live our values, value our people, and innovate in partnership

## Priority 4

To be a valued partner of the city region, supporting the national economy, and the international learning community

## Priority 5

To deliver excellence in performance

## Priority 6

To be efficient, effective, innovating, and vigilant

## Priority 7

To maintain our long-term financial stability

## Priority 8

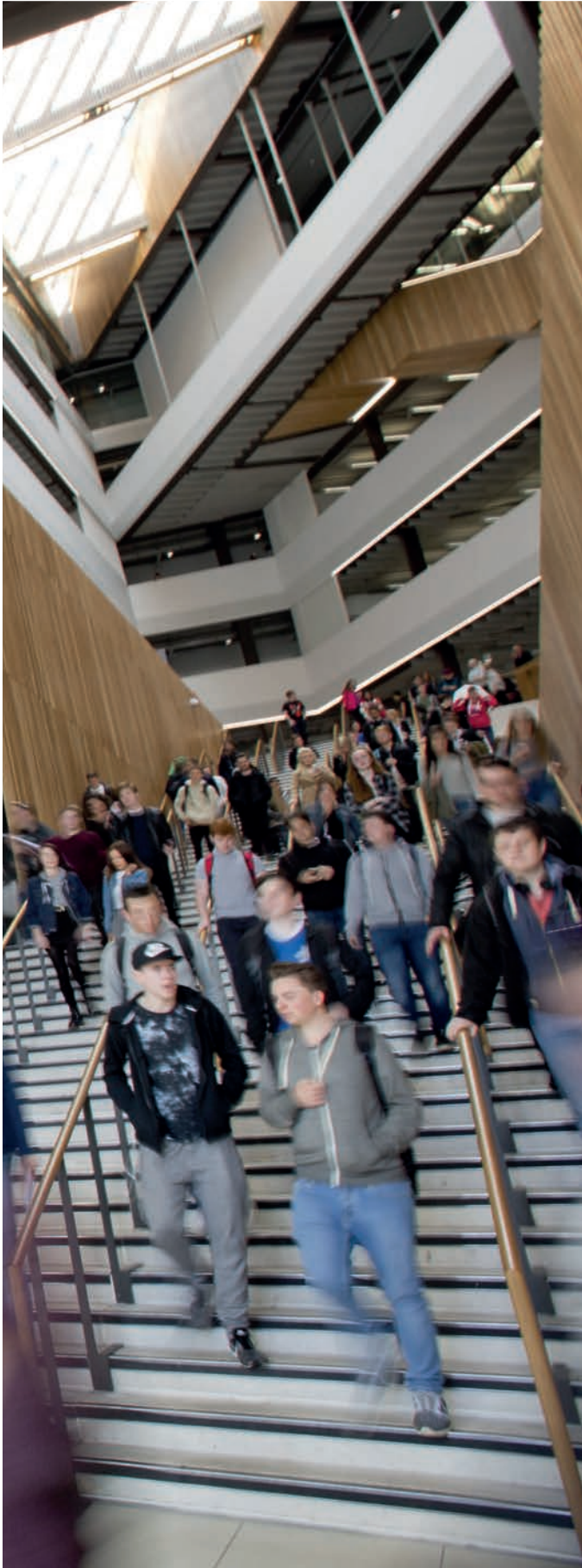
To secure diversity of income and sustainable development

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# Introduction

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## The College

At the heart of Glasgow's Learning Quarter, and embracing the River Clyde, City of Glasgow College is the largest and most diverse tertiary education establishment in Scotland. It is regarded as pioneering the blueprint for successful multiple college mergers, combining the richness and historic legacy of four specialist colleges across nautical, commerce, building, printing, and catering curriculum areas.

We are proud of our historic industry links, and valued reputation for developing professional skills for modern industry across many specialisms, with our 50 international partners. Our history dates back generations.

City offers a wide range of educational, technical and training opportunities, at levels ranging from foundation courses through to Higher National Diplomas and degree programmes, in association with our Higher Education partners. There are opportunities to study at a level that encourages success and progression, enabling our students to reach their full potential.

The College provides around 2000 courses across the six Faculties of:

- Business
- Leisure and Lifestyle
- Building, Engineering and Energy
- Education and Society
- Nautical Studies
- Creative Industries

We maintain a commitment to Let Learning Flourish through the inspiration, excellence, and innovation of our sector-leading learning and teaching methods, and world class facilities. Our unique Industry Academy model channels our curriculum and staff expertise, which, enhanced by our collaborations with industry partners, matches the skills of students with the needs of employers. As a result our students graduate with industry-relevant skills and highly valuable qualifications, sought after by industry.

The College's twin site Super College campus became fully operational in 2016, and represents a £228 million investment in tertiary education for Glasgow, Scotland, and beyond. This is the single largest college development in Europe, meticulously designed to offer state of the art facilities and superb opportunities to our students.





## New Strategic Plan

Our first City of Glasgow College Strategic Plan was indeed aspirational. It set out the vision we had for a new pathfinder college in a constantly changing educational environment - merging three specialist colleges in the heart of Glasgow, on the River Clyde and in the City Centre. This aspiration was realised beyond the expectation of many, following our formation in 2010.

The College Strategic Plan of 2013-2017 set the bar even higher - to establish City of Glasgow College as a world-class beacon for college education. We delivered that and more with the creation of a college that is truly on a national scale – a £228 million supercampus – a powerhouse of skills; the largest such campus development not only in Scotland and the UK, but in Europe.

However, there is so much more to celebrate in its realisation. The accomplishment of a world-leading technical and professional college has truly redefined the very essence of a college education in the UK and beyond, where individual students matter more than the subject they are studying, and where personalised learning flourishes through inspiration, excellence and innovation.

