



South  
Lanarkshire  
College  
East Kilbride

# "Building on success"

**Strategic plan  
South Lanarkshire College  
East Kilbride,**

**2008 - 2012**



## Chairman and Principal's statements

"Last year was another outstanding year for South Lanarkshire College East Kilbride. We moved into our new state-of-the-art building in College Way, East Kilbride. The new building's iconic design and location beside a main arterial route through East Kilbride has raised the profile of the College considerably. We are delighted with the new accommodation and the ability to operate more efficiently and effectively from a single campus. Its completion is a key aspect of the Board of Management's overall strategy to enable high quality learning to take place in a high quality learning environment. I know that the new facility will further enhance our students' learning experience and we look forward to celebrating our 60th anniversary later this year in our excellent new facility"

**Ian Macpherson** MBE KCT CstJ JP  
Chairman of the Board of Management

"Prior to our move to the new campus, the college delivered a high-quality learning experience within its three old campuses. We added a fourth campus temporarily to accommodate learners until we moved to our new building and we maintained those campuses to the best of our ability until we moved. However the completion of our new building has allowed us to bring to the population of South Lanarkshire and beyond a far higher quality of learner experience. We would like to record our thanks to all our staff and students who contributed to the smooth transition from 3 sites to one.

Next year will be the first full year in our new campus and we look forward to fully utilising the state-of-the-art equipment to further enhance the student experience. The forthcoming years will be used to develop further our reputation for providing education and training of the highest quality and also of a high economic value. This will ensure that successful students in turn will contribute well to the economic, social and cultural development of Scotland and it is our vision that in our new iconic building, we continue building on our success."

**Stewart McKillop**  
Principal

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# Corporate statements and values

## **Vision**

To be the leading provider of education and training.

## **Mission**

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

## **Ethos**

We believe in:

- equality and diversity
- listening
- continual improvement
- high achievement
- sustainability
- skills-focused training
- productive partnerships.



# Introduction

In 2006, South Lanarkshire College, East Kilbride, prepared a strategic plan which took it through the period covering the move into the new campus and the new College building.

In the years prior to the move the College was careful to ensure that students received a high-quality education and training despite the previous accommodation not being ideal. In addition, a large amount of resource and time was allocated to planning and implementing an effective migration strategy. The College's view was that for these students this may be their only experience of further education and it was important that their experience was as high quality as could be expected. When HMIE reported on the College's outcomes in June 2007, South Lanarkshire College was the first and only College to have learning and teaching graded as *Very Good* across all subject areas reviewed. In total, 17 of 21 grades published were *Very Good* with the other four grades *Good*. This outcome underlines the commitment of the Board of Management and staff to ensure that the core business of learning and teaching remained at the forefront of our activity during the complex and very demanding transition period to a new building.

On 15 February 2008 the College began its phased move to new premises. As we closed down operations in our three old buildings in East Kilbride and Cambuslang, we stepped up activity in the new building so that over a period of a few weeks, the new campus became fully operational. The old College buildings were sold to Tulloch Homes in March 2008. Almost immediately Tulloch Homes began the process of redeveloping the three sites. The new building was delivered under budget and only a few weeks later than anticipated at the beginning of the project.

A key part of the college's ethos is to deliver WSUMs of a high economic value. What we mean by this is that the courses and training that learners engage in will help them get into employment, better their personal employment prospects and make a positive overall contribution to improving the Scottish Economy.

Over the period of this updated strategic plan, the College has several high level objectives.

### **1. We plan to grow our activity levels.**

We have addressed a small proportion of the unmet demand which exists for education and training in the College's geographic area. In this geographic area there is still historic under-participation in post-school education. Over the past two years we have received welcome additional funding through the "strategic growth" initiative. This has enabled us to deliver more than our core funding would normally allow. We need to embed additional funding into our core levels of activity in order to continue to address some of this latent demand for post-school education in South Lanarkshire. The "strategic growth" initiative has allowed the College to address only a small proportion of this unmet demand. Therefore the College will seek to pursue innovative ways to increase its capacity to deliver education and training in order to address some of the additional unmet learner demand.

