

# West College Scotland

- ▶ Collective Ambition Pride and Passion,  
Inspirational and Innovative

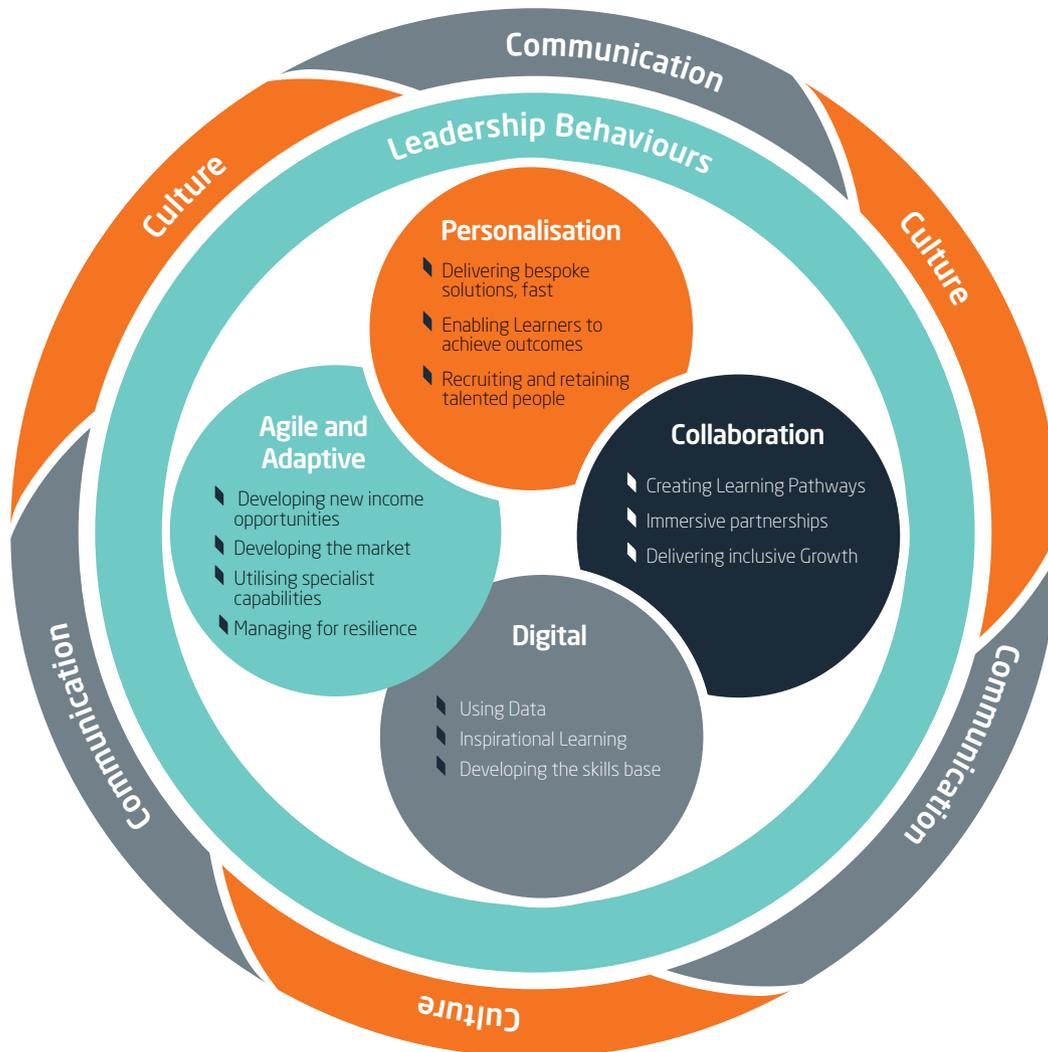


STRATEGY  
2019-2025

WEST COLLEGE  
SCOTLAND 

# Collective Ambition, Pride and Passion

▲ Inspirational and Innovative



# Introduction

**Its 2019 and while we can't accurately predict the future, we can be sure that in ten years the world will look very different from how it looks today. Changes in technology, changes in demographics, digitisation, automation, industry 4.0 all have the potential to reshape the landscape in which we operate. This can disrupt the scale and nature of skills demand and the types of jobs that may be available and that will help to reshape the economy.**

West College Scotland is an innovative and ambitious College and wants to play an increasing role in this new landscape, we want to help shape the change and be prepared to adapt swiftly to it. This strategy sets out our ambition and our approach to realising that ambition.

