

South Lanarkshire College Strategic priorities themes and performance measures.



South  
Lanarkshire  
College  
East Kilbride

# Strategic Plan 2011-2015



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## Corporate statements



### **Vision:**

To be Scotland's leading provider of college education and training.

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### **Mission:**

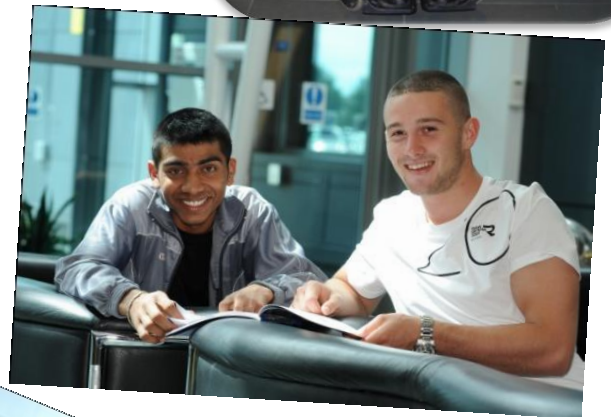
To ensure learners are well prepared for the future by developing their skills, knowledge and understanding in a high-quality learning environment.



## Ethos:

We believe in:

- ↪ continual improvement
- ↪ continuing professional development
- ↪ equality and diversity
- ↪ employment-focused activity
- ↪ high achievement
- ↪ listening
- ↪ productive partnerships.
- ↪ sustainability



## Student Association President 2010-2011



It seems likely that the next few years are going to be very challenging ones for both the student community and the college. From information we have from the Scottish Government, financial support for college students is going to be frozen at current levels across the whole of Scotland. When

inflation is taken into account, this of course means a real decrease in student support funding from an already relatively low base.

I am of no doubt that this will put added pressures onto many students as we try to keep a balance between doing well on our courses and at the same time try to avoid building up too much debt while at college.

I know that through this current strategic planning process the college will have to make some cost savings. However, it is heartening from a student perspective that despite potential cost savings, the college has student outcomes and learning as the focus for its first strategic priority.

*Katie McCall*

*Student Association President 2010-2011*

## Chair of the Board of Management



This strategic plan covers the period 2011-2015. It follows our well-established approach of developing a “rolling” plan every 2-3 years to address significant issues arising in the college’s external operating environment.

Over the past 5 academic years and in line with targets in previous plans, we have used alternative income streams, to support high attainment in a high quality environment. We also built and moved to a completely new building and campus. SFC provided £11.4m funding towards the total project cost of £36.5m. During same time period, we received numerous accolades and awards for quality, innovation, environmental sustainability and high student achievement. The college’s HMIE report, published in January 2011, confirms that the college is achieving its vision and performing as one of the best in Scotland.

While we understand the realities of the current economic situation, it is hard to rationalise a uniform cut in college funding across Scotland with a situation of historic local underfunding, high and rising local unemployment and a college which continues to deliver both quality and a high success rate of students gaining employment.

The Board of Management and the Senior Management team have carefully considered the whole external operating environment in setting out key strategic priorities and themes for the coming years. In addition, we will continue to set key performance measures so that we can monitor progress towards attaining our goals.

*Jane McCartney*

*Chair South Lanarkshire College Board of Management.*

## Principal's statement



It gives me great pleasure to provide a brief review of the past five extremely successful years for the college and its students. Students have achieved well in their courses, and also in national and international competitions. They regularly win awards and, supported by staff, demonstrate skills and proficiency well beyond the minimum requirements for their course.

The college too has won a raft of awards. In 2010 alone, the college and its students won the “*Scotland’s Colleges*” *Business to College Award* for Innovation, the *Homes for Scotland Award* for Environment and Sustainability, and five *SQA Star Awards*. This included awards for innovation, success in International markets, high student achievement and the overarching *SQA Pride O’ Worth Award*.

We also attained liP Gold status. In the UK, of 40,000 liP accredited businesses and organisations, only 1.25% have achieved this.

In October 2010 the college had its four-yearly external review by HMIE. The outcome of the review is that HMIE have expressed full confidence in the college, our approaches to quality and our focus on assuring high-quality learner experiences and outcomes.

