

External Engagement Strategy 2026-2030



Policy and Procedure	External Engagement Strategy
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Next Review Date	June 2030

The Board of Management (or any person/group with delegated authority from the Board) reserves the right to amend this document at any time should the need arise following consultation with employee representatives.

2026 - 2030



Glasgow Kelvin College External Engagement Strategy

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Welcome

Glasgow Kelvin College plays a vital role as a regional anchor institution, supporting inclusive growth, economic transformation and community wellbeing across Glasgow and beyond. External engagement is central to fulfilling this role. Through strong, trusted relationships with stakeholders, communities, public bodies and strategic partners, the College ensures that its curriculum, services and activity remain responsive, relevant and impactful.

This External Engagement Strategy for 2025–2030 sets out how the College will strengthen, coordinate and enhance its external engagement activity to support delivery of the College’s Strategic Plan. It builds on established strengths in partnership working, employer engagement and community learning, while responding to emerging challenges and opportunities including workforce demand, sustainability, digital transformation and inclusive economic growth.

A central component of this Strategy is the full implementation of Friends of Kelvin, the College’s alumni and supporter network. Friends of Kelvin will provide a structured, strategic platform to engage former learners, staff, stakeholders, partners and supporters, deepening relationships, enhancing reputation and creating new opportunities that benefit learners, communities and the wider regional economy.

Progress against this Strategy will be monitored annually through KPI reporting and qualitative review. Progress in establishing and growing Friends of Kelvin will be reviewed as a core component of the External Engagement Strategy. The Strategy will be refreshed as required to respond to emerging opportunities, risks and changes in the external environment.

Strategy Purpose

The purpose of this Strategy is to provide a clear, coordinated framework for how Glasgow Kelvin College engages with its external stakeholders between 2025 and 2030.

The Strategy will ensure that external engagement activity:

- Supports delivery of the College Strategic Plan and priorities
- Strengthens the College’s role as a trusted partner in economic, social and environmental development
- Is aligned with the Communications, Marketing and Stakeholder Engagement Framework
- Delivers measurable impact for learners, partners and communities

This Strategy provides focus, clarity and accountability, ensuring that engagement activity is purposeful, aligned and sustainable.

Strategic Ambition, Priority and Objectives

The External Engagement Strategy is structured around four ambitions that are specific to external engagement. These ambitions support the College Strategic Plan but do not replicate its ambition framework. Delivery of the Strategy will be significantly strengthened through the implementation of Friends of Kelvin as a core relationship-building, reputation-enhancing and opportunity-generating programme.

Strategic Ambitions

1. Influence and Partnerships To strengthen the College's influence and reputation as a trusted partner shaping skills, education and inclusive growth locally, regionally and nationally	2. Employers and Skills To work with employers and industry partners to anticipate, respond to and shape current and future skills needs through agile, co-designed provision	3. Communities and Inclusive Growth To deepen community engagement and widen access to learning, enabling participation, progression and positive outcomes for individuals and communities	4. Sustainability, Innovation and Opportunity To maximise external opportunities by embedding sustainability, innovation and digital capability into partnership activity and income generation
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Strategic Objectives

1.1 Grow and sustain strategic employer partnerships Increase the number of active strategic employer partnerships by July 2030, with consistent year-on-year growth aligned to curriculum and regional priorities	2.1 Grow work-based learning and apprenticeships Grow work-based learning and apprenticeship enrolments by 2030 in line with employer demand and regional skills priorities	3.1 Strengthen community partnerships Increase active community and third-sector partnerships by 2030, prioritising inclusion-focused activity	4.1 Embed sustainability in engagement Increase the proportion of engagement activity supporting green skills and sustainability by 2030
1.2 Strengthen College influence Increase the College's strategic influence by expanding senior representation on key external boards and forums by 2030	2.2 Expand employer-led provision Increase employer-led and co-designed programmes by 2030	3.2 Widen participation through engagement Increase participation from learners in SIMD 10–20 areas through engagement routes by 2030	4.2 Grow alternative income Grow alternative (non-SFC) income through engagement activity by 2030
1.3 Maintain high employer satisfaction Maintain high employer satisfaction with College engagement through to 2030	2.3 Secure externally funded skills activity Increase the number of externally funded skills and innovation projects by 2030	3.3 Deliver learner opportunities through Friends of Kelvin Enable meaningful learner opportunities through Friends of Kelvin by 2030	4.3 Mobilise Friends of Kelvin contribution Secure a meaningful financial and in-kind contribution from Friends of Kelvin by 2030
1.4 Establish Friends of Kelvin as an influence network Establish Friends of Kelvin as a recognised advocacy and influence network by 2030	2.4 Maintain strong learner outcomes Maintain strong positive destination outcomes via employer and partnership routes	3.4 Target underserved communities Ensure community engagement activity consistently prioritises underserved communities from 2026 onwards.	4.4 Strengthen stakeholder confidence Improve stakeholder perception of the College's influence and impact by 2030

