

**CITY** OF GLASGOW  
COLLEGE

Let Learning Flourish



2021-2030

Corporate Development  
Strategy

# STRATEGIC VISION

The City of Glasgow College is a truly global institution, situated in Glasgow but with partners in almost every continent. The purpose of the Corporate Development Strategy is to explain and provide more focus on the College's Strategic Priorities. The Strategy supports the College to directly contribute to Scotland's social and economic success, by building a skills pipeline through better equipping individuals for the workforce, diversifying our corporate offering and providing a more financially sustainable future for the College as a whole.

Over the next decade the sector will likely face considerable challenges, post Covid, around student choice, funding, health and economic recovery requirements. Therefore a core purpose of this Strategy is to increase non-government funded income across the spectrum of business activity. The diversification of services will allow the College to further invest in its learners, staff, and infrastructure and not rely solely on government-funded provision and capital investment.

Colleges play a vital role in supporting the inclusive economic growth of Scotland. However, it may be argued that there is a gap between industry expectations and educational provision, with companies of all sizes expressing difficulty in finding workers with the appropriate skills to 'hit the ground running' to support and grow their businesses. A symbiotic relationship with industry is therefore key to addressing this skills challenge, and at the core of this strategy is a set of Employer Engagement Principles, coupled with a refreshed faculty-led approach to our Industry Academy model.

Professional and Technical education has a critical role to play in addressing these skills gaps. In addition, Colleges are often the first responders when businesses large and small collapse, leaving many unemployed people seeking to re-train, upskill and re-energise their communities. This will be more evident in the coming months and years for our Post-Covid community, and the need for Lifetime Learning will be vital as individuals enter into an unfriendly economy - a situation which could last for months and years to come.

Globally there are many external forces that impact upon the Colleges' ability to operate overseas and attract international students, including the Home Office (UKVI). There is also increased competition from English and non-English speaking countries such as Australia and Germany.

Throughout the lifecycle of the previous strategy the College had been diversifying how it conducts international business, making SMART decisions through partnerships, franchising and in-country delivery.

Our ambition is to further cement the College's global reputation, and position City as one of the leading UK institutions engaged in Professional and Technical education. This Corporate Development Strategy outlines the future direction of the College over the next decade and will be underpinned by policies, operational and implementation plans, ensuring the College's activity is consistent with its stated Purpose, Way and Values.

INSPIRATION | EXCELLENCE | INNOVATION



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# PURPOSE

The City of Glasgow College Corporate Development Strategy builds on previous strategies and details a ten-year vision for development across:

- Corporate and Brand Development, Innovation and Research.
- Business and International Development(s).
- Lifetime Learning linked to Workforce Planning.

This strategy exists as a response to changing regional, political and economic policy drivers as well as the on-going need to ensure business continuity, diversity and financial sustainability for the City of Glasgow College.

The College structure now provides an opportunity to lead major business and employer related developments for the Region and across the UK.

The national focus on Youth Guarantee Employability Development Initiatives, and the reskilling and upskilling of those over 25yrs, provides an opportunity for the College to be agile and responsive. Regional & Nationally identified in key Scottish Government Strategies, and supported by additional funding will be a key focus for the College.

The development and implementation of Industry Academies will also complement the broad range of areas detailed in this Strategy, providing an opportunity to develop a systematic and customer orientated focus, imperative to building relationships and partnerships with businesses within the Glasgow region, nationally and internationally.

In summary, the purpose of the strategy is to:

- Outline our Global ambition .
- Create transparent and organizational goals to achieve inclusive growth and performance.
- Embed employer engagement to become a trusted partner and Civic Anchor institution.
- Provide the Professional & Technical skills required for individuals, employees and businesses at regional, national and international level.
- Embed innovation, research and a shared vision for inspirational and excellent practice across the College.