### **2. We plan to continue to provide a high quality learner environment.**

Although we have moved into a new building, we recognise that the investment in equipment and materials is ephemeral and that we need to continually review and update equipment and materials. We will keep an accurate electronic asset register as a tool to help manage our complex resource base. We will include the refreshing and replacement of equipment, materials and resources in our annual operational plans.

### **3. We plan to develop further our approaches to enhancing learners' experiences**

As part of the college ethos to be a listening organisation we plan to involve and listen to our learners systematically in key operational committees across the College that have a direct impact on the learner experience. We plan to align our quality assurance and enhancement processes with emerging national developments. We plan to engage actively with external quality assurance agencies and third parties to maximise the benefit the College gains from external dialogue.

#### **4. We plan to build our knowledge transfer activity**

We plan to develop further the range of short courses for industry in areas such as micro-renewables, domestic heating, therapies and care. Over the three year life cycle of this plan we will be encouraging Curriculum Managers and Heads of Faculty to grow the commercial activity across the College and increase engagement with small and large companies. We plan to construct an energy-efficient building and use it to showcase up-to-date micro-renewable and "low-carbon" technologies in line with the government's key strategy on sustainability.

# Operating environment

## Scottish Parliament

The current Scottish Government is will be driving forward a number of new policy directives during the life of this document. A list of reference documents from the current and previous administrations is contained in Appendix 3. The current Scottish Government has a set of five strategic objectives with the following stated purpose.

*To focus Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.*

Their strategic objectives are to:

- enable businesses and people to increase their wealth and more people to share fairly in that wealth;
- help people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care;
- help local communities to flourish, becoming stronger, safer place to live, offering improved opportunities and a better quality of life;
- expand opportunities for Scots to succeed from nurture through to life long learning ensuring higher and more widely shared achievements; and
- improve Scotland's natural and built environment and the sustainable use and enjoyment of it.

These are summarised by ministers using the five following headings.

1. WEALTHIER AND FAIRER
2. HEALTHIER
3. SAFER AND STRONGER
4. SMARTER
5. GREENER

In South Lanarkshire College, East Kilbride, we aim to contribute to all of these objectives by delivering high quality learning experiences in a high quality learner environment. We will also consider further ways in which we can improve our energy efficiency and ways to transfer this knowledge to learners through our curriculum.

## Supply and demand

A major strategy in moving to the new building was to make the College more visible to the local community as well as to improve significantly the quality of the accommodation. In parallel with this the college's ethos is to focus on training and education that delivers high economic value as well as high levels of personal achievements for learners. The new location of the College at the edge of the dual carriageway in East Kilbride, with high-profile signage has unquestionably stimulated more people to apply for courses than ever before. In May 2008, the number of enquiries for courses increased by 30% over the previous year. The number of applications for places also increased by over 20%. The number of people economically inactive in South Lanarkshire is around 5% higher than the national average and participation in post-school education is below the national average. The proportion of the working age population with an HE qualification is 13% lower than the average for Scotland. This underlines the latent demand for College education in South Lanarkshire. In addition, for every place available on full-time courses, the college receives in excess of 3 suitable applicants.

In South Lanarkshire the population currently stands at over 305,000 people. By comparison the population of Glasgow is around 580,000 and the population of North Lanarkshire is around 320,000. Glasgow is served by several Colleges, North Lanarkshire by three Colleges. However there is one College in South Lanarkshire. Demand currently outstrips supply by a large factor. Strategic growth has helped to address a small proportion of this excess demand. The College has pursued other ad-hoc measures to support a higher activity level than its core funding allows and the College will continue to pursue actively alternative and additional funding streams to supplement its core grant from SFC.