Strategic Enablers

	Digital Capabilities Digital enables stronger external engagement by supporting effective collaboration, insight sharing and digital-first interaction with stakeholders, partners and communities. Data and analytics provide skills intelligence and evidence of impact, while digital platforms and experiences enable responsive engagement and partnership working. A coherent digital experience strengthens the College's reputation as an accessible, innovative and trusted regional partner.
	Sustainability Sustainability ensures that external engagement contributes to environmental responsibility, green skills development and a just transition. Embedding sustainability across engagement activity strengthens relevance, credibility and long-term value for partners, learners and communities.
	Leadership, Governance and Accountability Clear leadership and governance will support coordinated external engagement and ensure effective implementation of Friends of Kelvin as a strategic College programme. Defined ownership, stewardship arrangements and performance oversight will ensure engagement activity delivers sustained strategic, reputational and financial value.
	Communications, Marketing and Brand Alignment Clear, consistent and values-led communication underpins effective external engagement. Alignment with the Communications, Marketing and Stakeholder Engagement Framework ensures coherent messaging and strong reputation management. Friends of Kelvin will be a flagship element of the College's external narrative, showcasing alumni success, partner contribution and learner impact.
	Friends of Kelvin • Friends of Kelvin will play a key role in strengthening influence by maintaining long-term relationships with alumni, senior industry figures, civic leaders and strategic partners, extending the College's advocacy, profile and reach. • Employer members of Friends of Kelvin will support curriculum co-design, mentoring, placements, guest teaching and workforce development activity. • Friends of Kelvin will support inclusive growth by enabling alumni and partners to contribute time, expertise, opportunity and resources that enhance access, confidence-building and learner progression. • Friends of Kelvin will act as a primary route for mobilising philanthropy, sponsorship, CSR investment, innovation partnerships and in-kind support aligned to sustainability and long-term opportunity.

Activities, Targets and KPIs to 2030

Key Activities

- Strategic engagement with stakeholders, civic partners, communities, alumni and funders
- Expansion of work-based learning, apprenticeships and co-designed provision
- Strengthening community pathways and inclusive participation
- Design, launch and growth of Friends of Kelvin as the College's alumni and supporter network
- Delivery of structured alumni, employer and supporter engagement activity
- Enabling philanthropy, sponsorship, CSR and in-kind contributions through Friends of Kelvin
- Embedding sustainability, innovation and digital approaches across engagement
- Coordinated governance, communication and performance monitoring

Strategic Targets

- Year-on-year growth in employer, alumni and community partnerships
- Increased work-based learning, apprenticeships and employer-led provision
- Improved learner participation and positive outcomes via engagement activity
- Growth in alternative income streams and in-kind contributions
- Establish Friends of Kelvin as a sustainable contributor to opportunity, reputation and income
- Strengthened College influence and stakeholder confidence

KPIs 2025 to 2030

	KPI/Measure	Baseline	Target 2026	Target 2027	Target 2028	Target 2029	Target 2030
1.1	Active strategic employer partnerships	Establish Baseline	Increase	Further increase	Further increase	Sustained growth	Sustained growth
1.2	Senior representation on external boards / fora	Establish Baseline	Increase	Increase	Increase	Strengthened presence	Strengthened presence
1.3	Stakeholder satisfaction (% satisfied / very satisfied)	Establish Baseline	≥92%	≥93%	≥94%	≥95%	≥95%
1.4/ 3.3	Friends of Kelvin active members	0	Established	Growing	Embedded	Mature & sustained	Mature & sustained
2.1/ 2.2	Work-based learning & apprenticeship enrolments	Establish Baseline	Increase	Increase	Increase	Aligned growth	Aligned growth
2.3	Externally funded projects secured (annual)	2	4	6	8	10	10
2.4	Positive destination rate (partnership routes)	Establish Baseline	≥96%	≥96.5%	≥97%	≥97%	≥97%
3.1/ 3.4	Active community & third-sector partnerships	Establish Baseline	Increase	Increase	Increase	Sustained growth	Sustained growth
3.2	SIMD 10–20 participation via engagement routes	40%	42%	44%	46%	≥46%	≥46%

3.3	Friends of Kelvin learner opportunities (annual)	0	Fully Established	Increased	Increased	Sustained level	Sustained level
4.1	Engagement activity supporting sustainability / green skills	Establish Baseline	Increasing	Increasing	Increasing	≥35%	≥35%
4.2/ 4.3	Friends of Kelvin cash & in-kind value (£)	£0	Meaningful contribution	Increased contribution	Increased contribution	Significant sustained contribution	Significant sustained contribution
4.4	Stakeholder perception of College influence	Positive	Positive	Strong	Strong	Very strong	Very strong