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College Development Network

CDN STRATEGIC FRAMEWORK 2020-23

Our proposal to the Scottish Funding Council



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PARTNERSHIP 2017-20

CDN and the Scottish Funding Council 2017-20: a Partnership of Impact for the College Sector

With the support of the SFC, CDN has been able to deliver a range of impactful development services for the college sector over the last three years.

A great case study of how this partnership has raised the bar, and been responsive to the needs of Scotland's colleges, has been the construction of a new platform for leadership development across the sector. This demonstrates the real difference CDN can make to individual colleges and the wider skills system.

In 2017 CDN, the SFC and the Scottish Government came together and recognised a priority to grow leadership and management skills across the college sector. CDN took on the work of building a national leadership academy to help our colleagues advance and prosper, from the first role in college through to the Principal's office.

We worked intensively with sector leaders and partners to create a collaborative approach to leadership through the development of a leadership talent pipeline.

Since then, more than 200 middle and senior college managers have attended CDN's Emerging and Strategic Leadership Programmes.

The innovative new Preparing for Executive Leadership programme (PEL) was launched in 2019 and is now in its second year. PEL is a national first for the college sector across the UK. Feedback from the first cohort was overwhelmingly positive and the second cohort begins in June. One participant was recently promoted to Vice Principal.

In 2018 four Vice Principals attended the Preparing for Principal and CEO Programme, which CDN supports and is run by the Saïd Business School, University of Oxford. One attendee has since been promoted to Principal. This year a further three Vice Principals are attending this Programme.

In addition, two Vice Principals are currently participating in the Four Nations Leadership Exchange Programme, run by CDN in partnership with the Education and Training Foundation, Association of Colleges and Colleges Wales.

“I CAN ALREADY SEE HOW MY INVOLVEMENT IN THE PROGRAMME IS GOING TO BENEFIT ME, MY COLLEAGUES, AND MY COLLEGE IN THE MONTHS AND YEARS TO COME.”

PEL participant

The Strategic Leadership Programme for Principals and CEOs is supported by CDN and run by the Saïd Business School, University of Oxford. This high-level training was attended by two Principals in 2018, one of whom has since been appointed Principal of one of Scotland's largest colleges. This year another two Principals are following the Programme, including one newly appointed Principal.

KEY ACHIEVEMENTS 2017-20



More than **700 college board members** participated in CDN's National Board Development Induction Programme



2,185 individuals engaged with CDN's **LearnOnLine courses and resources**



Delivered **350 events and Development Network meetings** attended by **7,700 participants**



88% of survey respondents stated that they were **satisfied or very satisfied with CDN's events**



Supported **23 Development Networks** delivering on key strategic priorities



97% of survey respondents stated that their experience of the **CDN College Awards** was excellent or good



Launched national **Choose College** TV and advertising campaign to raise awareness of college work



Launched online **Innovation Hub** to curate and promote impactful practice – includes FUTUREequipped resources



Led on the development of and launched the new **Professional Standards for Lecturers in Scotland's Colleges**



Launched **Reach**, the magazine for **Scotland's college community**



Launched **College Hall of Fame** to highlight and recognise the outstanding contribution college graduates make to society and the economy

➤ STRATEGIC ALIGNMENT 2020–23

Our alignment with the strategic outcomes of the Scottish Government and the Scottish Funding Council

- OUTCOME 1:** We will enable the development of a highly skilled and adaptable college workforce.
- OUTCOME 2:** Through programmes of collaborative research and enquiry we will drive the enhancement of college performance and student success.
- OUTCOME 3:** We will work with colleges to strengthen their connection with regional economies and heighten their national and international impact, through the promotion of success and innovation.
- OUTCOME 4:** We will work with our partners to enable colleges to become leaders in tackling the climate emergency and promoting inclusive colleges with student and staff wellbeing at their centres.
- OUTCOME 5:** We will promote continuous improvement in our business performance.