## Construction

At the time of writing this plan, there is an element of uncertainty in the housing market with that specific market becoming less buoyant. This is connected to the plight of financial institutions and the general movement towards risk aversion. Nationally a few large firms in the housebuilding industry have downsized. Conversely, there are significant developments in the commercial building sector. Locally there is significant infrastructure and commercial building development required to support the Commonwealth Games in 2014 and nationally the Olympic Games in 2012. It is expected that the impending Commonwealth Games will stimulate demand in both the housebuilding and commercial construction sectors in the East end of Glasgow in the 5-6 year lead-in period to the games. The College will work actively with partners to support this development. In the short-medium term, numbers of students on

apprenticeship programmes remain healthy and overall demand continues to outstrip supply for construction training as it does in other areas of the curriculum.

### **Scottish Funding Council**

The Scottish Funding Council sets out policy in its letters and circulars to Colleges each year. It also draws colleges' attention to various conditions associated with the funding. The College plans to engage actively and positively with the Scottish Funding Council (SFC) in order to help drive forward our strategic plan. The College will also engage actively with SFC in relation to discussion about realistic activity levels to address demand for College education in South Lanarkshire.

### **Students requiring additional support**

One of the requirements of SFC is that the College sets out its policy on additional support available to students. The college's policy is "needs-led". All students are assessed early in their College life in order that any interventions relating to their educational needs are both timely and appropriate. Following that assessment the College offers a mix of opportunities. In some cases learners undertake a programme embedded within a Faculty with appropriate support measures in place. In other cases we offer bespoke provision where learners are engaged in developing life skills and independent living skills before progressing to vocational education or training. The College's café bistro was designed as part of our overall policy on provision to provide support for specific groups of learners. The café bistro is used to develop interpersonal skills, cookery, baking, cash handling and a range of core skills. The College also has an independent living area with high-quality furnishings to support life-skills development. Recognising that all learners have support needs of varying degrees, the college has various levels of intervention as appropriate. Learning support is viewed as an integral part of the overall provision for every learner.

### **ESF funding**

Various streams of European funding have come to an end and other streams will cease during the life of this plan. Accordingly, the College will investigate new funding avenues in order to continue to deliver education and training to some of the most disadvantaged learners in the area. The College will continue to work in partnership with other local and national agencies where there is mutual benefit. This will include investigating applications for ESF and ERDF priorities which up until now the College has not considered. However, the College will also pursue actively other sources of income to support its activities.

## **International environment**

The College has been successful in engaging with various partner organisations in several countries and aims to continue to build on this work. Specifically we intend to grow and develop our links with partner institutions in America, Canada, China, Finland, and Belgium. We also intend to pursue and establish new links and new business in Asia and specifically India, Singapore and Malaysia.

# Strategic Aims

In serving the needs of industry, individuals and our community, we plan to:

- **promote equality and diversity**
  - Our equality group will meet regularly to monitor and drive forward necessary initiatives to promote equality and diversity
  - All of our publications will promote equality and diversity
  - We will publish information and statistics on equality in our annual report
  - We will publish an impact assessment annually
  
- **deliver appropriate and relevant programmes**
  - We will exceed our core-funded activity levels
  - We will continue to seek additional funded activity levels to address under-funding of College education in South Lanarkshire
  - Faculties will review and update programmes appropriately
  - The College will support the development of electronic learning materials
  - We will increase our knowledge transfer activity, particularly with small businesses with an emphasis on promoting a reduction in carbon emissions.
  - Our programmes and short courses will have a high impact in terms of their economic value to the local and national economy
  
- **continually improve learning and teaching approaches**
  - The College will support appropriate staff training and development
  - We will continue to identify and promote best practice in learning and teaching through various staff development and faculty arrangements
  - Faculties will develop methods to engage staff in professional dialogue to enhance learners' experiences
  
- **support appropriate human resource development**
  - We will support the development of people, particularly in those areas where there is clear synergy with the college's strategic and operational aims and objectives
  - The college will publish its capability policy
  - Every member of staff will complete a CPD log annually