We at City of Glasgow College now confidently set our sights to a further horizon, where our distinct and internationally renowned approach to learning delivers an impressive supply chain of 8000 graduates annually, to revitalise our economy and to enhance the prosperity of all our students.

This latest Strategic Plan sets out our ambition to position our college as Scotland's first Super College, with a clear purpose to equip our students for 21st century professions.

In delivering this Strategic Plan, our college will change the life chances of our students, and build the communities of the city whose name we are proud to bear. City of Glasgow College Board of Management is confident that the college team will shape, lead, support, and deliver.

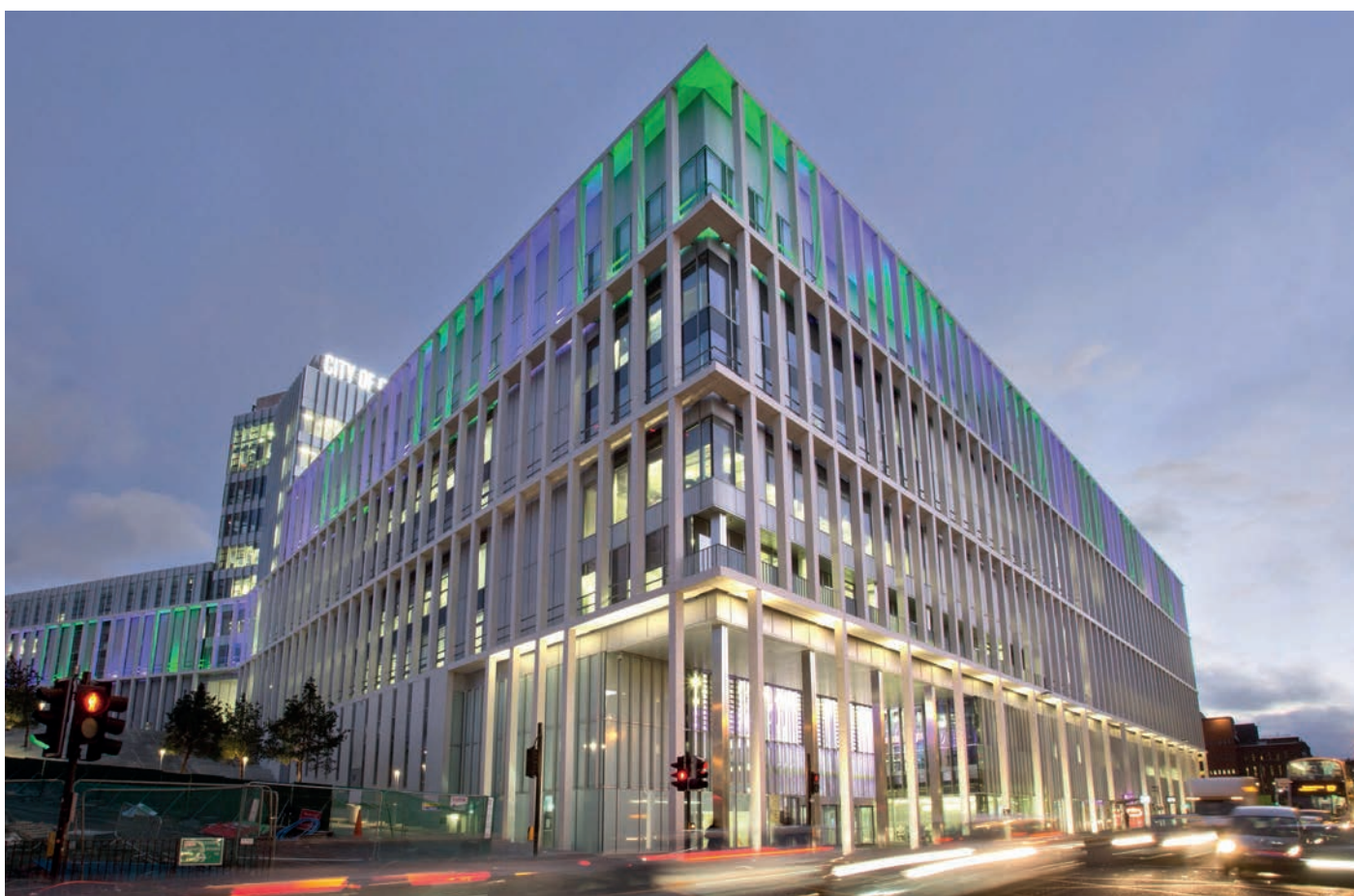
In these times of change and uncertainty, City of Glasgow College continues to build upon its historic reputation for excellence. We look forward to a future of innovation and leadership, built upon sound foundations and inspired strategic direction.

# Super Campus - Riverside





# Super Campus - City



## DEMOGRAPHIC



Between 2010 and 2035, the Scottish population is projected to increase by 10.2%, significantly faster than many other European countries. This increase will be accompanied by an increase in the dependency ratio, as the proportion of older people in the population increases, necessitating sustainable economic growth and higher employment levels, especially among young people. The Glasgow Region has a population of over 800,000, with similar growth trends projected, however with a slightly smaller proportion of residents in employment than the national average.

The Scottish Government has targeted an increase in youth employment, reducing youth unemployment by 40% by 2021. As well as implications for increased productivity and reducing inequality, this will impact positively on life

satisfaction and long-term health outcomes.

The College fully endorses the alignment of the Regional Outcome Agreement with the priority of enhancing the employability of young people within a balanced regional delivery. As the City Economic Strategy highlights, Glasgow has a large proportion of working-age adults, and the College accepts its lead role in providing people with the skills required by 21st century key industry sectors.