Scottish Government National Performance Framework Outcomes (most relevant for CDN)	OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4	OUTCOME 5	Scottish Funding Council 4 Objectives and 10 Priorities
We grow up loved, safe and respected so that we realise our full potential	✓			✓		
		✓		✓		1. To invest in education that is accessible to learners from all backgrounds
We live in communities that are inclusive, empowered, resilient and safe				✓		
			✓			2. To invest in excellent research and innovation
We are well educated, skilled and able to contribute to society	✓	✓		✓		

Scottish Government National Performance Framework Outcomes (most relevant for CDN)	OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4	OUTCOME 5	Scottish Funding Council 4 Objectives and 10 Priorities
		✓	✓			3. To ensure colleges, universities and specialist institutions form part of a successful system of education
We are creative and our vibrant and diverse cultures are expressed and enjoyed widely				✓		
					✓	4. To be an excellent, outcome-focused public body
We have a globally competitive, entrepreneurial, inclusive and sustainable economy			✓	✓		
						i. Future-proofing: We will track better the disruptive forces and trends that will shape the future for our learners and the world of work
We value, enjoy, protect and enhance our environment				✓		
		✓				ii. System design: We will create greater opportunities for colleges, universities and specialist institutions to consider with us how to deliver stretching outcomes. . .
We have thriving and innovative businesses, with quality jobs and fair work for everyone			✓			
				✓		iii. Championing learners: We will challenge and support institutions to be more responsive to students, in terms of access, choice, etc
We are healthy and active				✓		

Scottish Government National Performance Framework Outcomes (most relevant for CDN)	OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4	OUTCOME 5	Scottish Funding Council 4 Objectives and 10 Priorities
	✓	✓				iv. High quality learning: We will sharpen our focus on Scotland's distinctive approach to quality enhancement, etc
We respect, protect and fulfil human rights and live free from discrimination				✓		
	✓	✓	✓			v. Future skills: Work more closely, and with greater synergy, with Skills Development Scotland and our tertiary institutions, to develop a more dynamic, responsive skills ecosystem. . .
We are open, connected and make a positive contribution internationally			✓			
			✓			vi. Economic partnerships: Step up and set a new pace in our contribution to the Enterprise and Skills Strategic Board, particularly on skills alignment, exports and innovation.
We tackle poverty by sharing opportunities, wealth and power more equally				✓		
			✓			vii. Promoting Scottish interests within the rest of the UK, etc
			✓			viii. International focus: Develop our European and international capabilities to learn from other countries, etc
		✓				ix. Enhanced data analytics: Enhance our digital and analytical capability to make better use of the data we collect, etc
			✓			x. Communication: We will communicate SFC's work with the sector, media and the public more meaningfully, etc

CDN STRATEGIC FRAMEWORK 2020–23

CDN is the sector development and innovation agency for colleges and the technical skills system in Scotland. This Strategic Framework captures proposals for our work serving our members – the colleges of Scotland – for funding support by the Scottish Funding Council and Scottish Government.

OUR VISION

Our vision is that Scotland's colleges will enhance student success, support a prosperous economy, and help all our communities to thrive.

OUR MISSION

We will support colleges by developing their people, leading systems change, promoting college impact, and collaborating with partners to drive student success.



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College Development Network



OUTCOMES



➤ OUR OUTCOMES AND ACTIVITIES 2020–23

➤ OUTCOME 1

We will enable the development of a highly skilled and adaptable college workforce through targeted staff learning and development.

As change in the Scottish economy and wider society continues to accelerate, all college staff will have to adapt to ensure they are delivering learning needed by students and nurturing the skills needed by employers. Agile college leadership will be crucial to ensure that the sector is able to perform at high levels, and to achieve quality recruitment, development, and progression of all staff.

CDN will continue to offer a range of impactful programmes aimed at enhancing professional and leadership skills across the college workforce. We will ensure that these services are regularly reviewed and adapted to meet the changing

needs of lecturers and support staff. We will also work closely with our national partners such as the GTCS, Education Scotland, the SQA and the SCQF so that our work takes full account of their strategic priorities and of the latest thinking on system leadership.