- **continually improve quality**
  - We will review and update arrangements for assuring and enhancing quality
  - The College will monitor and promote high achievement through the Academic Board and other relevant committees
  - We will review and where appropriate enhance learner engagement in various planning and implementation processes throughout the College
  - The college will identify best practice and embed that where appropriate
  - We will engage learners more proactively and systematically in key cross-college committees
  
- **be innovative and improve efficiency**
  - The College will develop its ICT resources further
  - We will improve information streams, information management and reporting systems for users through some form of electronic portal
  - Where appropriate we will identify, share and embed good practice
  - We will embed suitable innovative and effective learning approaches
  - We will engage in project work to promote and enhance micro-renewables and sustainability
  
- **develop productive partnerships**
  - Our work with key partners will increase where there is mutual benefit in delivering specific outcomes
  - The College will continue to develop its presence in several countries by building on and developing further its existing links
  - The College will pursue work in new emerging economies by developing new links and partnerships
  
- **maintain up-to-date equipment and resources**
  - We will review and update equipment and materials as necessary in line with operational requirements
  - We will maintain and update an efficient electronic asset register as a tool to manage resources

- **promote success**
  - The College newsletter will be used to promote achievement within the organisation
  - We will ensure that local “press” celebrate student achievement
  - We’ll organise events and award ceremonies to celebrate student success
  - Course teams will continue to monitor attainment and other indicators of wider student achievement closely
  
- **continue to be financially secure**
  - The College will deliver an annual operating surplus
  - We will build on and expand our range of commercial activity
  - We will align activities that reduce our carbon footprint along with making long term efficiency savings.

All of the above strategic aims are developed into specific operational objectives in annual operational plans produced by Faculties and Departments.

# Policy framework

The College's policy framework provides suitable reference points to guide decision making. We will review policies regularly for appropriateness and completeness. The last full internal review of the policy framework was in May 2007. Following that review the College engaged its internal auditors to take a third-party look at policies. The auditors were very positive about the comprehensive nature of individual policies and the appropriate coverage. Policies are added and existing policies are reviewed and updated on an individual basis as required. The next full review of the whole-College policy framework is planned to take place on or before May 2010. All new policies will be approved through the Board of Management.

# Strategies

From time to time, the College publishes specific strategy documents in key areas in order to drive forward particular initiatives. Linked to this plan are the following key strategy documents:

- Sustainability
- Citizenship
- Employability
- Learning and teaching

Many of these are now published in the form of mind maps for ease of use.

## Good practice

The college recognises the benefits of identifying and adopting best practice in helping to further improve and enhance the learner experience. The quality team in the college will be instrumental in encouraging and organising information to be distributed to faculties and departments through the quality forum and regular programmed meetings.

The purpose of identifying and adopting best practice is to encourage the systematic embedding of particularly innovative and effective practice.

# Key performance indicators

How do we know if we are successful? We have reviewed the performance measures important for the college as indicators of success and continue to use the following:

- Equality
- Student Achievement
- Quality
- The environment for learners
- Financial security
- Efficiency
- Human Resource development
- The College's impact

