



Glasgow Economic  
Leadership

**Higher & Further Education  
Draft Action Plan  
June 2012**

**Chair:  
Professor Anton Muscatelli, Principal, University of Glasgow**

# Higher & Further Education Executive Summary

## I Introduction

Critically, Glasgow Economic Commission recognised the importance of Glasgow's Universities and Colleges as key strategic assets for Glasgow and its future development. There are ways in which we can better use these assets for the benefit of Glasgow, its people and businesses.

The work stream proposes a range of key actions under a 'City of Education' banner that has four key threads:

- **Internationalising HFE in Glasgow:** attract more RoUK /OS students & talent;
- **Progression & inclusion:** maximise training / skills opportunities and FE/HE progression;
- **Enterprise & innovation:** promote innovation, enterprise & company-to-HFE links;
- **Culture, community & place:** support the city's culture, communities and places.

## II The City of Education Key actions

- **Internationalising HFE in Glasgow**

**We propose that (i) a marketing campaign be developed with Glasgow City Marketing Bureau (GCMB) to attract more Rest of the UK and International (esp. non-EU) students to Glasgow.** To do this we are committed to (ii) more fully share our market information to ensure that we can – where feasible and where we are not in direct competition – pool our marketing efforts overseas for the collective benefit of the city. In addition, any marketing campaign should seek to (iii) raise public awareness of the key role that HFE plays in Glasgow, in its economy, culture and society. Furthermore, we will support efforts – proposed by the Tourism & Events work stream – to (iv) develop Welcome + Graduation Festivals as well as (v) explore opportunities for summer study in the city to further strengthen Glasgow as one of the UK's premier centres of education, study and research.

- **Inclusion & Progression (especially in key sectors)**

**We see real opportunities to (i) significantly improve skills progression from schools to companies, colleges and universities in all key sectors, where there is known demand.** Glasgow's concentration of HFE institutions – and their greater alignment – represents a significant advantage for companies in Glasgow / Clyde Valley region from (ii) apprenticeship training through to postgraduate and Continuing Professional Development (CPD). We believe that the skills development agenda of Glasgow's key sectors is a broad demand, not focused on a few courses or disciplines. In a modern economy and society, these sectors seek generic graduate attributes which range from critical thinking to problem-solving to the ability to think creatively

and design new products and solutions. Given that the Glasgow economy needs to raise its competitiveness / innovation, it is crucial that (iii) key sectors clearly define their skills needs in terms of these desired graduate attributes.

- **Enterprise & Innovation**

**We commit to (i) support more companies in their commitment to innovate and grow, including those in the key sectors.** We are also very keen to see (ii) significant expansion of company-based apprenticeships and internships, (iii) more company-led innovation and design-led initiatives to promote innovation in key sectors which result from enhanced business/HFE interaction and lead to increased engagement of industry in the design and delivery of new curricula. We will seek to (iv) embed entrepreneurial skills in all our students through curriculum and (v) participate fully in a clearly defined pipeline of enterprise support in Glasgow from in-curriculum enterprise skill-building activities to business ideas generation and forward support on to pre-start and start-up stages of business creation. We would support (vi) the expansion of provision by SIE into the College sector and recognise our role as a key part of the enterprise support landscape.

- **Culture, community & place**

Glasgow Economic Commission noted the importance of place-based HFE investments. The work stream proposes priority is given to deliver the following:

1. **Glasgow City Council and the University of Glasgow to continue to work to create a re-developed Kelvin Hall that draws on key collections (including Mackintosh) to help develop an international cultural hub, centred on Kelvingrove Art Gallery & Museum,** enhance Glasgow's international reputation, expand key HFE teaching, learning & research & expand Kelvingrove as a 'museum quarter' of international standing.
2. **Glasgow City Council to work with 'Avenue of the Arts' partners (Royal Conservatoire of Scotland (RCS), Theatre Royal / Scottish Opera, Glasgow Film Theatre, Glasgow School of Art, Glasgow Caledonian University etc.)** to deliver a project that provides a focus to efforts to invest in the city's cultural infrastructure (GSA, Gft, RCS, Theatre Royal, GCU, RSNO @ GRCH etc.), improve the public realm and highlight to residents, visitors and tourists alike the cluster of cultural producers in this part of the city.
3. **Glasgow City Council to work with Glasgow Caledonian University, City of Glasgow College and the University of Strathclyde to deliver the 'City Centre Learning Quarter':** building on the £200m investment in the City of Glasgow College's "super-campus", GCU's £25m+ Campus Master Plan (incl. a new green cloister) and Strathclyde University's campus development [incl. the £90m TIC (Technology Innovation Centre)].