Our pursuit of this Outcome will include the following actions:

- a** We will nurture existing talent in the sector to produce a generation of **systems-focussed**, agile, forward looking leaders.
- b** Expand our renowned **Leadership Programmes** to meet the evolving needs of all staff in the college sector.
- c** Expand our **online Governance Hub**, providing more online training modules for Chairs and Board members beyond our national induction programme.
- d** Through our programmes we will respond to rapidly changing development needs and address key workforce skills gaps with particular emphasis on **digital capability** for learning, teaching and support staff.

- e** Introduce an **annual national workforce survey** to gain better insight into the learning and development needs and demands of colleges and their people. Results will complement and provide benchmarks for college level surveys.
- f** Respond to intelligence gathered from the annual survey to provide a **mixed method staff development package**. Including online modular and short courses, targeted on-site group learning and distance learning including webinars. The needs of college **support staff** will be a particular focus of this work.
- g** In line with the Ministerial Letter of Guidance, we will collaborate with key partners (including GTCS and Education Scotland) to develop Career Long Professional Learning (CLPL) in support of the **Professional Standards for Lecturers in Scotland's Colleges**.
- h** Provide entry level support through our Teaching in Colleges Today (TiCT) programme for staff making the **transition from industry into college learning and teaching**.



OUTCOME 2



➤ OUTCOME 2

Through promoting programmes of **collaborative research and enquiry** we will facilitate the enhancement of college performance and student success.

The college sector is a crucial gateway to opportunity for post-16 learners, many of whom come from Scotland's most deprived and disadvantaged communities. Enhancing student success is contingent on more effective collaborative working across the education landscape. The Scottish Government's Attainment Challenge for schools and the associated work of the Regional Improvement Collaboratives highlight the importance of fully engaging with colleges to ensure successful outcomes for young people as they transition from school to tertiary education and vocational training. The transitions from college to the world of work or to university are just as critical, and colleges are instrumental in ensuring successful outcomes for students.

CDN will continue to provide innovative learning and knowledge sharing built on active inquiry into enhancement methods and their practical application. In doing so we will work closely with key sector agencies with a focus on the continued enhancement of student success.

In particular, CDN will pursue the following:

- a** Coordinate partnerships to deliver **national collaborative projects and action-based enquiries**, harnessing the expertise in Scotland's colleges.
- b** **Commission original joint research** to analyse what works in technical education across the UK and internationally and map it to the Scottish context, to drive enhancement and help prepare for the future.
- c** Continue to focus the work of **CDN's practitioner networks** on addressing national How Good Is Our College impact priorities.
- d** Strengthen the **good governance of college boards** through targeted programmes and support.

- e** Expand our programme of **leadership colleague exchanges** across the Four Nations, working in partnership with sister agencies.
- f** Facilitate ongoing consideration with colleges and the sector's partners of more **robust, data-led performance indicators** for colleges.
- g** Continue to play an active and collaborative role in the **College Quality Partnership Group**, cultivating data-led activity to enhance student success.
- h** Work with partners, in particular Education Scotland, to improve the connectivity of colleges with **Regional Improvement Collaboratives** and where possible drive more **effective packages of regional and clustered college support**.



OUTCOME 3



➤ OUTCOME 3

We will work with colleges to heighten their national and international impact through the promotion of success and innovation.

Scotland's colleges make a significant contribution to the country's prosperity, wellbeing and economic development. They are at the heart of their regional economies and education systems, and at the forefront of promoting social and economic inclusion through the delivery of targeted community learning and development. In addition, the Cumberland-Little report highlights the continued growth of international partnerships, exchanges and knowledge sharing, particularly in areas of cutting-edge vocational learning. As well as generating additional income for an increasing number of colleges, such activity boosts Scotland's international reputation and showcases home-grown talent through participation in competitions such as WorldSkills.