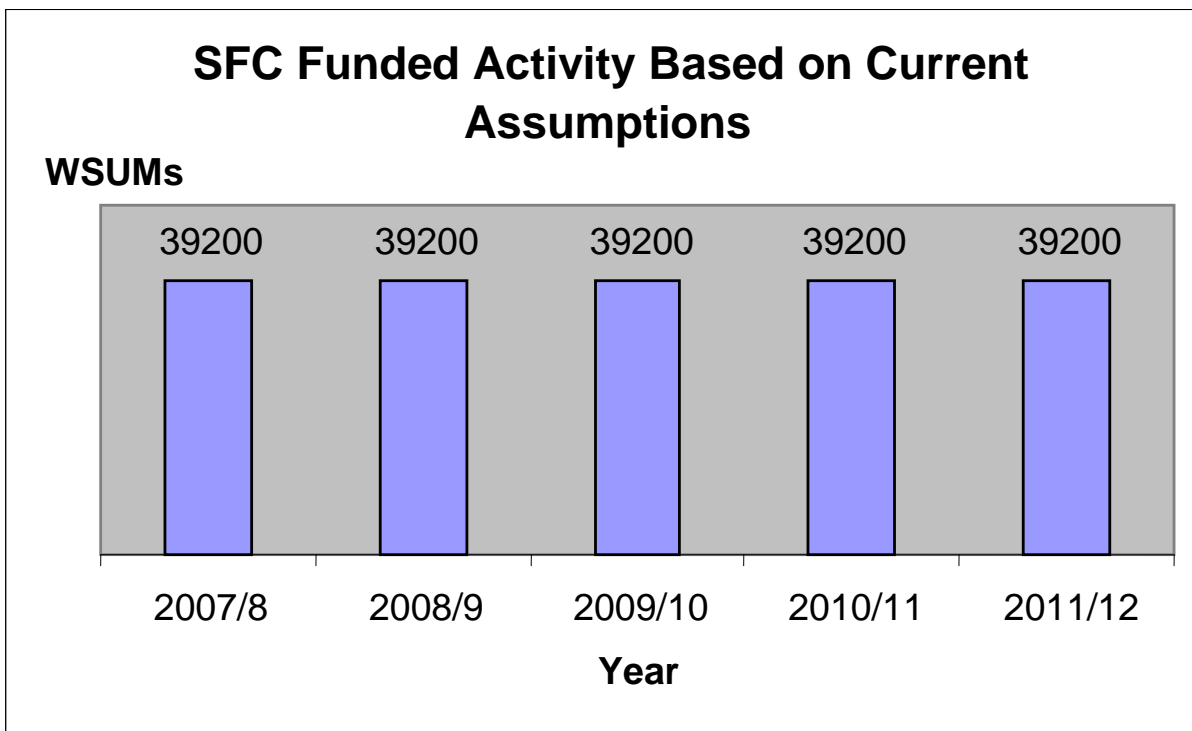
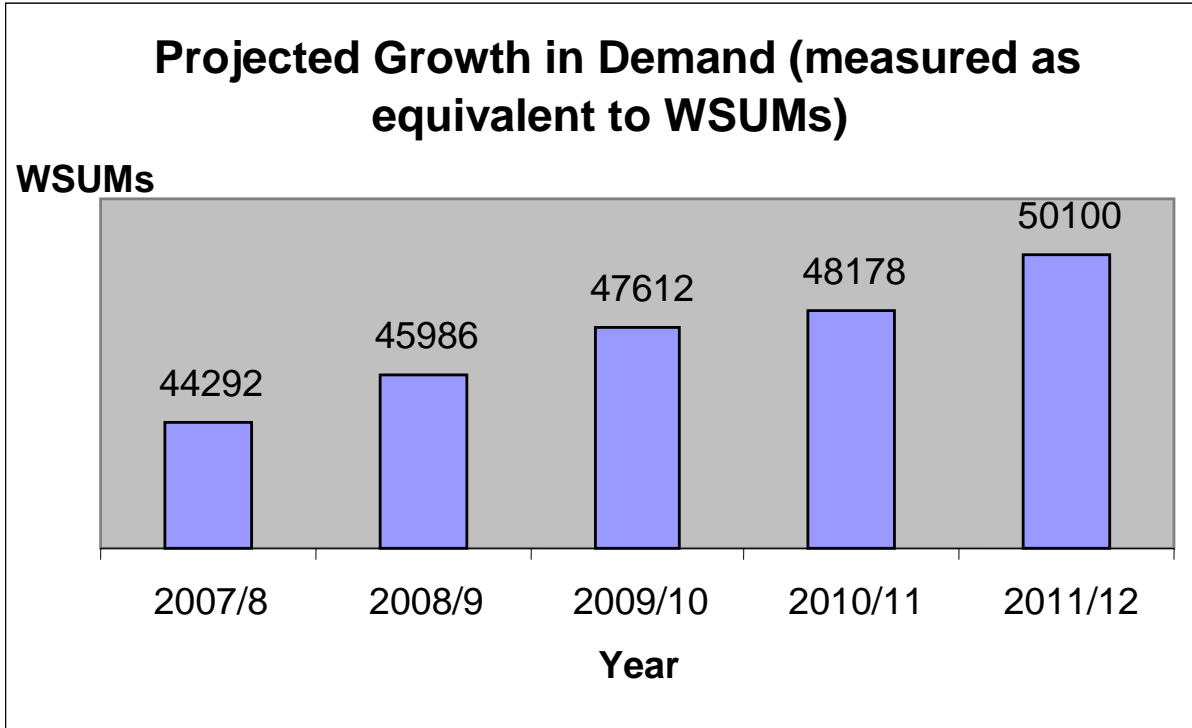
The Board of Management will review overall performance using the above indicators and the college will monitor performance specifically as outlined in the following table.