The College collaborates with over 1500 industry partners, and through this engagement has an in-depth understanding of employer needs, including the need for re-training opportunities for older learners, as well as providing real work experience for young people.

## ECONOMIC



The Glasgow Region curriculum and estates plan – A Vision of College Learning in Glasgow 2015-2020, is a collaborative plan for balanced regional learning provision. The alignment of curriculum delivery with economic needs was a key evaluative criterion. The review of delivery identified areas of targeted regional and national economic growth, such as STEM-based provision, as well as areas where college provision appears insufficient to meet sector requirements. Glasgow has a thriving tourist industry, is a top European financial centre, a world leader in new industries, the digital heart of Scotland, and a major sporting city. The College's specialist provision will contribute significantly to the City's Economic Strategy.

The College maintains its strategic commitment to the delivery of higher level technical and associate professional skills, with a focus upon STEM subjects, to meet the needs of a changing labour market in a growing modern economy.

The College's sector-leading Industry Academy model, and City Learning pedagogical approach, ensures the delivery of an employability curriculum with a real world focus,

addressing the skills and knowledge that employers need while supporting learners into sustainable employment. The College has long-supported many of the industries within the key growth sectors identified in Scotland's Economic Strategy, and this will remain a key strategic priority. Key growth areas include:

- Food & Drink
- Creative Industries (including digital)
- Sustainable Tourism
- Energy (including renewables)
- Financial & Business Services
- Life Sciences

The College's strategies for development support the four priority areas of the Scottish Government's Economic strategy – investment, innovation, inclusive growth, and internationalism. Skills Development Scotland reports that close to 800,000 people work in the Glasgow and Clyde area. The SDS Regional Skills Assessment evidence base is therefore of particular relevance to the College's strategic planning.



# STRATEGIC ANALYSIS

## ENVIRONMENTAL



The College's new estate has attained the targets of Very Good and Excellent BREEAM status in the two new campus buildings at City and Riverside. The move to new campus sites has been enhanced with the implementation of the College Green Travel Plan and Cycle to Work Scheme. The new College buildings feature intelligent heating and lighting controls, increased insulation, solar panels, and rainwater harvesting. As a consequence the College's carbon footprint has reduced significantly.

The College is resolved to supporting local and national environmental strategies, specifically with regard to efficient resource usage and minimising waste, supported by the

College Environmental Policy.

The College's Policy also emphasises the importance of raising awareness of environmental issues amongst students and staff, with a pledge to embed environmental issues within the curriculum and operational processes.

The College's commitment to environmental sustainability is set out in its Sustainability Strategy which identifies a clear focus and targets in relation to energy usage; carbon footprint; waste management; transport & health; protection of natural habitats; procurement requirements; and a commitment to environmental education.

## ETHICAL



The College established, from the outset, key values as the bedrock of all actions and decisions, and has undertaken extensive research to identify those behaviours that staff and students believe best reflect the College's values. The Values and associated Behaviours are highly visible throughout the College, on the website, at staff induction, and in leaflets and displays at all campus sites.

The Board of Management of CoGC recognises the need to lead by example in the values it espouses, and to role-model

the behaviours which reflect those values. The Code of Conduct for the Board is underpinned by the nine principles of public life as advocated by the Scottish Government, and all Board members endorse the Code on appointment. Managers and Board members are also expected to act as role models for behaviours.

Central to the College's ethos is the belief that behaviours signal values, establish and reflect culture, and are therefore prime indicators of ethical standards.

## POLITICAL



This plan supports the key government priorities and investments, and the strategic objectives for the sector as set out in Ministerial Guidance to the SFC. Gender balance across subject areas, widening access and articulation, STEM delivery, and streamlined diverse pathways in support of the learner journey, are also core to the College's strategic planning.

Developing Scotland's Young Workforce - the Government's Youth Employment Strategy - is supported across the breadth of the College's provision and curriculum planning, and is a key driver of the College Student Experience Strategy.

Building upon significant success since merger in 2010, the College has an explicit aim to improve levels of student attainment, and to increase the proportion of young people in learning, training, and work.

The College is dedicated to partnership working with the Glasgow Colleges' Regional Board and the other Glasgow Colleges to deliver the Regional Outcome Agreement and the curriculum and estates plan for Glasgow, aligned with the SFC's national Performance Measures.

The current political context is one of volatility and flux, with uncertainties surrounding the consequences of Brexit, including the relationship of Scotland with the rest of the UK and the EU. The Fraser of Allander post-Brexit business survey reported that most businesses regarded Brexit as unwelcome, with predicted impacts on growth, investment, and hiring decisions. However, the College will further support the competitiveness, innovation, and growth of the City and national economies. To ensure financial sustainability over the period of the Strategic Plan, the College has initiated a strategic re-focus towards further corporate, business, and international development.



## LEGAL



The College is an active supporter of “Post-16” legislation, committed to the delivery of the GCRB Regional Outcome Agreement in a constructive, creative partnership, ensuring the coherent and high quality provision of FE and HE in the Glasgow Region. The College’s strategic priorities, aims, performance indicators and targets, are aligned with the Regional Outcome Agreement.

Executive level staff from the College continue to work with sector colleagues towards the achievement of National Pay Bargaining and the harmonisation of terms and conditions for staff in the sector.

In response to the Equalities Act 2010, CoGC exceeds compliance by publishing annual reports on mainstreaming

the Equality Duty, and Equality Outcomes, as well as undertaking other duties under the Act. The College has revised, simplified, and promoted its Equality, Diversity and Inclusion Statement under the headings of Fairness, Opportunity and Respect.