CDN will design and deliver targeted initiatives for college staff, leaders and Boards to further strengthen the sector's performance as a key

player in 'Team Scotland' and the national drive for inclusive and sustainable economic growth. In doing so we will continue to work closely with SDS and the SFC, national employer and business bodies, and align our contribution with the strategic priorities of the Enterprise and Skills Strategic Board, the Future Skills Action Plan, the refreshed Economic Action Plan, and Developing the Young Workforce. CDN will also continue to highlight the successes of Scotland's colleges on the national and international stages through events, awards, campaigns and publications.

In particular we will:

- a** Strengthen our leadership within the **Four Nations College Alliance** with a focus on knowledge exchange and development opportunities.
- b** Deliver a national enquiry into the international impact of the college sector and its business growth potential. Promote collaborative partnerships to increase the **college sector's exporting capabilities**.
- c** Continue to develop the annual **College Expo** as a national platform for disseminating innovative practice, building our partnership with WorldSkills Scotland and UK, and recognise the achievement of college alumni through growing the **College Hall of Fame**.

- d** Utilise the **Scottish College Awards** to highlight and celebrate college success at individual, institutional and multi-agency levels.
- e** Through the regular publication of **Reach magazine** continue to promote the major contribution of colleges to Scotland's economy and education system.
- f** Drive student recruitment and public awareness of the work of colleges through proactive and **targeted marketing campaigns**.
- g** Expand our ambitious programme for **college Chairs, senior non-executives and Boards**, with a key focus on regional and national economic impact of colleges.



OUTCOME 4



➤ OUTCOME 4

We will work with our partners to enable colleges to become leaders in tackling the climate emergency and promoting inclusive colleges with student and staff wellbeing at the centre.

Climate change poses an existential challenge for our education system. Colleges are already having to respond to the consequences of the climate emergency by developing sustainable and environmentally sensitive operating models. College staff and leaders are having to equip themselves with the knowledge and skills in a fast-moving field so that they are better able to develop and apply innovative responses to organisational needs. Equally, courses and curriculums will have to be designed to incorporate the growing need for skills that fully embrace sustainability principles and apply these to vocational training and qualifications.

Our colleges are also active agents in their communities for promoting social and economic inclusion. They have a strong track record of widening access to learning opportunities for students from Scotland's most disadvantaged communities. Through this work, colleges have engendered connectivity between learning outcomes and personal resilience and wellbeing. Colleges will continue to champion the promotion of equality, the tackling of discrimination and the celebration of diversity.

CDN will deliver a range of targeted activities to advance this outcome including:

- a** Continue to lead and grow the role and impact of the **Climate Emergency Expert Group** for the college sector.
- b** Ambitiously expand programmes that **embed sustainability in the college system** and directly address the Scottish Government's commitment to tackling the climate emergency.

- c** Undertake a **national learning project on the role of the sector in tackling poverty and deprivation**.
- d** Establish our **Get into Governance programme** to develop a new generation of diverse college board members.
- e** Continue to embed the promotion of **inclusiveness, equality, wellbeing and resilience for the whole college community** in all our individual learning and institutional development activities.



OUTCOME 5



 **OUTCOME 5****We will promote continuous improvement in our business performance.**

CDN is a small, flexible charitable company delivering services across a dynamic and complex sector. We are committed to maximising the investment and support of our national partners to deliver against our mission and vision. We strive to be a modern, adaptable and progressive employer, embedding our colleague values and behaviours into our daily working culture and our relationships with partners and customers.

To develop CDN as a great and responsive charitable business, we will:

- a** Be a **modern, adaptable, inclusive and sustainable employer** with reach across Scotland.
- b** Continue to seek **commercial income opportunities and diversify sources of income to** enable us to deliver more support activity for the college sector.
- c** Our approach is improvement through collaboration; we will work to establish **clearer and more impactful relationships** with a range of key agencies.