The HMIE report was published on 28 January and our students published an abridged version the same day. HMIE did not identify any main points for action. They did however identify 6 examples of “sector-leading” and “excellent” practice.

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This strategic plan continues with our approach of having a rolling five-year set of strategic priorities. This will be the second full plan since we moved to our present high-quality campus in East Kilbride.

Over the past years we have invested income from commercial and core activity into providing learning environments that are amongst the best in Scotland, attractive and up-to-date, with equipment and materials that are of the highest possible quality. This has helped to support high achievement rates and prepare students well for the future. These income streams have also allowed us to deliver far more activity than our core SFC funding would allow.

The reduction in funding from government for college courses in South Lanarkshire is hugely disappointing. It compounds the difficulty faced by people in South Lanarkshire who already suffer from historic under-funding to undertake college courses at their local college.

In the years that lie ahead we will deliver the best student experiences we can within our resources.

*Stewart McKillop*  
*Principal*

## Operating environment

The external operating environment has changed dramatically during the past 5 years. A few large and very significant employers in East Kilbride and the surrounding area have either closed or downsized, creating an enormous demand for re-training. The college has responded flexibly and imaginatively. Through SFC and working as part of the governments PACE (Partnership Action for Continuing Employment) initiative, hundreds of redundant workers built on their existing skills, acquired new skills and in many cases went straight into a new job at the end of their re-training course.

This academic year, 2010-2011, is the third one in succession where core funding from the Scottish and Further Higher Education Funding Council has either remained static or reduced. For academic year 2011-2012 alone, it is likely that the college's funding from SFC will reduce by over £1m.

The college has developed alternative commercial and other income streams in Scotland and International markets. Alternative markets may carry with them different types of risk and the college will continue to monitor this carefully. While previously the college has used commercial income streams to maintain activity levels well above its core funding, it is unlikely to do this in the immediate future.

In the Construction sector, the demand from house-builders for apprenticeship training has reduced from a high point five years ago to a point where we believe the demand has now stabilised and is likely to recover over the next few years. Current demand is at a level some 30-40% below its peak.

New areas of demand for training and skills development exist in specific areas in the Construction sector, for example in Glazing, Road Building and Highway Maintenance qualifications. New programmes are developing in these areas to meet the demand. In addition, there is growing demand for education and training in "sustainability" and "micro-renewables" education and training. South Lanarkshire College has become a lead player in this area. Using its low-energy house as a catalyst, it has developed a range of successful courses for industry, supporting new jobs and also changes to existing job roles.

The college's strong and productive partnerships with industry and employers has led to demand for various commercial knowledge-exchange projects in micro-

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renewables and sustainability. Some of these projects have just started and some are on the immediate horizon. This will help support local and national companies develop workforce skills and help support employment in a wider growing market segment.

In the Care sector the college supports skills development for small and large businesses and local authorities. There continues to be growing demand across a wide portfolio of courses.

To meet expanding demand, the Care curriculum has grown by around 50% over the past five years and the predicted levels of demand suggest that this will remain constant for the foreseeable future. Plans are developing to offer a new degree-level programme a BA in Childhood Practice, beginning 2011, in conjunction with UWS.

In the Business sector , there has been growing demand in the international market for HN qualifications in both Business and Hospitality. It is expected that growth in the Indian market will continue at least in the short term and more than compensate for a reduction in demand from the Chinese market compared to previous years.

A strong partnership link with the University of the West of Scotland has supported the delivery of a BA in Accounting on campus at the college for students who have successfully completed an HND. This will continue next year.

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During the life of this Strategic Plan South Lanarkshire College aims to build on its current successes:

- record levels of student achievement
- the most positive HMIE report published in Scotland for any college in this current 4 year cycle
- a raft of awards for innovation and the environment
- meeting key targets for carbon management
- comprehensive CPD approaches, leading to a Gold IIP Award
- sound financial controls and continuing financial stability

The challenge for the college is that in distributing core funding to colleges, SFC are not permitted to take account of student success, quality of delivery, population size, population change, growth in unemployment, historic underfunding or any other significant factors that have an impact on demand and student outcomes. As a result, this year and for the next few years, funding in Colleges across Scotland, including South Lanarkshire College will be reduced by a factor applied indiscriminately across all colleges.