4. **Glasgow City Council to work with the Universities and Colleges and ensure they are fully engaged – as major city institutions – with plans to develop and manage the City Centre / West End.** The future management of the City Centre as a leisure / social environment impinges directly on the attractiveness of the city to students, as well as to citizens and visitors. HFE institutions wish to engage with the Council to identify how issues such as student safety / perceptions of safety, student accommodation, planning, area management and other issues can best be managed so create a safer and more attractive city that can further develop Glasgow's economic potential as one of the UK's leading learning destinations.

**Prof. Anton Muscatelli**  
Chair, Higher & Further Education Work Stream

### **Higher & Further Education Work Stream Members**

Prof. Anton Muscatelli, **University of Glasgow (Chair)**

Prof. Iain Hunter, **University of Strathclyde**

Prof. Pamela Gillies, **Glasgow Caledonian University**

Prof. Seona Reid, **Glasgow School of Art**

Prof. John Wallace, **Royal Conservatoire of Scotland**

Paul Little, **City of Glasgow College**

Susan Walsh, **Cardonald College**

Linda McTavish, **Anniesland College**

Stuart Patrick, **Glasgow Chamber of Commerce**

Kevin Kane, **Glasgow Economic Leadership**

Alison Loveday, **Scottish Enterprise**

## Higher & Further Education Work Stream Action Plan: The City of Education

Action Theme	Proposed Outcomes	Related Lead Tasks	Lead	By When	Estimated Costs
1. Internationalising Glasgow's HFE sector	i) Increase the number of international (esp. non-EU) students choosing to study in Glasgow by 50% over 3 years (stretching target)	ON-GOING: FHE Institutions to share marketing data on attractors / detractors for RoUK / international students to choose Glasgow as a study destination	H F E Institutions / GCMB	May 2012	c. £500k pa
		ON-GOING: Each institution to complete a GCMB survey of their international marketing data and to capture key differentials to build brand	H F E Institutions / GCMB	Summer 2012	GCMB to advise
		Deliver a multi-channel marketing campaign to maximise the attraction of international (especially non-EU) students to Glasgow	GCMB / FHE	Winter 2012	(as above)
		HFE institution to consider UK student market and consider appropriate target (s)			

	<p>ii) Increase no. of Rest of UK choosing to study in Glasgow (target tba)</p> <p>iii) Increase the awareness of the economic, cultural and social importance of the HFE sector to Glasgow and its citizens.</p> <p>iv) Develop co-ordinated Welcome / Graduation Festival (esp. RoUK / international students) in FE / HE to celebrate education and learning, increase awareness of HFE learning and help drive economic opportunities for city businesses (eg Hospitality &amp; accommodation sectors)</p> <p>v) Investigate the economic potential of Summer study courses to attract 'educational tourists' to Glasgow / city region.</p>	<p>Create an indigenously targeted version of the above campaign to be developed using HFE / Economic Commission data and testimonials</p> <p>HFE reps, GCMB, GCC to agree specify a Student Welcome and Graduation(s) Festival to include:</p> <ul style="list-style-type: none"> <li>• Lord Provost Civic Welcome</li> <li>• Lord Provost Civic Graduation</li> <li>• Air flight deals (ie as Emirates)</li> <li>• Accommodation packages</li> <li>• Restaurant packages etc.</li> </ul> <p>FHE / GCC to commission (e.g. GCU Moffat Centre) to investigate economic potential of Summer Study programme in Glasgow's FHE institutions and for the HFE institutions to collaborate on the content and delivery of programmes.</p>	<p>FHE / GCC GCMB</p> <p>GCC/ SE</p> <p>GCC</p>	<p>Summer 12</p> <p>August 2012 - first Welcome Oct 2012 first GradFest</p> <p>Oct 2012</p>	<p>£250k pa / tba</p> <p>GCC to scope</p> <p>TBA</p>
--	---	---	---	---	--