KEY PERFORMANCE INDICATORS

OUTCOME 1: We will enable the development of a highly skilled and adaptable college workforce through targeted staff learning and development.		
OBJECTIVES	KPIs Over 3 years	STRETCH OBJECTIVES
We will nurture existing talent in the sector to produce a generation of systems-focussed , agile, forward looking leaders.	80% of our participants report through evaluation they have a greater understanding of systems-leadership.	
Expand our renowned Leadership Programmes to meet the evolving needs of all staff in the college sector.	At least 150 people will have participated in programmes. At least 12 leaders will participate in exchange programmes with 90% satisfaction rate.	
Expand our online Governance Hub , providing more online training modules for Chairs and Board members beyond our national induction programme.	Develop at least 7 new modules for the Governance Hub.	
Through our programmes we will respond to rapidly changing development needs and address key workforce skills gaps with particular emphasis on digital capability for learning, teaching and support staff.	At least 5 collaborative projects supported and successfully completed. Deliver at least 10 workshops or events, through which good practice is disseminated.	
Introduce an annual national workforce survey to gain better insight into the learning and development needs and demands of colleges and their people. Results will complement and provide benchmarks for college level surveys.	Achieve 65% survey response rate from colleges.	

Respond to intelligence gathered from the annual survey to provide a mixed method staff development package . Including online modular and short courses, targeted on-site group learning and distance learning including webinars.	Achieve 50% increase in uptake of training product outputs. 80% of surveyed participants report training will improve their professional practice.	Working with partners, design and deliver a national development framework for college support staff .
In line with the Ministerial Letter of Guidance, we will collaborate with key partners (including GTCS and Education Scotland) to develop Career Long Professional Learning (CLPL) in support of the Professional Standards for College Lecturers .	100% of programmes and courses mapped to the Professional Standards. Conclude and maintain a Memorandum of Understanding (MOU) with GTCS.	
Provide entry level support through our Teaching in Colleges Today (TiCT) programme for staff making the transition from industry into college learning and teaching .	Achieve 20% increase in uptake of TiCT.	

OUTCOME 2: Through promoting programmes of collaborative research and enquiry we will facilitate the enhancement of college performance and student success.

OBJECTIVES	KPIs Over 3 years	STRETCH OBJECTIVES
Coordinate partnerships to deliver national collaborative projects and action-based enquiries , harnessing the expertise in Scotland's colleges.	At least 80% of college participants see a positive impact on institutional practice within the first 6 months after projects complete.	
	Feedback from colleges shows that the research produced has been of use to the sector and positively changed practice.	Commission original joint research to analyse what works in technical education across the UK and internationally and map it to the Scottish context, to drive enhancement and help prepare for the future.

Continue to focus the work of CDN's practitioner networks on addressing national How Good Is Our College impact priorities.	Deliver an annual Chairs event to align network activity to HGIOC and agree action plans.	
Strengthen the good governance of college boards through targeted programmes and support.	Train 50 Board members annually. 80% feedback that the programme has given participants more confidence in undertaking their role as a board member.	
Expand our programme of leadership colleague exchanges across the Four Nations, working in partnership with sister agencies.	At least 20 leaders participate in Scottish and UK wide leadership exchanges.	
Facilitate ongoing consideration with colleges and the sector's partners of more robust, data-led performance indicators for colleges.	Most colleges supported to participate in activity to review data-led performance indicators through CDN's practitioner networks.	
Continue to play an active and collaborative role in the College Quality Partnership Group , cultivating data-led activity to enhance student success.	75% of colleges involved in CDN led activity to enhance student success report positive impact on institutional practice.	
	At least 3 collaborative regional projects supported and successfully completed.	Work with partners, in particular Education Scotland, to improve the connectivity of colleges with Regional Improvement Collaboratives and where possible drive more effective packages of regional and clustered college support .