# BENEFITS

- Improve corporate performance.
- Drive forward new and innovative initiatives that provide real benefit to staff, students and stakeholders
- Provide opportunities for staff and students to work with global institutions and private enterprises.
- Promote and embed internationalisation across all areas of college activities.
- Expand our global reach and reputation.
- Provide individuals, employers and enterprises with a skilled workforce.
- Diversify activity to increase non-government funded income

*Stakeholders defined as; Members of the Public, Local Communities & Groups, MSP's, Councillors, Local Authorities, Public, Third & Private Sector Business Owners & Employees, Industry representative bodies, Trade Unions, Membership Organisations and any others with an interest in the College Sector.*



# KEY DRIVERS

## Glasgow Region

1. The College's contribution to the achievement of the Glasgow Regional Outcome Agreement.
2. The changing skills needs of the Glasgow Region, Scotland, and the wider UK and Global economies; in particular reskilling and upskilling needs arising from the Coronavirus Pandemic.
3. Uncertain public sector funding.
4. RECOVER - REBUILD - RENEW - Glasgow City Region economic recovery plan in response to Covid-19.

### Glasgow City Council's priorities:

- Protect jobs and businesses.
- Provide residents with skills to flourish in the future economy.
- Stimulate long term employment opportunities.
- Support businesses and communities to adapt.

## UK International Education Strategy 2021

The UK Government's priority to increase education exports and recover and grow sustainably by:

- Diversifying international student recruitment.
- Enhancing the international student experience.
- Building lasting global partnerships.
- Supporting growth of education exports and internationalisation.

## International Ambitions: An Analysis of Internationalisation Across the College Sector in Scotland

Research identifying opportunities for Scotland's colleges to further internationalise and play a role in Scotland's exporting ambitions, as part of Scotland's post-crisis economic revival through five recommendations:

- **Recommendation 1**  
The establishment of a strategic level group to represent internationalisation.
- **Recommendation 2**  
The inclusion of Scotland's colleges in the internationalisation agenda and ongoing system reforms.
- **Recommendation 3**  
The development of sector-wide data sharing, marketing and communications.
- **Recommendation 4**  
The exploration of a collective approach to commercial international opportunities.
- **Recommendation 5**  
The engagement of colleges within Scotland's International Alumni Plan.

"The City of Glasgow College is inseparable from its city location and connects both Glasgow and Scotland to the World. This strategy strives to take forward new initiatives, diversify activity and create strategic partnerships that achieve success within and beyond the college"



# KEY DRIVERS Cont'd

## Global Scotland: Trade and Investment Strategy 2021

The Scottish Government's priority to remain competitive by ensuring that internationalisation is a key part of policies and activities through:

- exploring how international networks can support our trade and investment ambitions
- strengthening our engagement with international university alumni community
- using events and conferences, at home and abroad, to connect with key organisations and individuals
- working with Scotland's colleges and universities to attract international talent to our educational institutions
- negotiating with the UK Government over visa issues that are impairing our ability to attract and retain international talent.

## Scotland: A Trading Nation 2019

The Scottish Government's priority to support higher and further education as a significant export earning sector for Scotland.

Key Themes:

- International students, who provide a significant contribution to the Scottish economy, and additionally students that stay on and work in Scotland, contribute to the businesses they become part of, particularly where those businesses are trading, or want to trade, in the Student country of origin.;
- Supporting business exports through innovation and research & development partnerships;
- Through international research collaboration, which helps create stronger links to other markets, opening doors as well as driving up the quality of research in Scotland;
- Through providing courses on exporting, helping to develop the exporting capabilities of Scottish businesses.
- Through leveraging the extensive alumni network internationally as a source of business links to help Scottish exporters.



# EMPLOYER ENGAGEMENT: PRINCIPLES

The College is an inclusive institution aiming to meet the employer and employee needs of local, national and international businesses. This may be as an individual provider or as part of a consortium (i.e. Regional) and in either case the ethos is one of providing inspirational, excellent and innovative training coupled with excellent customer service.