We have identified 4 key priorities; Personalisation, Collaboration, Agile and Adaptive and Digital. We believe that by working towards, and delivering on, these priorities we can reshape our College to be fit for the future, to better serve the needs of our students and our communities and to make a lasting contribution to our regional economy.

This document is the result of work carried out by our Board and Senior Management Team, it takes account of known trends in the education landscape, and predictions of how the world is changing, and how business and industry will operate in the future.

The document also benefits from insight and input from our staff, stakeholders and partners.

This document describes our longer term ambitions. Ambitions which we will deliver through our annual operating plans and Regional Outcome Agreement.



A handwritten signature in black ink, appearing to read 'Keith McKellar', with a long horizontal flourish extending to the right.

**Keith McKellar**

Regional Chair



A handwritten signature in black ink, appearing to read 'Liz Connolly', with a large, looping flourish at the end.

**Liz Connolly**

Principal and Chief Executive

# Our Four Priorities

## ▲ PERSONALISATION

**We will** deliver the skills solutions that employers are looking for and the learning outcomes that students want, in a way that suits individual students.

The key role of employers in designing, commissioning and delivering learning will require the College to have increasingly sophisticated employer engagement capabilities. In order to compete for employers' business and maintain strong customer relationships with them the College will need to provide them with bespoke solutions that support their business objectives, at pace and at any time of year.

Increasingly students are able to choose between different types of provider and different modes of delivery. To remain competitive, the College will have to demonstrate that our courses and qualifications lead to enhanced personal and skills development, employment opportunities and progression.



## ▲ COLLABORATION

**We will** build the immersive relationships and make the connections that enhance value for customers and stakeholders by creating learning pathways, developing new delivery partnerships and integrating learning into wider local strategies.

The College will continue to position itself as a key contributor to delivering on the Governments economic strategy and local strategies and priorities. The College will continue to develop different partnerships with schools and universities to create integrated progression pathways. The College will continue to use national and international partnerships to develop new types of business.



## ▲ AGILE AND ADAPTIVE

**We will** develop the capability to respond to shifts in demand and seize new opportunities quickly' putting in place specialist delivery capabilities.

As well as being responsive and resilient in the face of change, it involves shaping and leading change. To be responsive to changes in employers' skills needs, the College will need to develop new products quickly as demand shifts. As well as responding to the market the College will need to shape the market by creating innovative offers for employers and students, including new learning approaches and methodologies.



## ▲ DIGITAL

**We will** ensure that the College has the digital capacity and capabilities to deliver in a modern economy.

This involves using data to provide intelligence and insight that will help to shape the curriculum and business processes. Providing a positive digital experience for all students with appropriately skilled and qualified staff and a digital infrastructure that is fit for purpose now and in the future.

Inspirational and Innovative remains the overall ambition for the College in describing the environment and experience for both students and staff. We will achieve this if the College delivers on the priorities described below.



From Left to Right: Ministerial visit of our Greenock Campus ▲ Creative Exposure Event 2018 at the Drygate Brewer ▲ Rebecca Simpson Thermofisher Modern Apprentice ▲ Schools Big Bang Festival

# Personalisation



## Developing Bespoke solutions, Fast

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We will listen to employers and students, understand their requirements and demonstrate that we have the ability to support their ambitions. As a responsive organisation we will put in place bespoke skills development options, quickly and year round. We will continue to build long-term relationships with employers based on trust and the quality of our delivery.

## Raising Aspirations and Enabling Students to achieve outcomes

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We will focus on the solutions that learners want, particularly employment, pay and progression. We will ensure that all of our activity, both curriculum and support services equip our students with the skills and behaviours needed for employment, including the so called 'meta skills' such as self management, social/ emotional intelligence and innovation skills. We will continue to develop key interventions to engage excluded students and work effectively with all students to best suit their individual needs. This will be achieved by delivering inspirational learning and teaching and differentiated learning options to suit individuals.