OUTCOME 3: We will work with colleges to heighten their national and international impact through the promotion of success and innovation.		
OBJECTIVES	KPIs Over 3 years	STRETCH OBJECTIVES
Strengthen our leadership within the Four Nations College Alliance with a focus on knowledge exchange and development opportunities.	At least 2 Scottish VPs participating in the Four Nations Leadership Exchange Programme annually with 90% satisfaction rate.	
Deliver a national enquiry into the international impact of the college sector and its business growth potential. Promote collaborative partnerships to increase the college sector's exporting capabilities .	Evidence from national enquiry used as the basis of partnership activity pursued by the International Development Network.	
Continue to develop the annual College Expo as a national platform for disseminating innovative practice, building our partnership with WorldSkills Scotland and UK, and recognise the achievement of college alumni through growing the College Hall of Fame.	80% of College Expo visitors report through evaluation that the experience was positive, and 60% of visitors report through evaluation that the event will have a positive impact. Induct at least 6 new members to the College Hall of Fame.	
Utilise the Scottish College Awards to highlight and celebrate college success at individual, institutional and multi-agency levels.	80% of College Awards participants report through evaluation that the experience was positive.	
Through the regular publication of Reach magazine continue to promote the major contribution of colleges to Scotland's economy and education system.	Produce at least three issues of Reach magazine. 80% of readers report through evaluation that the magazine is informative and relevant to their needs.	

	25% increase in hits to the Choose College campaign web page.	Drive student recruitment and public awareness of the work of colleges through proactive and targeted marketing campaigns .
Expand our ambitious programme for college Chairs, senior non-executives and Boards , with a key focus on regional and national economic impact of colleges.	100% of participants report that the programme helped their networking and their understanding of colleges' current and future contribution to sustainable and inclusiveness economic growth.	

OUTCOME 4: We will work with our partners to enable colleges to become leaders in tackling the climate emergency and promoting inclusive colleges with student and staff wellbeing at the centre.

OBJECTIVES	KPIs Over 3 years	STRETCH OBJECTIVES
Continue to lead and grow the role and impact of the Climate Emergency Expert Group for the college sector.	Evidence from the Expert Group disseminated to all colleges and 2 sector-wide projects successfully delivered.	
Ambitiously expand programmes that embed sustainability in the college system and directly address the Scottish Government's commitment to tackling the climate emergency.	75% of participants in sustainability programmes report positive impact on institutional practice.	
Undertake a national learning project on the role of the sector in tackling poverty and deprivation .	Evidence from the national learning project used to inform collaborative action-based projects.	
Establish our Get into Governance programme to develop a new generation of diverse college board members.	At least 60 people complete the Get into Governance programme.	

<p>Continue to embed the promotion of inclusiveness, equality, wellbeing and resilience for the whole college community in all our individual learning and institutional development activities.</p>	<p>Deliver at least 10 workshops or events, through which good practice is disseminated.</p> <p>80% of our participants report through evaluation they have a greater understanding of their role in promoting inclusiveness, equality and wellbeing.</p>	
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OUTCOME 5: We will promote continuous improvement in our business performance.

OBJECTIVES	KPIs Over 3 years	STRETCH OBJECTIVES
<p>Be a modern, adaptable, inclusive and sustainable employer with reach across Scotland.</p>	<p>Adoption of flexible and sustainable organisational practices with recognised areas of expertise and good practice.</p>	
<p>Continue to seek commercial income opportunities and diversify sources of income to enable us to deliver more support activity for the college sector.</p>	<p>New sources of income secured and commercial income strategy implemented.</p>	
<p>Our approach is improvement through collaboration; we will work to establish clearer and more impactful relationships with a range of key agencies.</p>	<p>Key stakeholder relationships underpinned by Memorandums of Understanding (MOUs) and collaborative project activity.</p>	