Key performance measure	Key performance indicators	How we will measure this
<b>Equality</b>	Ensure that the college monitors the impact of its activities through a comprehensive approach to impact assessment and regular review of activities by the equality group.	Comprehensive and up to date set of Impact assessments in place by March 2009. Minutes of equality group meetings
<b>Student Achievement</b>	<p>Student achievement by unit of learning (SARU) Target: to exceed 83% overall [76%]</p> <p>Students successfully completing their programme or progressing to the next year Target: to exceed 83% overall [83%]</p> <p><i>[Data for Scotland as a whole for is in square brackets, source SFC]</i></p>	<p>Academic Board</p> <p>Reports by Faculty and Curriculum areas, overall trend analysis</p>
<b>Quality</b>	<p>100% success in external moderation. External review bodies expressing confidence. Overall &gt; 85% positive or very positive student feedback Continuing success in national competitions. No areas identified as "high priority" by internal or external auditors</p>	Quality Enhancement group
<b>The environment for learners</b>	Maintain high quality resources, equipment and materials	Managers' progress reviews in operational plans
<b>Financial security</b>	<p>Annually deliver an operating surplus</p> <p>Aim to have a "secure" or "very secure" financial rating - SFC</p> <p>Delivery of additional 10,100 WSUMS by 2009, with 80% of that additional amount through full-time delivery</p>	Annual accounts
<b>Efficiency</b>	Deliver 350 or more WSUMs per FTE	SMT
<b>Human Resource development</b>	<p>80% of teaching staff TQ(FE)</p> <p>100% staff with active CPD log</p> <p>100% new staff receive appropriate induction</p>	SMT

	Run a "best practice" session in learning and teaching approaches	
<b>The College's impact</b>	<p>Number of enrolments to continue to grow from a baseline of 4800 in 2002-2003</p> <p>Increased activity levels to embed into core funding</p> <p>Increased engagement with employers and the local community</p> <p>Develop and build on links with employers in the technology park and surrounding area</p> <p>Develop international work</p>	SMT

# Appendix 1

## Demand and supply



## Appendix 2

### South Lanarkshire College

#### Summary Income and Expenditure Forecast

2006/07 - 2010/11

	<u>2007/08</u>	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	2011/12
	£'000	£'000	£'000	£'000	£'000
Grant in Aid	7,061	7,387	7,642	7,961	8,264
Fees	1,415	1,509	1,584	1,663	1,746
Alternative Income	743	940	949	974	991
Other Income	255	200	375	380	384
<u>Total Income</u>	9,474	10,036	10,550	10,978	11,386
<b><u>Expenditure</u></b>					
Wages & Salaries	7,445	7,884	8,250	8,667	8,969
Non Salary Expenses	1,927	2,035	2,129	2,202	2,273
<b><u>Total Expenditure</u></b>	9,372	9,919	10,379	10,869	11,242
<b><u>Surplus for the Year</u></b>	<b>102</b>	<b>117</b>	<b>171</b>	<b>109</b>	<b>144</b>