The Board and Senior Management Team of the College continue to ensure compliance with the wide range of applicable legislation, including that relating to Corporate Parenting, Safeguarding, Charity status, Health and Safety, Ethical Conduct, Freedom of Information, Data Protection, Public Disclosure, Public Finance and Accountability, and Staff/ Employer Relations.

## INTERNATIONAL



Building on already extensive international strategic partnerships, the College will further develop new collaborative opportunities with educational providers, the commercial sector, and government bodies.

Driven by the College’s Corporate Development Strategy, CoGC seeks to develop “in country” partnerships that will share best practice and provide real benefit to the College, to our international partners, and to the wide range of communities of place, interest, and culture served by the College.

While the repercussions from the Brexit vote are still to be fully realised, there are opportunities for increasing student and staff mobility within Europe and the Rest of the World.

As a leading Worldskills partner, City of Glasgow College recognizes the need for our students to achieve “global

fluency” by learning and working to world-class standards, and gaining valuable exposure to different cultures and experiences.

The College is certificated to the ISO 9001 standard which helps us to ensure the qualifications and services we offer consistently meet students’ and other customers’ requirements. The ongoing use of the EFQM Excellence Model ensures that the College delivers excellence, taking account of stakeholder needs. The College is continually assessed against each of these International standards.

Future models of international project and service delivery will be explored, as the College seeks to deliver its ambitious international development strategies in target markets. Global relevance will be a key driver of curriculum development.





## SOCIAL

It is acknowledged that the City of Glasgow still has one of the highest levels of inequality among UK cities, with high levels of qualifications compared to other cities, yet also high levels of deprivation in certain concentrated areas of the City.

The College enthusiastically supports the ROA priority to ensure that "learning opportunities are accessible, supportive and representative of all", and while endorsing the ROA priority outputs for delivery to those from the most deprived datazones in the country, also prioritises those students' successful attainment of qualifications, and further progression opportunities.

The College's Student Experience Strategy sets out a commitment to be a college where: "Individual needs are anticipated at every step of the student journey and are met in a proactive and meaningful way" with "clear and

appropriate progression pathways". Recognising that access should mean access to success, the College also commits to delivering enhanced individual development, progression and positive outcomes for all, developing skills for learning, life and work.

The College's Access and Inclusion Initiative aims to anticipate need, identify and eliminate barriers to participation, and ensure that everyone is given a fair and equal opportunity to an outstanding student experience.

The College sets a high priority for Equality Diversity and Inclusiveness, reflected in the achievement of the Investors in Diversity Award in 2016. This recognition is indicative of the College's real and tangible commitment to equality, diversity and inclusion, and to continuous improvement in this area.



## TECHNOLOGICAL

As a groundbreaking sector leader, the College recognises its responsibility as a pioneering agent of reinvigoration to the Scottish economy and beyond. In this role, the College will collaborate in the development of emerging technologies as a catalyst to re-shape the educational, social and industrial environment of the future.

As a STEM Assured organisation via NEF – the Innovation Institute, the College is committed to developing a Centre for STEM Innovation and Excellence, building on current strengths via curriculum clusters, and supporting and responding to the Scottish Government's strategic commitment to systemic change in STEM education to support economic growth and prosperity.

City of Glasgow College has a strategic commitment to innovation, as a cornerstone of Our Way, and via its

supporting strategies. This commitment is found in the College's cultural focus and effective integration in its operations and processes, as well as its curriculum, programmes and projects.

The College is fully supportive of the SFC's Strategic Plan outcome of stimulating innovation in the economy.

Glasgow has the largest digital and innovation economy in Scotland, generating £480m GVA and sustaining 26,350 jobs in 2014 (Glasgow Economic Strategy). In new world class City and Riverside campus developments, the College provides new technology-rich learning environments, and will continue to further enhance future learning scenarios, in the College's many technological and professional specialisms.



# Stakeholder Engagement

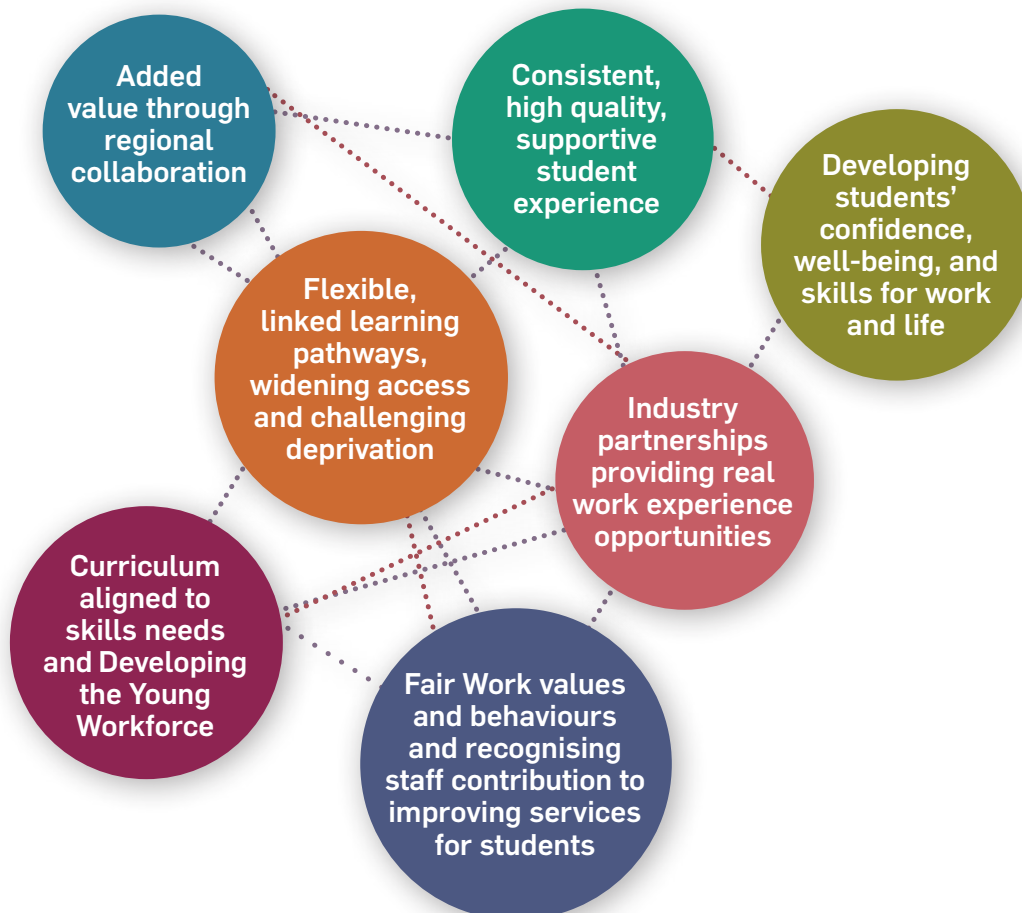
As outlined elsewhere in this plan, the College has long-standing and extensive industry links with over 1500 industry partners, informing curriculum development and pedagogical approaches aligned with employer needs, notably in key regional and national growth areas. These links have been further developed in recent years, with the development of the College's Industry Academies, offering students real-life work experience in their chosen specialist professional and technical fields, while supporting economic growth and providing a talent pipeline for industry.