The indications are that as a result of current government policy, the South Lanarkshire population is likely to remain at a disadvantage and underfunded for people entering local college education and training for the foreseeable future.



**The college plans to continue to adopt new approaches in ICT, and to build on existing initiatives to support learners and staff.**

## Strategic Priorities - summary

In serving the needs of industry and the community, the college's strategic priorities are as follows.

- ↻ Provide engaging and enriching, outcome-focused student experiences.
- ↻ Promote equality, diversity and fairness in all activities.
- ↻ Embrace a high-quality culture.
- ↻ Engage in productive partnerships.
- ↻ Adopt innovative approaches.
- ↻ Promote and embed financial and environmental sustainability.
- ↻ Support individual and corporate growth through continuing professional development.
- ↻ Identify and manage risk effectively.



These priorities are expanded in the following pages and will act as reference points for the development of annual operational plans in following years.

## Strategic priorities - detail

### Priority 1: Provide engaging and enriching, outcome-focused student experiences.

A key strategic priority is to provide learning experiences that support high student attainment and high student achievement rates.

The college will enable students to achieve beyond the minimum required for unit outcomes, to help them unleash their full potential and assist them as much as possible in contributing to a successful Scottish economy.

We will continue to deliver “economically-valuable” activity which develops people with skills for future jobs.

We will continue to focus on delivering outcomes that are economically significant.

Associated themes for operational plans: *Learner engagement; appropriate courses; accessibility; learning and teaching; learner environment; learner success; progression; outcomes; learner information, support and guidance; support services; learner resources; enjoyable and worthwhile experiences; skills for citizenship and employability.*

### Strategic Priority 1: Outcomes

What we will use to judge success	What group will monitor this?	How?	What is the planned outcome?
Student outcomes by programme	Academic Board	Reports from MIS and Faculties	To exceed 83%
Student outcomes by unit	Academic Board	Reports from MIS	To exceed 83%
Post course success ratios	Academic Board	Reports from MIS and Faculties	To exceed 85%
3-year trend analysis of outcomes	Academic Board	Reports from MIS	A stable or improving trend
A high-quality learner environment	SMT	Operational planning. Student feedback through surveys	An attractive and purposeful learner environment conducive to high attainment
Maintain levels of International student success	SMT	Data from Faculty	Maintain current high levels of International Activity

**Priority 2: Promote equality, diversity and fairness in all activities.**

Our practices and policies will support accessibility for all.

In our publications we will seek to promote and advance the principles of equality and diversity through the use of appropriate images.

We will continue to analyse the impact of policies, procedures and practices, and monitor this through our equalities group.

We will encourage all staff to adopt the highest professional standards at corporate and individual level across all our activities.

We will aim to be responsive and flexible to meet the needs of external and internal customers.

We will focus on our customers and adopt practices and processes that will support them in achieving their outcomes.

We will promote and demonstrate good governance, making informed decisions with supporting strategies and policies that deliver the college's vision, mission and aims.

*Associated themes for operational plans: equality and diversity; impact assessment; data analysis; published materials; relationships; integrity; responsiveness; communication; accountability; Human Resource Development;*

**Strategic Priority 2: Outcomes**

<b>What we will use to judge success</b>	<b>What group will monitor this?</b>	<b>How?</b>	<b>What is the planned outcome?</b>
Comprehensive arrangements for analysing procedures and policies for impact.	Equality Group	Regular reports.	To analyse all key activity.
Publish and monitor information on equality and diversity.	Equality Group	The College Annual Report Information on website.	To demonstrate in robust data sets that the college promotes equality and diversity.
High professional standards.	JNC	By developing a college staff Capability Policy.	Publish a staff Capability Policy.
Investors in diversity award.	CMT	Rigorous approaches to equality and diversity	Achieve Investors in Diversity Award at the highest level
Promoting Success course.	SMT	Delivering a Promoting Success programme and providing post-programme mentoring to gain maximum benefit.	Staff with a better appreciation of how the college as an organisation works and their contribution to making it successful.
Effective communication of information on acceptable behaviours.	SMT	Information boards at key points in the college. College web portal.	Staff and students in the organisation are treated equally, fairly and feel they have been dealt with by a caring professional.

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### **Priority 3: Embrace a high-quality culture.**

The college will continue to provide a high-quality learner and learning environment and adopt a culture that supports critical analysis and continual improvement.

