

GLASGOW KELVIN COLLEGE

BOARD OF MANAGEMENT – MEETING OF 10 JUNE 2026

CORPORATE PLANNING UPDATE

REPORT BY ASSISTANT PRINCIPAL ESTATES, CORPORATE PLANNING AND GOVERNANCE

1. Introduction

The purpose of this report is to update members in relation to corporate planning progress and governing arrangements.

2. College Strategy 2030 and Supporting Strategies/Enablers

The College Strategy 2030 was launched in January 2026. The sub strategies to support and deliver the College Strategy 2030 and well as two enabler Frameworks were written as follows:

- Learning, Teaching and Assessment Strategy
Note: this was endorsed by the Learning and Teaching Committee at their meeting of 5 May 2026.
- People and Culture Strategy
- Infrastructure Strategy
- Finance and Growth Strategy
- Enabler Framework – Digital Capabilities
- Enabler Framework – Sustainability
Note: these were endorsed by the Finance and Resources Committee at their meeting of 27 May 2026.
- External Engagement Strategy
Note: this is on the Board of Management agenda for 10 June 2026.
- The Student Experience Strategy will be written early Academic Year 2026/27.

The above sub strategies and enabler frameworks available are elsewhere on the Board of Management agenda.

3. Operational Plans

All Assistant Principals have been provided with a template Operational Plan in order that the items contained in the sub strategies can be broken down into manageable actions with timeframes and action owners.

The Operational Plans are being written at present and will be ready for Academic Year 2026/27.

An overview of the Operational Plans and reporting functions is available for member interest in **Annex 1** attached to this report.

4. Governance Reporting Arrangements

The Board of Management will receive a report at each Board of Management meeting in regard to the progress on delivering the College Strategy 2030.

The Board of Management will also receive an annual report in regard to the External Engagement Strategy and its delivery.

All of the Standing Committees will receive at least an annual report in relation to the sub strategies that they oversee.

Board of Management

Each Quarter	-	Report on Progress with College Strategy 2030.
Annually	-	Report on Progress with External Engagement Strategy

Learning & Teaching Committee

6 months/Annually	-	Report on Progress with Learning and Teaching Strategy
Annually	-	Report on Progress with Student Experience Strategy

Finance & Resources Committee

Annually	-	Report on Progress with People and Culture Strategy
Annually	-	Report on Progress with Infrastructure Strategy
Annually	-	Report on Progress with Finance and Growth Strategy

5. Governing Structure Diagram

The College operates in a controlled compliance environment and the evidence gathering/reporting that takes place is outlined in the diagram contained in **Annex 2** attached to this report. This is not exhaustive and further work can be undertaken in regard to this diagram as the corporate planning function further develops and grows.

6. Resource Implications

Operating within a complex compliance framework requires considerable managerial and administrative investment to ensure effective controls are in place, alongside the consistent collection, management, and retention of evidence in line with statutory requirements.

7. Impact on Students

There are no negative impacts on students identified as a consequence of anything within this report.

8. Risk and Assurance

The risk of non-compliance includes exposure to regulatory action or sanction, financial penalties, and adverse audit findings. It may also lead to reputational damage, reduced stakeholder and partner confidence, and potential loss of funding. In addition, weak compliance arrangements could result in ineffective controls, poor decision-making due to lack of reliable evidence, and operational disruption.

This report seeks to set out the control measures in place and provide re-assurance to Board of Management members of College wide arrangements in place.

9. Equality

No negative impacts on people with protected characteristics have been identified as a consequence of this report.

10. Data Protection

There are no new data protection issues arising from the contents of this report.

11. Environmental and Sustainability

There are no Environmental and Sustainability implications arising as a consequence of this report.

12. Recommendations

Members of the Board of Management are recommended to:

- i) note the contents of this report and **Annex 1** and **Annex 2**.

13. Further Information

Further information on the contents of this report is available from Lisa Clark Assistant Principal Estates, Corporate Planning and Governance – lisaclark@glasgowkelvin.ac.uk or Jeanette Evans, Vice Principal Resources and Corporate Development - jevans@glasgowkelvin.ac.uk

Lisa Clark
Assistant Principal Estates, Corporate Planning and Governance
Glasgow Kelvin College
June 2026

Annex 1

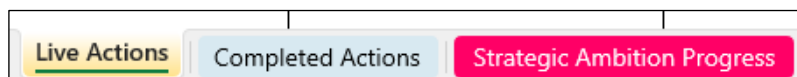
Operational Plan – Template and Reporting Functions

Each Assistant Principal has their own workbook to populate with their Operational Plans. An example of how this looks is provided below:

I.D	Department/Faculty	Actions to support the delivery of the strategic priority	Reference to priority of strategic ambition	How will success be measured?	Start date	Target completion date	Action owner	Progress towards delivery of action/Comments	Status	Completed date
ASC-001	Apprenticeship Skills & Curriculum	"Implement a baseline calibration model to support evidence-informed actions linked to the strategic priority."	3.2,3.3, 4.4	"Impact will be assessed through longitudinal comparison of performance norms before and after intervention rollout."		03/04/2026	PB	"A number of core components are now operational, allowing for more targeted refinement and evidence gathering to support further rollout."	On Track	
ASC-002	Apprenticeship Skills & Curriculum	"Embed reflective improvement loops within the project ecosystem to sustain momentum behind the strategic priority."	3.2, 1.3, 2.4	"A structured evaluation matrix will quantify contribution levels towards the strategic priority's overarching outcomes."		01/03/2026	PB	"Progress is broadly on track, with a mix of completed tasks and near-complete activities contributing to overall forward movement."	Minor Variance	
ASC-003	Apprenticeship Skills & Curriculum	"Initiate cross-departmental synergy mapping to support the delivery of the strategic priority and ensure the alignment of operational momentum pathways."	1.1, 1.3, 2.1	"Success will be measured through a phased triangulation of outcome indicators, demonstrating progressive alignment with the strategic priority's intended impact."		11/12/2025	PB	"Progress continues to advance through the staged implementation of foundational activity strands, with early indicators showing constructive momentum toward the strategic ambition."	Behind Schedule	
ASC-004	Apprenticeship Skills & Curriculum	"Streamline process optimisation touchpoints to maintain continuous delivery of the strategic priority across functional zones."	4.3, 2.3	"Success will be evidenced via sustained achievement of operational milestones and the stabilisation of cross-functional performance benchmarks."		17/03/2026	PB	"Incremental progress has been recorded across multiple action areas, supported by ongoing alignment dialogues with key stakeholders."	On Track	
ASC-005	Apprenticeship Skills & Curriculum	"Coordinate iterative stakeholder engagement cycles to reinforce the strategic priority's forward-facing action landscape."	2.2, 2.4, 3.1	"A composite dashboard score will track incremental movement across predefined success dimensions, reflecting both qualitative and quantitative progress."		03/04/2026	PB	"Interim milestones have been partially achieved, reflecting steady operational uptake and demonstrating positive directional movement."	On Track	
ASC-006	Apprenticeship Skills & Curriculum	"Develop a provisional framework for enabling activity clusters that underpin the strategic priority's overarching ambition."	1.4	"Performance will be evaluated through cyclic review checkpoints, ensuring observable progression across the priority's enabling metrics."		01/03/2026	PB	"Workstreams are now entering a consolidation phase, with several enabling actions transitioning from development to active delivery."	Minor Variance	
ASC-007	Apprenticeship Skills & Curriculum	"Facilitate horizon-scanning workshops to identify emergent enablers contributing to the strategic priority's success trajectory."	1.2, 2.4	"Measurement will rely on the accumulation of trend-based insights derived from routine monitoring of the priority's activity footprint."		11/12/2025	PB	"The initiative has moved beyond initial scoping, with delivery rhythms becoming more consistent and structurally embedded."	Complete	
ASC-008	Apprenticeship Skills & Curriculum	"Align cross-college operational constructs with the evolving requirements of the strategic priority."	2.3	"Success will be determined through the consistency of positive deviations against baseline expectations across multiple reporting cycles."		17/03/2026	PB	"Implementation efforts have begun to generate measurable outputs, though further refinement cycles are scheduled to maintain trajectory."		

The information from these individual plans will be copied into a Master Workbook.

The Master Workbook has 3 reporting tabs, which will automatically update:



Live Actions

This will give a complete overview of all the actions that are labelled:

- On Track
- Minor Variance
- Behind Schedule

	Department/Faculty	Actions to support the delivery of the strategic priority	Reference to priority of strategic ambition	How will success be measured?	Start date	Target completion date	Action owner	Progress towards delivery of action/Comments	Status		Total number of Tasks	Number of Behind Schedule Tasks	Number of Minor Variance Tasks	Number of On Track Tasks
ASC-001	Apprenticeship Skills & Curriculum	"Implement a baseline calibration model to support evidence-informed actions linked to the strategic priority."	3,2,3,3, 4,4	"Impact will be assessed through longitudinal comparison of performance norms before and after intervention rollout."		03/04/2026	PB	"A number of core components are now operational, allowing for more targeted refinement and evidence gathering to support further rollout."	On Track		8	1	2	5
ASC-002	Apprenticeship Skills & Curriculum	"Embed reflective improvement loops within the project ecosystem to sustain momentum behind the strategic priority."	3,2, 1,3, 2,4	"A structured evaluation matrix will quantify contribution levels towards the strategic priority's overarching outcomes."		01/03/2026	PB	"Progress is broadly on track, with a mix of completed tasks and near-complete activities contributing to overall forward movement."	Minor Variance					
ASC-003	Apprenticeship Skills & Curriculum	"Initiate cross-departmental synergy mapping to support the delivery of the strategic priority and ensure the alignment of operational momentum pathways."	1,1, 1,3, 2,1	"Success will be measured through a phased triangulation of outcome indicators, demonstrating progressive alignment with the strategic priority's intended impact."		11/12/2025	PB	"Progress continues to advance through the staged implementation of foundational activity strands, with early indicators showing constructive momentum toward the strategic ambition."	Behind Schedule					
ASC-004	Apprenticeship Skills & Curriculum	"Streamline process optimisation touchpoints to maintain continuous delivery of the strategic priority across functional zones."	4,3, 2,3	"Success will be evidenced via sustained achievement of operational milestones and the stabilisation of cross-functional performance benchmarks."		17/03/2026	PB	"Incremental progress has been recorded across multiple action areas, supported by ongoing alignment dialogues with key stakeholders."	On Track					
ASC-005	Apprenticeship Skills & Curriculum	"Coordinate iterative stakeholder engagement cycles to reinforce the strategic priority's forward-facing action landscape."	2,2, 2,4, 3,1	"A composite dashboard score will track incremental movement across predefined success dimensions, reflecting both qualitative and quantitative uplift."		03/04/2026	PB	"Interim milestones have been partially achieved, reflecting steady operational uptake and demonstrating positive directional movement."	On Track					
ASC-006	Apprenticeship Skills & Curriculum	"Develop a provisional framework for enabling activity clusters that underpin the strategic priority's overarching ambition."	1,4	"Performance will be evaluated through cyclic review checkpoints, ensuring observable progression across the priority's enabling metrics."		01/03/2026	PB	"Workstreams are now entering a consolidation phase, with several enabling actions transitioning from development to active delivery."	Minor Variance					
ASC-010	Apprenticeship Skills & Curriculum	"Establish a monitoring cadence to ensure actions remain directly contributive to the strategic priority's intended outcomes."	3,4 4,1	"Achievement will be demonstrated through the rate of adoption, integration, and normalisation of new practices linked to the strategic priority."		03/04/2026	PB	"Preliminary progress milestones have been confirmed, and workstreams are now shifting focus to higher-impact deliverables."	On Track					
GIG-001	Growth & Income Generation	acbcd	1,1, 4,3	abcd	01/01/2026	03/06/2026	PF	abcd	On Track					

Completed Actions

All completed actions will be listed here:

I.D	Department/Faculty	Actions to support the delivery of the strategic priority	Reference to priority of strategic ambition	How will success be measured?	Start date	Target completion date	Action owner	Progress towards delivery of action	Status
ECG-036	Estates, Corporate Planning & Governance	Chair regular meetings with the Sustainability Champions across the College to identify suitable sustainability initiatives and projects to progress.	2.3	Regular meetings and progress being report to the SLT/Board Finance and Resources Committee.		01/06/2026	SS	COMPLETE: Autumn Meeting 04.09.24 Winter Meeting 09.01.25 Spring Meeting 11.03.25 Autumn Meeting 09.12.25	Complete
ECG-037	Estates, Corporate Planning and Governance	Work with the Student Retention Group and Faculties to ensure that student attendance and withdrawal monitoring is undertaken in order to engage with students in an effort to support them before they withdraw from studies.	1.2	Improved retention figures.		01/06/2026	MT (via Faculty Admin Support)		Complete
CEC-001	Community Engagement & Curriculum	Actions to support the delivery of the strategic priority	4.2	a		b			Complete
DIS-001	Digital & Information Services	a	3.1	a	a	a	Action owner	a	Complete
ASC-007	Apprenticeship Skills & Curriculum	"Facilitate horizon-scanning workshops to identify emergent enablers contributing to the strategic priority's success trajectory."	1,2, 2,4	"Measurement will rely on the accumulation of trend-based insights derived from routine monitoring of the priority's activity footprint."		11/12/2025	PB	"The initiative has moved beyond initial scoping, with delivery rhythms becoming more consistent and structurally embedded."	Complete

Strategic Ambition Progress

This sheet will give an overview of each the College's Strategic Ambitions and the number, and status, of actions against each of these:

Strategic Ambition 1					
Our Students Be the college of choice, providing an inclusive and outstanding student experience which prepares our students for learning, life and work					
Strategic Objectives	Total	On Track	Minor Variance	Behind Schedule	Complete
1.1 Deliver an inclusive and engaging curriculum, reducing barriers to participation and success"	2	1	0	1	0
1.2 Inspire and build confidence, enabling all students to realise their potential	2	0	0	0	2
1.3 Continually evolve an aspirational, future-focused learning environment	2	0	1	1	0
1.4 Deliver a distinctive and innovative student experience that adds value beyond qualifications	1	0	1	0	0

Governing Structure Diagram Showing Examples