## Appendix 3

**Strategic documents that the College takes cognisance of in the development of its strategic and operational plans and implementation of policy.**

Skills for Scotland A lifelong skills strategy 2007 [www.scotland.gov.uk](http://www.scotland.gov.uk)

More choices more chances. A strategy to reduce the proportion of young people not in education employment or training in Scotland [www.scotland.gov.uk](http://www.scotland.gov.uk)

Closing the opportunity gap (Scottish Executive social research 2006  
Lifelong partners Scottish Executive 2006 [www.scotland.gov.uk](http://www.scotland.gov.uk)

Smarter Scotland Scottish Executive  
Learn to improve: quality approaches for lifelong learning - November 2005 [www.scotland.gov.uk](http://www.scotland.gov.uk)

Scottish Executive - The Lifelong Learning Strategy for Scotland  
Life Through Learning Through Life - February 2003 [www.scotland.gov.uk](http://www.scotland.gov.uk)

HMIE  
Changing Lives: Adult Literacy and Numeracy in Scotland - June 2005 [www.hmie.gov.uk](http://www.hmie.gov.uk)

Scottish Funding Council for Further & Higher Education  
Learn to Work [www.sfc.ac.uk](http://www.sfc.ac.uk)

HMIE  
A Climate for Learning - February 2005 [www.hmie.gov.uk](http://www.hmie.gov.uk)

Scottish Executive  
Learning Connections Communities Scotland  
An Adult Literacy and Numeracy Curriculum Framework for Scotland - 2005 [www.scotland.gov.uk](http://www.scotland.gov.uk)

Scottish Executive  
Moving Forward! Additional Support for Learning - 2003 [www.scotland.gov.uk](http://www.scotland.gov.uk)

HMIE Improving Scottish Education  
A report by HMIE on Inspection and Review 2002 - 2005

[www.hmie.gov.uk](http://www.hmie.gov.uk)

Standards Commission for Scotland  
Standards in Public Life The Model Code of Conduct for Members of Devolved Public Bodies - March 2002  
[www.standardscommissionscotland.org.uk](http://www.standardscommissionscotland.org.uk)

Stronger together (edition 2) A vision for the future of South Lanarkshire. The South Lanarkshire Community Planning Partnership. September 2005  
[www.southlanarkshire.gov.uk/portal/page/portal](http://www.southlanarkshire.gov.uk/portal/page/portal)

Workforce Plus an employability framework for Scotland.  
Smarter Scotland Scottish Executive June 2006

[www.scotland.gov.uk](http://www.scotland.gov.uk)

Professional standards for Lecturers in Scotlands' Colleges  
Smarter Scotland Scottish Executive June 2006

[www.scotland.gov.uk](http://www.scotland.gov.uk)

Focusing on inclusion and the Education (Additional support for Learning)(Scotland) Act 2004  
A paper for professional reflection. Scottish Executive. June 2006

[www.scotland.gov.uk](http://www.scotland.gov.uk)

Scottish Executive Action Plan March 2006. SFC guidance SFC 17/2006

[www.sfc.ac.uk](http://www.sfc.ac.uk)

"Fourcast" South Lanarkshire Council's strategic plan

[www.southlanarkshire.gov.uk](http://www.southlanarkshire.gov.uk)

Policy briefings- various

[www.southlanarkshire.gov.uk](http://www.southlanarkshire.gov.uk)

Institutional strategic planning in 2006-07 and in future  
Circular SFC/04/2006

[www.sfc.ac.uk](http://www.sfc.ac.uk)

Recruiting the next generation in local government

[www.nlgn.org.uk](http://www.nlgn.org.uk)