FINANCIALS

Represented for Year One

STAFF

Staff costs	£808,500
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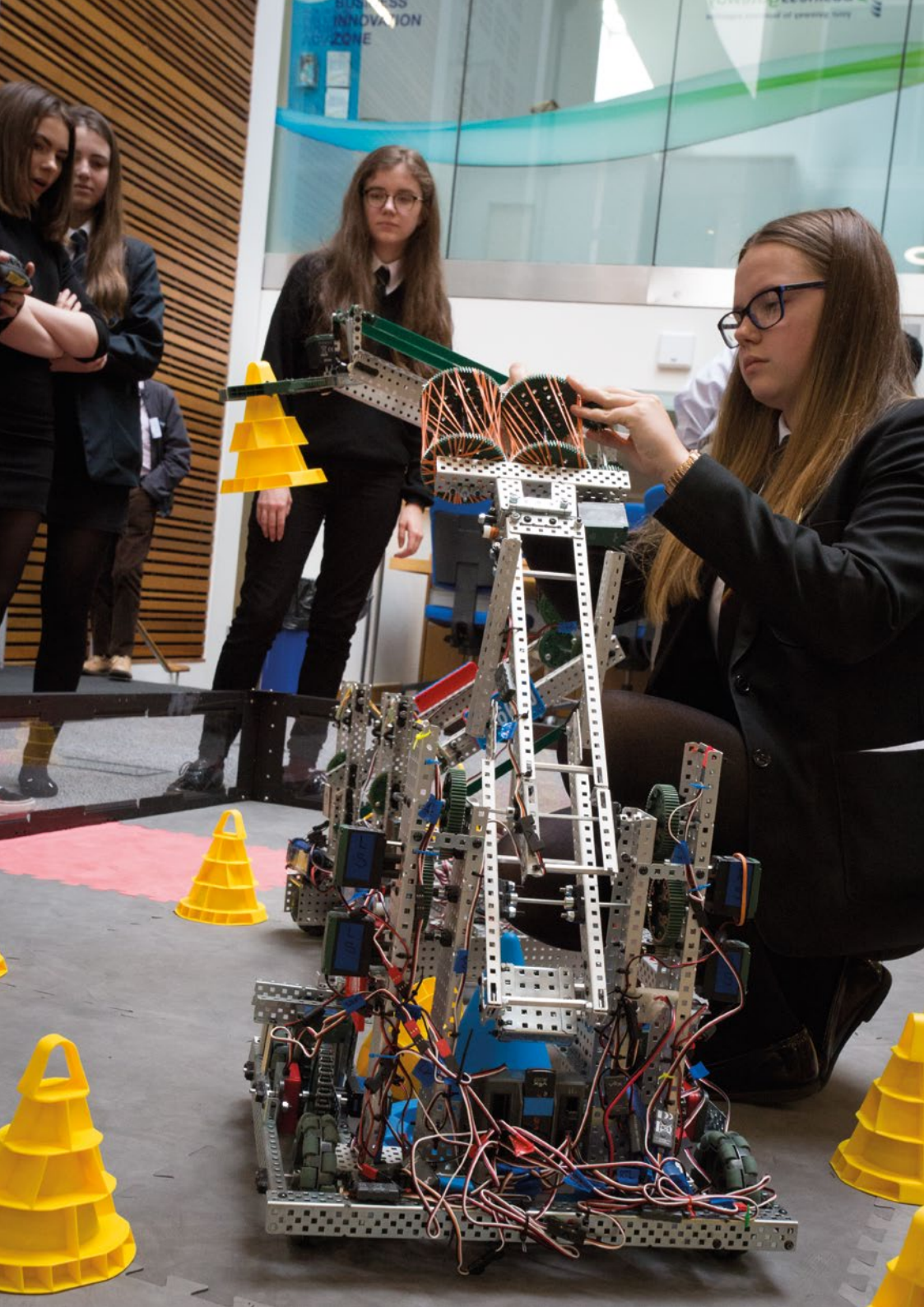
PROGRAMMES, COURSES, EVENTS AND PROMOTIONS

Programme Management	£208,792
Travel and Subsistence	£12,387
Venue Hire and Catering	£180,156
Marketing and Promotion	£112,785

OPERATIONAL COSTS

Travel and Subsistence	£15,181
Website Maintenance	£2,625
Total Administration	£234,915
IT Support	£37,659

GRAND TOTAL	£1,613,000
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