## Recruiting and Retaining Talented People

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We will recruit and retain staff with industry level skills, and support them to keep their skills up to date and to develop new skills. We will share and develop expertise creatively and with others including employers, partners and stakeholders.



From Top to Bottom: Childcare Student ▶ IKEA creative workshop brought together 11 IKEA employees with 120 photography, graphics and interior architecture students from West College Scotland



# Collaboration



## Creating Learning Pathways

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We will work with schools, universities and employers to ensure that the full range of college options are effectively promoted and delivered to our students. We will continue to work with Universities to create progression pathways to higher level qualifications. We will create variable pathways available in a flexible and responsive way that can be pursued at any stage of an individual's career, and/or learning journey. We will encourage and support all individuals, equally, to develop and fulfil their potential. We will maximise each opportunity to succeed, engage in College life and positively contribute to the wider economic success of the West region.

## Immersive Partnerships

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We will look to develop new forms of partnerships with employers, schools, universities and other stakeholders that will lead to the best and most appropriate options for students. We will demonstrate the knowledge, knowhow and capability to be a preferred partner.

## Delivering Inclusive Growth

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We will work closely with other partners to deliver on local economic development priorities. We will develop partnerships within our local communities, particularly in areas with high levels of deprivation, to deliver economically valuable outputs. We will develop a cohesive learning option for regionally important supply chains and clusters not just individual employers. We will be recognised as a critical partner in the delivery of local and regional economic strategies.



From Top to Bottom: HMS Hood Association, marked the 100th anniversary ▴ Duke of Gloucester Royal visit to our Paisley Campus ▴ A.C. Whyte in collaboration launches a Skills Academy - an initiative which will train future generations ▴ IKEA creative workshop



# Agile and Adaptive



## Developing new income opportunities

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We will encourage an entrepreneurial spirit within the College. We will continue to support staff to be commercial and confident in their expertise. We will develop new commercial opportunities, both domestically and internationally.

## Developing the Market

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We will create the time and space to think and innovate. We will seek out internal resources and external funding for innovation. We will stimulate demand by creating new and exciting offers for learners and employers.

## Utilising Specialist Capabilities

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We will invest in industry standard skills and assets, including facilities and equipment. We will put in place new capabilities quickly to respond to changing demand. We will deploy specialist capabilities creatively, through partnerships with employers and other stakeholders.

## Managing for Resilience

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We will continue to deliver established courses in high demand whilst developing new offerings. We will seek to diversify our income sources, increasing the level of alternative funding. We will improve our efficiency and ensure the best use of all resources.



Bloodhound Rocket challenge ▴ Students volunteered for the Scottish Boat Show ▴ James Frew Ltd approached us to support its efforts and develop a new innovative training planning process ▴ Students presented their designs to IKEA's interior design manager

# Digital



## Using Data

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We will use data to generate business insights, building up better data on outcomes as well as outputs. We will build a better understanding of what approaches are effective through evaluation and sharing of good practice.

## Inspirational Learning

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We will develop new learning methodologies that offer benefits to learners, exploiting the potential of new technologies. We will develop the digital skills of all our staff, ensuring they keep pace with new technologies.

## Developing the skills base

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We will provide a positive digital experience to our students, allowing them to develop the skills needed for future employment. We will ensure that all courses develop appropriate digital skills utilising modern technology.



Top to Bottom: Holyrood's Annual STEM Scotland event the college ran workshops and gave presentations ▲ Innovation Minister visits the West College Scotland

# Our Staff, Students



are **satisfied** with their college experience



find their course **positively challenging**



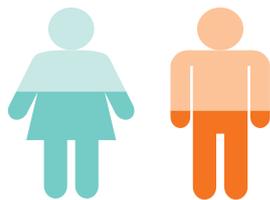
find their course **interesting**



find their course **motivating**

**1,209**  
staff

**22,400**  
students



**58%** female  
**42%** male



think staff **encourage** them to take **responsibility** for their own learning



agree they receive **useful feedback** which informs their future learning



say their time at West College Scotland helped them develop **knowledge** and **skills** for the workplace



say course materials are **well presented**



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