The supporting strategies developed to deliver the Strategic Plan, such as the Student Experience Strategy, were developed in consultation with stakeholders.

In late 2016, the College also hosted a Strategic Development Consultation Event with key stakeholders invited by the Glasgow Colleges' Regional Board (GCRB). Over 80 delegates attended "The Big Ask" at the College's City Campus, including:

- **GCRB**
- **Glasgow College Boards of Management**
- **College Management Teams**
- **Student Presidents**
- **National Union of Students**
- **Employers**
- **Trade Unions**
- **Scottish Funding Council**
- **Skills Development Scotland**
- **Colleges Scotland and College Development Network**
- **Education Scotland**
- **Glasgow City Council**
- **University Sector**
- **Schools**
- **Community Groups**

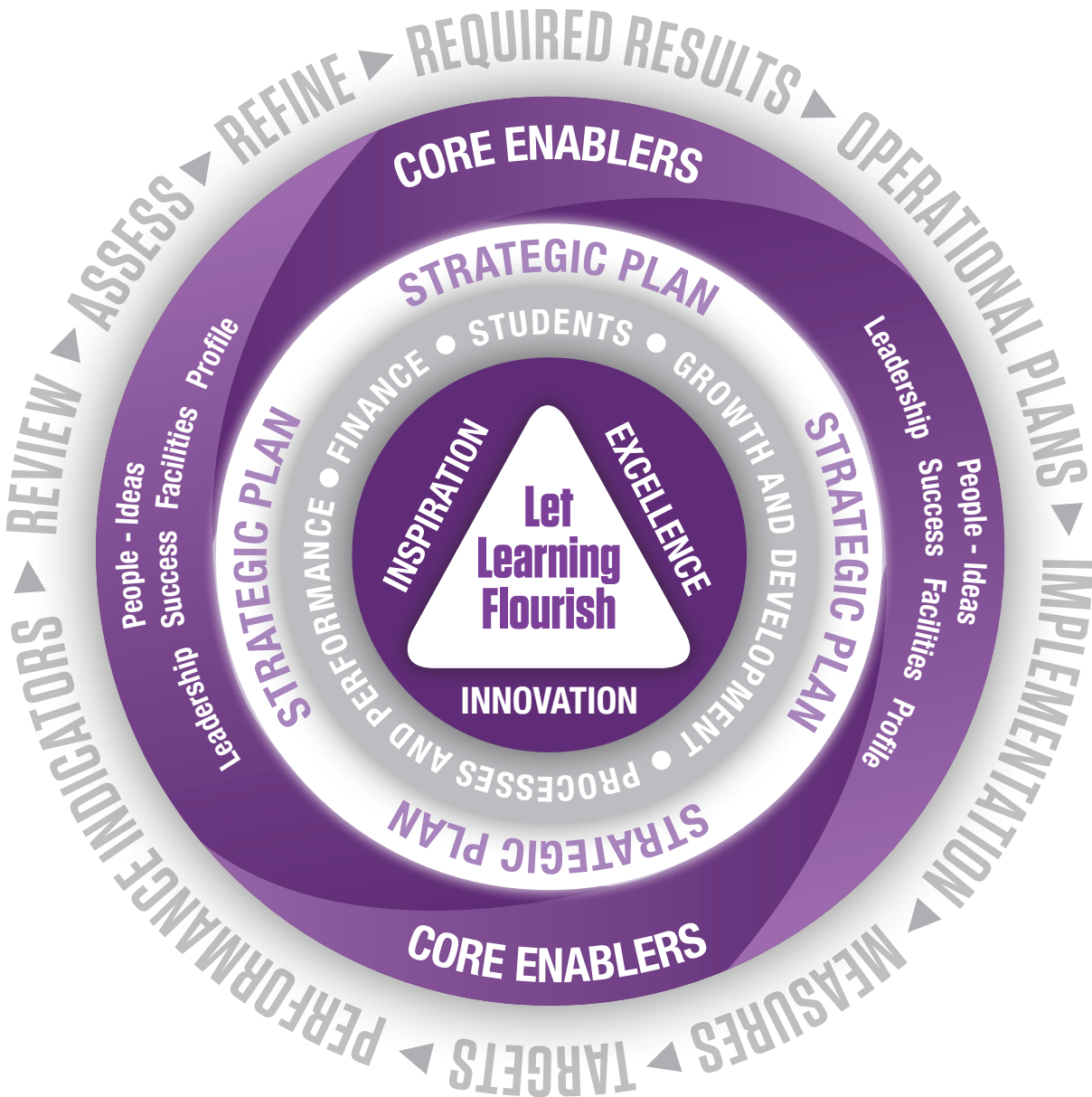
In considering what colleges can provide, seven key themes emerged from the event feedback. The College's Strategic Plan 2017-25 supports these key themes:



# Delivering Strategy

The College Purpose and Our Way in the centre of the diagram represent the guiding principles which are the foundations of our decision-making and of our strategic journey. The four strategic themes - Students, Growth and Development, Processes and Performance, and Finance - provide a structure to our strategic priorities and aims as set out in this plan. With a firm focus upon improving our performance and increasing student success, our Core Enablers are the means by which we will deliver the results we strive for - through inspirational leadership, our Team City people, Operational Plans, new technologies, world-class facilities, ongoing success, and the College's enhanced profile. We will recognise success via a framework of outcomes, targets, benchmarks, perception measures (of how others see us) and performance indicators.

This establishes a clear "line of sight" from strategy to delivery, and enables effective progress review, assessment, and continuous refinement and improvement.



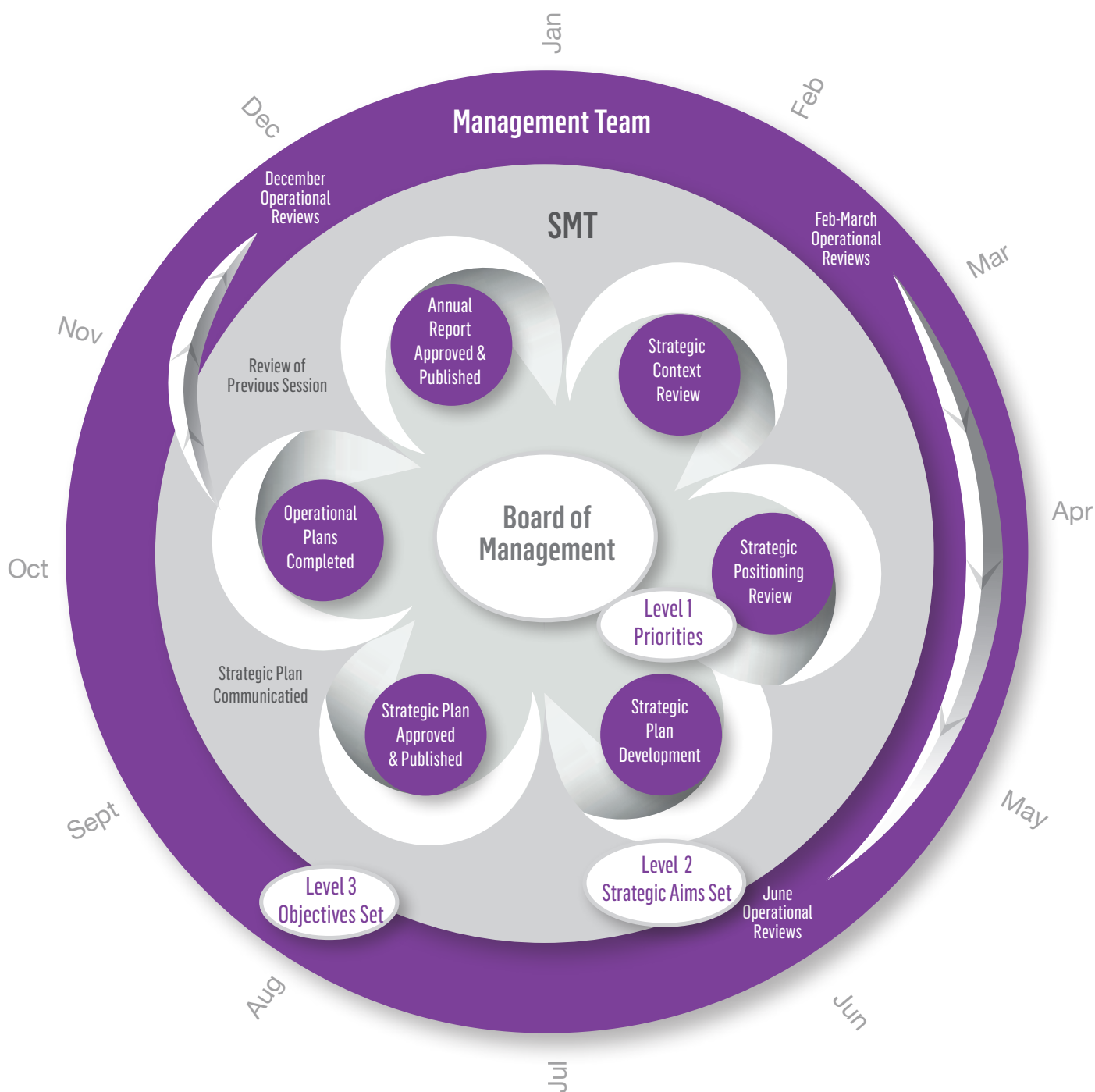


CITY OF GLASGOW COLLEGE



## Planning Cycle and Timeline

The planning cycle at City of Glasgow College follows a sequence through the calendar year as illustrated below.