Students will have opportunities to participate in national and international competitions to benchmark their performance at the highest levels.

All teaching and support areas will continue to be involved in comprehensive self evaluation and improvement approaches.

Self-evaluation activities will deliver outcomes that lead to things changing and getting better.

Associated themes for operational plans: *pro-active; open; quality assurance; evaluation and improvement; quality enhancement; responsive; robust processes; comprehensive policies; quality audit; Professional Discussion on Learning and Teaching;*

### Strategic Priority 3: Outcomes

What we will use to judge success	What group will monitor this?	How?	What is the planned outcome?
Success in external verification	Quality team	Analysis of external verifier reports.	100% success.
External review bodies expressing confidence	SMT	Review of external reports on the college.	No caveats on HMIE confidence statements. No Main Points for Action. A high level of excellence and Sector-leading practice.
Embed PDLT process	Quality Enhancement Group	Regular meetings and reports from quality team.	High levels of student satisfaction regarding learning and teaching.
High levels of student satisfaction	Academic Board	Student feedback surveys, focus group summaries.	Overall >85% positive or very positive feedback.
High levels of satisfaction from internal and external auditors	SMT	External and Internal audit reports: follow-up action plans	No areas identified as "high priority" by auditors.
Continuing success in national competitions	CMT	Reports from Faculties.	Student success demonstrated at national and international level through awards and competitions.

**Priority 4: Engage in productive partnerships:**

Students have benefited greatly in the past from strong partnerships the college has developed with Local Authorities, voluntary organisations, Skills Development Scotland, hundreds of private companies and employers, key sector skills councils and organisations such as ConstructionSkills and SNIPEF.

Students have also benefitted from strong international links the college has, including key partners in Singapore, Finland, Belgium, India and China.

We will continue to work with all these key partners for the benefit of future students.

We will also identify opportunities to work with new partner organisations for mutual success and benefit.

Associated themes for operational plans: *knowledge exchange; sponsorship; European projects; joint developments; schools linkages; employer linkages; sponsors; funding partners;*

**Strategic Priority 4:Outcomes**

What we will use to judge success	What group will monitor this?	How?	What is the planned outcome?
Continue existing strong links	CMT	Updates from Managers on partnership working.	Activity with partners which is of benefit to the college partners and to students.
Build new productive partnership links as appropriate	CMT	Updates from Managers on partnership working.	Activity with partners which is of benefit to the college partners and to students.
Develop new sponsorship arrangements	SMT	Reports from Faculties.	Sponsorship in cash or in kind in key areas to support curriculum delivery.
Share information about low-energy approaches and deliver SFC-funded sustainability project	Steering group	Reports from Construction Faculty.	Delivery of £50K project on sustainability. Delivery of £150K project on sustainability. Development of new curricula. Winning new contracts.

**Priority 5: Adopt innovative approaches.**

The college has been a pioneer in areas to do with learning and teaching, use of ICT and low-energy approaches in the construction of domestic housing.

We plan to continue to be adaptable, flexible, and open to new ideas, initiatives and developments.

We will build on our reputation for successful innovation, successful delivery of major projects and flexibility of approach built up over the past decade.

We plan to continue to develop our ICT capacity for the benefit of learners in learning and communication.

We plan to continue to develop ICT strategies that will help support effective approaches across all our activities.

We plan to continue to adopt sector-leading approaches in energy management and sustainability.

We plan to continue to develop income streams and new curriculum in the area of micro-renewables and sustainability.

Associated themes for operational plans: *new ideas; new courses; new income streams; new approaches; new developments; effective use of ICT; integrated systems;*

### Strategic Priority 5: Outcomes

What we will use to judge success	What group will monitor this?	How?	What is the planned outcome?
Student access to key information	ICT Strategy Group.	Reports from MIS Manager.	Student access to timetables, attendance, personal data, guidance information, VLE, progress reports all through innovative ICT approaches.
Develop new programmes	Academic Board.	Reports from Faculties. Approval process.	New programmes on stream that meet emerging and changing industry needs, particularly in the area of sustainability
New income streams	Alternative funding group	Reports from all areas	Develop new income streams to replace those that are coming to an end
New projects in sustainability and micro-renewables	SMT	Reports from Heads of Faculty and depute Principal	Additional income streams. A better informed student community.
Improvement in systems	ICT Strategy Group	Update reports on development	<ul style="list-style-type: none"> <li>• New curriculum planning systems.</li> <li>• Revisions to timetabling and attendance systems as required.</li> <li>• Improvements in internet access.</li> <li>• Taster access to internal and external information.</li> </ul>