The College currently works with an extensive range of stakeholders ensuring that the curriculum offered to students is relevant and fit-for-purpose. These key stakeholders include regional college partners, other Scottish colleges, Scottish Funding Council, Skills Development Scotland, Scottish Development International, Scottish Enterprise, Community Planning Partnerships, Glasgow City Council and other relevant organisations.

The business planning process cycle begins with the interpretation of Labour Market Information, and the production of the Colleges Strategic priorities for business planning, agreed by ELT and The Board of Management. This process will be informed by the Regional Strategy for Glasgow, The Regional Outcome Agreement and Scottish Government key strategic drivers. From this information the College summarises key employer engagement drivers, which inform the sector offer which is then detailed in operational planning.

In addition to bespoke training needs analysis, employer feedback is an integral part of the process and undertaken on a course outcome or annual basis.

The College's ethos is for all staff involved with employer related provision to support high quality professional and technical training in all delivery environments, maintain high standards in professional working relationships and strive for the highest customer satisfaction levels.

# AIM 1

## Brand Positioning:

Enhance and expand the College brand promoting it as a Civic Anchor to all partners locally, nationally and internationally. Positioning City as the No.1 institution for professional and technical education and skills for students, staff and stakeholders

- 1.1 Build on the Brand Promise across the college intranet, building a positive culture and utilising it as a two-way communication tool.
- 1.2 Ensure a content rich environment across the range of communication channels available.
- 1.3 Ensure marketing and promotional campaigns are relevant, honest and timely.
- 1.4 Ensure strategic events are relevant, fit for purpose and positions City as Global thought leader.
- 1.5 Maximise campus space & facilities to our partners and communities.
- 1.6 Ensure the College is a leading voice for the sector, recognised for its key curricular specialisms.
- 1.7 Ensure internal communications are honest, inspiring, timely and promote a 'Team City' culture.
- 1.8 Launch a student ambassador scheme utilising the Alumni network.

## O B J E C T I V E S



"As the world pivoted to online learning, it simply won't go back to the way it was, therefore our future depends on our blended offering"



## AIM 2

### Global Ambition:

Further develop our Global Partnership across a range of identified countries, regions and territories ensuring that City is recognised as Excellent, Inspirational & Innovative.

- |     |   |      |   |
|-----|---|------|---|
| 2.1 | Ensure internationalisation is central to our strategic decision-making.                                  | 2.8  | Launch Global Alumni Scholar scheme and engage our alumni network.  |
| 2.2 | Strengthen our international marketing and communications.  | 2.9  | Maintain and grow professional network of City representatives across: <ul style="list-style-type: none"><li>• South East Asia</li><li>• Indian Sub-continent</li><li>• Africa &amp; Middle East</li><li>• North America</li><li>• South America</li><li>• Europe</li></ul> |
| 2.3 | Maintain our premium status with UK Visas & Immigration Home Office.                                      | 2.10 | Explore physical 'in-country' opportunities that bring brand and revenue benefit to the College.  |
| 2.4 | Expand our international partnerships and leverage opportunity through these networks.                    | 2.11 | Introduce a Carbon Offset Scheme to mitigate the essential foreign travel undertaken by staff.  |
| 2.5 | Develop further strategic international alliances with partners based on mutual and sustainable benefits. |      |   |
| 2.6 | Set and deliver against realistic international income and student recruitment targets.                   |      |   |
| 2.7 | Expand the range of short course/study programmes for defined target countries.                           |      |   |

O B J E C T I V E S

# AIM 3

Innovation and Research:  
Implement a programme of innovation and applied  
research activity across the college that identifies  
and exploits opportunities for staff, students and  
income generating activity

- 3.1 Position Scottish Innovation and Knowledge Exchange as the key enabler of innovation capability development across the tertiary skills system and its ecosystem.
- 3.2 Implement cloud-based technologies to manage and sustain innovation at the College.
- 3.3 Secure funding to extend our applied research capability, providing an evidence base for future innovation developments.
- 3.4 Develop customer experience and engagement capability to provide personalised experiences for all our students, clients and stakeholders, through a digital first approach.
- 3.5 Develop and launch a Centre for Circular Economy and Net Zero, positioning the College as a civic anchor for the Green Economy.
- 3.6 Create a specialist team of Innovative staff from relevant areas of the College (Team X).