The planning process consists of a cycle comprising:

- Board of Management/Senior Management Team review of the strategic operating environment
- Strategic Plan development with Level 1 Strategic Priorities and Level 2 Aims
- Management of Strategic Plan delivery via Operational Planning within the Delivery Framework
- Evaluative review of progress against operational targets
- Strategic Review of previous session and Annual Report

# Strategic Themes and Priorities





## STUDENTS

### Strategic Priorities

1. To be an inspirational place of learning

2. To enable individuals to excel and realise their full potential

### Strategic Aims

- 1.1. Ensure that the student experience of the College is inspirational.
- 1.2. Develop College Industry Academies facilitating closer collaboration with employers.
- 1.3. Foster excellence and innovation in learning and teaching

- 2.1. Deliver sector leading student attainment for recognised qualifications
- 2.2. Realise sector leading levels of student satisfaction with Learning and Teaching
- 2.3. Provide access and progression opportunities for all, through a broad, industry relevant curriculum for work and advanced study.
- 2.4. Support and develop student engagement in all aspects of the student experience.

### Stakeholder Mapping

#### Supporting Scottish Government Priorities:

Investing in our People and our Infrastructure in a sustainable way

Fostering a culture of innovation and research and development

#### Supporting Glasgow Regional Priorities:

Credits delivered to learners by age, SIMD, protected characteristic, needs, school-college.

Students' Successful Achievement

HN graduates articulating to degree

Graduates in work, training and/or further study, 3-6 months after qualifying

#### Skills Development Scotland-Glasgow and Clyde Regional Skills Assessment:

Economic Performance

Workforce Profile

People and Skills Supply and Matching

Employment and Skills Outlook

Education and Training Provision

### Strategic Priorities

5. To deliver excellence in performance

6. To be efficient, effective, innovating, and vigilant

### Strategic Aims

- 5.1. Achieve and retain national and international recognition for excellence and innovation
- 5.2. Achieve excellent Education Scotland reportage annually
- 5.3. Ensure a student-first culture is established and maintained across all College services and functions
- 5.4. Ensure the achievement of globally recognised benchmarks for College processes

- 6.1. Achieve optimum standards for infrastructure management, efficiency, sustainability, and innovation.
- 6.2. Encourage innovative and enterprising ways of working, to achieve high levels of effectiveness, efficiency and governance.

## PERFORMANCE AND PROCESSES

# Map

## GROWTH AND DEVELOPMENT

### Stakeholder Mapping

#### Supporting Scottish Government Priorities:

Promoting Scotland on the International stage to boost our trade and investment, influence and networks

Fostering a culture of innovation and research and development

Promoting inclusive growth and creating opportunity through a fair and inclusive jobs market and regional cohesion

#### Supporting Glasgow Regional Priorities:

Carbon footprint

Credits delivered to learners by age, SIMD, protected characteristic, needs, school-college.

Students' Successful Achievement

HN graduates articulating to degree

Graduates in work, training and/or further study, 3-6 months after qualifying

All ROA measures and outcomes supported

#### Skills Development Scotland-Glasgow and Clyde Regional Skills Assessment:

Economic Performance

Workforce Profile

People and Skills Supply and Matching

Employment and Skills Outlook

Education and Training Provision

### Strategic Aims

- 3.1. Match staff turnover and recruitment to meet strategic needs.
- 3.2. Achieve a healthy, supportive, and collaborative working environment.
- 3.3. Ensure staff support and promote the College Purpose, Values and Behaviours
- 3.4. Advance Fairness, Opportunity, and Respect for all.

- 4.1. Support and nurture innovation through research and development, collaboration, and teamwork.
- 4.2. Enhance employability through curriculum development, and investment in state of the art industry-standard facilities.
- 4.3. Develop and support national Centres of Excellence.
- 4.4. Develop and support the College's International partnerships

### Strategic Priorities

3. To live our values, value our people, and innovate in partnership

4. To be a valued partner of the city region, supporting the national economy, and international learning community

### Strategic Aims

- 7.1 To achieve a balanced resource return
- 7.2 Achieve optimum teaching delivery levels
- 7.3 Deliver SFC Credit target while delivering efficiency gains.

- 8.1 Expand International and Commercial Activity to achieve income targets
- 8.2 Further develop the College's world class campus to support growth, ensuring business continuity and value for money