<b>2. Inclusion &amp; Progression</b>	<b>i) Increase scale and progression of post-school individuals to employment, FE + HE in key sector-related studies</b>	Agreement of a Glasgow strategic approach response to the reforms This will be part of both the new Single Outcome Agreement for GCC, the CPP work and the new <b>Regional Outcome Agreements for Colleges</b> in 2013-14 which have to be finalised by September 2012 .	HFE (supported by GCMB)	August 2013	HFE internal costs
	<b>(ii) Develop a clearly articulated 'Glasgow Progression' offer - from school, to company- apprenticeships, to FE and HE, incl. Postgraduate, Lifelong and CPD offers.</b>	Create a joint 'Succeed in Glasgow' campaign to be developed to articulate the progression opportunities for all; from school to CPD. This links to work already underway led by Maureen McKenna, Executive Director of Education at GCC.	HFE (GCMB?)	August 2013	HFE internal costs offset by company-sponsored 'success story' case studies published?
	<b>(iii) Key sector skills demand statement produced which informs and enables highly flexible and responsive curriculum development from HFE</b>	Forum (or process) established to agree and articulate and quantify current and future skills demand for key sectors with a view to agree an annual Economic and Skills Analyses to ensure the portfolio of FE courses meets demands of local, regional and where applicable national employers	SDS	Est. Sept 12	TBA

3. Enterprise & Innovation	i) Increase the number of innovation-ready companies willing to use and shape HFE skills and capabilities	Establish an HFE/Business Innovation Engagement Innovation Forum established to inspire, share ideas and connect HFE departments to specific business innovation projects	GEL Board	June+ 2012	TBA
	ii) increase company-based paid internships and apprenticeships	<b>This requires buy-in from key sector employers and as many students are unable to self-fund, paid internships are essential to ensure wide student access, not simply for better-off students.</b>  Establish a bi-annual Forum of HFE curriculum leaders and industry leaders to be facilitated	GEL Board / HFE	Sept 2012	Internal business cost
	iii) HFE to respond to skills and innovation demands from key sector work streams and increase the number of HFE/industry collaborations on curriculum development embedding innovation processes esp. in key sectors	Establish a bi-annual Forum of HFE curriculum leaders and industry leaders to be facilitated  GEL Board to set example in increasing innovative and collaborative capacity amongst Glasgow companies and promote to business base	GEL Board / HFE / Chamber	Start Oct 2012	Company Sponsored event?
	iv) HFE's to share best practice in enterprise / entrepreneurship support	<b>ON-GOING:</b> all FHE institutions to review their courses to identify opportunities to embed enterprise training / skills development	GEL Board	June+ 2012	n/a
	v) produce a clearly articulated enterprise pipeline of support for Glasgow students & graduates (from pre-pre-start to company formation)	Commission research exercise to i) 'map' out existing pre-start and start-up support to students and graduates and ii) evaluate student awareness of services and iii) identify barriers to participation and iv) propose ways to remove barriers and increase start-up rates.	HFE	Summer 2012	Existing partner resource
	vi) extend support to College students to effect that all Glasgow students exposed to in-curricular enterprise education	Partnership Charter agreed on basis of mapping exercise which clearly articulates the pipeline, and is published/share via partner agencies  SIE to seek additional funding from source with support of the Glasgow Economic Leadership Board and HFE Principals by presenting the business case to fund increased presence and capacity	SIE / GCC (BG) (and SE/ PSYBT/HFE etc)	October 2012 (to coincide with new BG contract)	n/a
		As above	Sept 2012		
		SIE / HFE	Sept 2012	SIE to scope	

4. Culture, Community & Place	(i) Deliver new Kelvin Hall (incl. Mackintosh) to further enhance Kelvingrove as a world-class cultural hub and attraction.	GCC (Glasgow Life) / University of Glasgow to develop Kelvin Hall as a cultural attraction; UoG / FE sector to develop museum-based learning opportunities round the development	G C C / University of Glasgow	2015(?)/ tbc	£20m
	(ii) Deliver 'The Avenue of the Arts' to showcase the cluster of arts and cultural production to attract increased investment and custom (residents/visitors).	<u>On-going:</u> work underway; 'AotA' includes GCU's new 350 seat learning / performance venue. Leadership Board to support possible TIF funding for public realm enhancement.	GCC/ AotA Partners	GCC to advise	£5m / TBA
	(iii) To deliver the 'City Centre Learning Quarter' (incl. GCU, City of Glasgow College and University of Strathclyde)	Have the Learning Quarter recognised in City Plan 3 and in proposed city centre management arrangements.	GCC/ GCU, CoGC, SU	Include in City Plan 3 - by 2012	£3m (TBA)
	(iii) Ensure Glasgow HFE's are fully engaged in planning and management of the City Centre and West End (eg student safety, accommodation, area management etc.)	HFE estates/security reps to meet CEO, GCC Community & Safety Services to discuss student safety HFE's to be included in discussion re. planning/dev of City Centre / West End issues (student accommodation, BIDs, night-time economy etc.	GCC / CSS	June / July 2012	n/a
		GCC	Aug+ 2012	n/a	