## O B J E C T I V E S



“Competition will come from outside the Tertiary system, both at home and abroad, therefore it is vital that City supports an immersive symbiotic relationship with industry”





## AIM 4

### Upskilling and Reskilling:

Promote an innovative, inclusive and agile approach for partnership working, ensuring that City is a trusted Civic Anchor institution providing professional and relevant training and qualifications for local, regional and national labour markets

“Excellent practice in Employer Engagement and effective delivery will be shared through discussion at forums and meetings, with collaboration and sharing of learning resources through the Learning and Teaching Academy”

- 4.1 Develop a coherent approach to employer engagement which secures additional income streams to the College.
- 4.2 Promote cross College awareness of labour market intelligence to support the development of the City Centre recovery of workforce skills.
- 4.3 Grow and enhance the Apprenticeship activity across relevant curricular areas within the industry sectors the college services/represents.
- 4.4 Ensure funded activity targets are achieved, maintained and meet impact requirements for business.
- 4.5 Grow non-Government funded activity.
- 4.6 Maximise the Flexible Workforce Development Fund and expand partnership base.
- 4.7 Work with social enterprises and start-up businesses to provide opportunities for students.
- 4.8 Continue to embrace new technological approaches for the development of a coherent flexible and effective range of courses.

O B J E C T I V E S

# AIM 5

Industry Academies:  
Assist Faculty developments to enhance the Award-Winning Industry Academy Model, further developing a range of fit-for-purpose academies that underpin student activity and promote and encourage enterprise and entrepreneurship creating a pipeline of work-ready students

- 5.1 Collaborate in development of Faculty plans for embedding the Industry Academy Model.
- 5.2 Work with Faculties to explore new and innovative approaches to working with industry, key stakeholders and individuals for the benefit of staff and students.
- 5.3 Engage with Faculties to embed employer engagement principles within their strategic planning.

## O B J E C T I V E S





“To be Inspirational in our approach, excellent in our application, and to continually innovate”

## AIM 6

Partnerships/ Future Developments: Ensure that City is positioned as a credible, innovative and trusted partner which is open to co-investment, co-funding and co-location infrastructure and partnership opportunities, ensuring that activity aligns with the Government's Green ambition

- 6.1 Establish strong collaborative models at local, regional and national level to support effective and productive pipeline activity.
- 6.2 Procure investment for a new Halls of Residence development at the Riverside Campus.
- 6.3 Procure investment for a new Marine STEM Training and Conference Exhibition Centre.
- 6.4 Explore the expansion of the Jetty for multiple use on the River Clyde.
- 6.5 Explore the expansion of a facility for Construction, Built Environment and STEM on City Campus.
- 6.6 Procure investment for the retro-fitting and development of the Charles Oakley Building.
- 6.7 Partner with relevant industry bodies and organisations to create 'Green Skills for Green Jobs'.

O B J E C T I V E S

# AIM 7

City of Glasgow International Ltd:  
Create a College-owned subsidiary that complements  
the City of Glasgow College commercial activity,  
offering a diversification of products and services to  
the Marine sector and associated industries.

- 7.1 Establish a team of dedicated, flexible and professional subject specialists.
- 7.2 Launch a dedicated website that offers a “click, book and pay” facility.
- 7.3 Launch a retail service of equipment and apparel for the Maritime, Offshore and Energy sectors.

O B J E C T I V E S



# CITY OF GLASGOW COLLEGE

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190 Cathedral Street  
Glasgow G4 0RF  
0141 375 5555

[www.cityofglasgowcollege.ac.uk](http://www.cityofglasgowcollege.ac.uk)

Scottish Charity No SC036198.