### Strategic Priorities

7. To maintain our long-term financial stability

8. To secure diversity of income and sustainable development

## FINANCE

# Supporting Strategies and Performance Monitoring

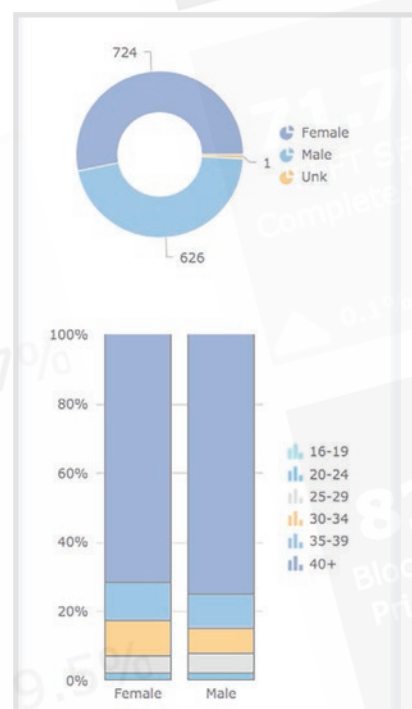
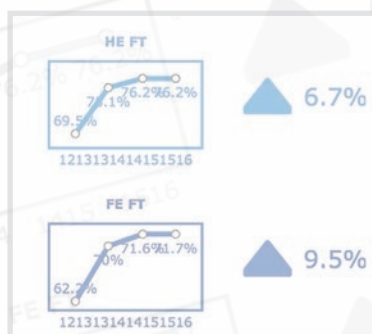
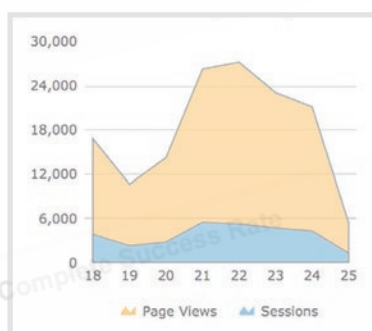
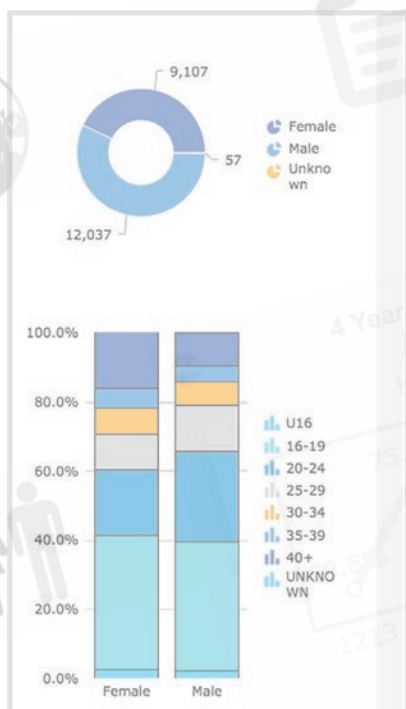
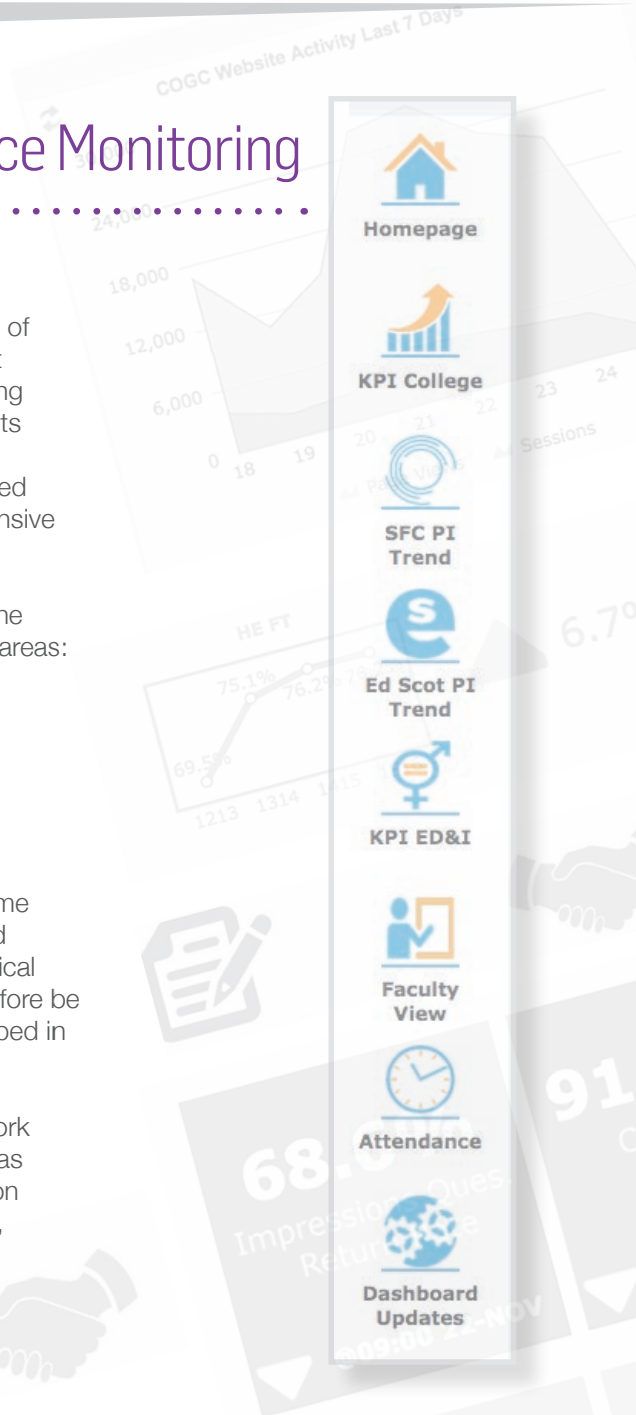
Throughout the life of the 2013-17 Strategic Plan, the Board of Management maintained careful scrutiny of progress against the College's strategic priorities and aims. As well as informing the development of this Strategic Plan, this focus upon results facilitated a further refinement of key college strategies, and the development of a strategic delivery framework with aligned success measures, benchmarks, and targets, involving extensive stakeholder consultation.

The supporting strategies and related initiatives created by the Senior Management Team cover the following development areas:

- **The Student Experience**
- **People and Culture**
- **Corporate Development**
- **Systems Integration**
- **Sustainability**

The Board of Management and senior team access a real-time analysis of progress against these indicators, via a dedicated in-house live dashboard showing “up to the moment” statistical information. The evidence of the College's success will therefore be verified through a set of outcomes, which have been developed in alignment with the Plan.

The new College Strategic Plan, through its delivery framework and enablers, is designed to guide City of Glasgow College as a dynamically evolving, inspiring, innovative, agile organisation - delivering excellence into the next decade for our students, partners, and other stakeholders.





94%  
Class Reps  
Elected

4.44% on 15/16

76.2%  
HEFT SFC PI  
Complete Success

91.5%  
Positive Leaver  
Destination

with  
Officers

GENERAL NEW URGENT

# CITY OF GLASGOW COLLEGE

Let Learning Flourish



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