**Priority 6: Promote and embed financial and environmental sustainability.**

The college recognises that environmental and financial sustainability are interlinked targets underpinning both short-term and longer-term organisational success. We have been sector-leading in our approach to sustainability, energy and carbon management and have set demanding targets in our *Climate Disruption Action Plan*. Over the next five years we aim to deliver ambitious targets and provide new education and training opportunities related to the environment and sustainability.

We will be effective as an educational business by operating from a financially stable base.

We plan to have an annual operating surplus.

We will take necessary action to make cost reductions and efficiency gains in order to maintain financial stability in the short term.

We will take our energy efficiency responsibilities and carbon reduction targets seriously.

Associated themes for operational plans: *financial performance; financial security; competitiveness; commercial activity; efficiency; cost reduction; energy reduction; improving carbon footprint; developing the curriculum; effective support areas; minimising waste streams; carbon footprint;*

### Strategic Priority 6: Outcomes

What we will use to judge success	What group will monitor this?	How?	What is the planned outcome?
Deliver annually an operating surplus	SMT	Regular management reports and annual accounts	Operating surplus
Deliver efficiency savings	SMT	Improve class sizes	Improvement of WSUMs per FTE from 350/ FTE to 361 WSUMs per FTE
Deliver efficiency savings	SMT	Improve efficiency in consumable purchasing	Use PECOS to lever savings, reduction in consumables budgets by 3% in first year.
Deliver efficiency savings	SMT	Realign staff delivery expertise with demand in curricular areas	Reduced staffing budget
Deliver energy savings	Sustainability Group	Reports from Facilities Manager	Reduction in energy use and carbon emissions to meet targets in the carbon management plan
Deliver savings in waste stream management	SMT	Test current practices. Report by Facilities Manager	More efficient management of waste streams and reduction in associated costs.
Deliver WSUM targets accurately	SMT	Reports daily from system	Deliver as close to WSUMs targets as practical
Deliver new programmes in energy efficiency, microrenewables and environmental sustainability	Academic Board	Reports to Academic Board	New programmes as part of the colleges portfolio of programmes

**Priority 7: Support individual and corporate growth through continuing professional development.**

The college plans to continue to invest significantly in continuing professional development.

We will have four scheduled staff development days in the college calendar.

We will encourage staff additionally to identify and participate in appropriate staff development activity by identifying that through their line managers.

We will invest appropriately in new skills development as we move into new curriculum areas.

We will help staff adjust to adopting new innovative approaches in ICT, learning and teaching and other support activities.

Associated themes for operational plans: *staff development; personal development; industry linkages; conferences; deployment to other organisations; IIP Gold status retained;*

### Strategic Priority 7: Outcomes

What we will use to judge success	What group will monitor this?	How?	What is the planned outcome?
CPD log maintained by all staff	CMT	Report from HR Manager	All staff maintain an accurate and up-to-date CPD log
Staff development days for all staff	CMT	Report from HR Manager	4 days set aside annually for corporate staff development
Deployment to HMIE, SQA and other organisations	CMT	Report from HR Manager	Maintain current deployment patterns by Associate Assessors and External verifiers from college staff
Lecturing staff with TQ(FE)	SMT	Report from HR Manager	Minimum of 85% teaching staff with TQ(FE)
Induction for new staff	SMT	Report from HR Manager	All new staff to receive a standard college induction
Best practice in learning and teaching approaches	SMT	Report from Quality Team	Run 3 sessions annually during staff development days
liP Award	SMT	Rigorous HR and CPD processes	Maintain Gold liP award at the 3 year review
Healthy working lives	Healthy Working Lives group		Achieve a minimum of Bronze level

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### Priority 8: Identify and manage risk effectively.

In order to plan effective mitigating action, the college will maintain an active Risk Management Group and Risk Management register.

We will identify and prioritise risks.

We will minimise risk to the college by identifying appropriate high-level and operational control measures.

We will incorporate risk management into operational planning processes by all faculties and departments.

Associated themes for operational plans: *identify; analyse; monitor; manage; minimise*

### Strategic Priority 8: Outcomes

What we will use to judge success	What group will monitor this?	How?	What is the planned outcome?
Risk matrix in all operational plans	Risk Management Group	Reviewing each matrix from the operational plans	That each matrix demonstrated action to minimise risk
Cross college risk management register maintained and up to date	Risk Management group	Reviewing the risk management matrix and updating as necessary	An up-to-date and effective risk management matrix.

## Key Performance Indicators

In delivering the key priorities over the life of this strategic plan, the Board of Management and senior management team have identified the following overarching Key Performance Indicators as touchstones to monitor:

<b>Performance Measure</b>	<b>Performance level</b>
Quality of delivery	Maintain a reputation in the sector, customers and stakeholders for the highest quality as benchmarked by HMIE, External Auditors and SQA External Verifiers. Achieve 90% positive or very positive student feedback
Finance	Maintain an annual operating surplus
Student Outcomes	Achieve above 83% of students (completers) achieving or progressing to the next level
Delivery of WSUMs against target	Deliver annual WSUM target as precisely as practical.
Sustainability	Deliver the targets set out in the college's climate disruption action plan

## Appendix A. Recent changes in legislation

Part 4 of the Climate Change (Scotland) Act 2009 places duties on public bodies, including universities and colleges relating to climate change.

In accordance with the Act, these duties will come into force on 1 January 2011.

The duties require that a public body must, in exercising its functions, act:

- (a) in the way best calculated to contribute to the delivery of the targets set in or under Part 1 of the Act;
- (b) in the way best calculated to help deliver any programme laid before the Scottish Parliament under section 53;
- (c) in a way that it considers is most sustainable.

South Lanarkshire College published its 5-year Climate Disruption Action Plan “Lowering energy Use, Carbon Emissions and developing our curriculum” in 2010. It has also developed a set of priorities for reducing energy use and carbon emissions and associated actions. The college’s Sustainability Group will monitor effectiveness of approaches and progress towards achieving targets.

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Appendix B Linkages between this plan and SFC, Scottish Government, HMIE and SDS.

South Lanarkshire College Strategic Priorities	SFC priorities	Scottish Government priorities	HMIE reference framework	Skills Development Scotland
1 Provide engaging and enriching, outcome-focused student experiences.	Outcome 1: employability and skills Outcome 3: knowledge exchange; Outcome 4: specialism and diversity; Outcome 7: effective colleges and universities	2 A WEALTHIER AND FAIRER SCOTLAND 3 A SMARTER SCOTLAND 4 A HEALTHIER SCOTLAND Curriculum for Excellence	2. Impact on learners 4. Impact on employers and communities 5. Education, training and lifelong learning	Enable people to fulfil their potential  Equip individuals with the skills Scotland needs
2 Promote equality, diversity and fairness in all activities	Outcome 7: effective colleges and universities	2 A WEALTHIER AND FAIRER SCOTLAND	3. Staff	Equip individuals with the skills Scotland needs
3 Embrace a high-quality culture.	Outcome 7: effective colleges and universities		9.4 Quality Culture	
4 Engage in productive partnerships.	Outcome 2: access, inclusion and progression; Outcome 3: knowledge exchange; Outcome 5: collaboration; Outcome 7: effective colleges and universities		8. Partnership and resources 4. Impact on employers and communities	Promote new levels of connectivity between learning and jobs
5 Adopt innovative approaches.	Outcome 7: effective colleges and universities	3 A SMARTER SCOTLAND	6. Facilitate change	
6 Promote and embed financial and environmental sustainability.	Outcome 7: effective colleges and universities	2 A WEALTHIER AND FAIRER SCOTLAND 6 A GREENER SCOTLAND Scottish Government Energy Efficiency Action Plan 6 Oct 2010	9. Educational Leadership and direction	
7 Support individual and corporate growth through continuing professional development.	Outcome 7: effective colleges and universities	3 A SMARTER SCOTLAND	7. Management and support of staff	Foster career agility and career management skills
Identify and manage risk effectively.	Outcome 7: effective colleges and universities	5 A SAFER AND STRONGER SCOTLAND	1. Key performance outcomes	

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