

Agenda: Curriculum, Student Affairs and Outcomes (CSAO) Committee

Monday 11th September 2023 12.30 pm - Meeting via Zoom

1. Chair's welcome
2. Apologies for absence
3. Declarations of Interest
4. Minute of CSAO Meeting 15th May 2023 (FA) Minutes emailed
5. Matters Arising

Regional Business

6. Regional Outcome Agreement (ROA) (FI)
 - 6.1 ROA Implementation Update Verbal Update: AB
 - 6.2 NCL Key Performance Indicator Update Paper emailed: AB
 - 6.3 SLC Curriculum and Quality activity Update Paper emailed: SLC AP
7. SFC Transition Plan and Assigned College Update (FI) Verbal update: BS
8. Student Association (SA) Reports (FI) Paper emailed
 - 8.1 SLC SA Report KW
 - 8.2 NCL SA Update MF
9. Principals' Overviews (FI) Verbal update: CM/SLC AP
10. Horizon Scanning- strategic update (FI) Verbal Update: CM/SLC AP

NCL Business

11. NCL Committee and Activity Update (FI) Paper emailed: JL

General Committee Business

12. Committee Self- Evaluation (FI) Paper Emailed - DW
13. Approval of Publication of Committee Papers (FA) Verbal report - BS
14. AOB

FA = For Approval FI= For Information; *= non – disclosable item #= published on SLC website ~ = for future publication

Key Abbreviation: AB=Ann Baxter, NM= Nicola Mulholland, CM = Christopher Moore, JL= Jenifer Lowe, SMcM = Stella McManus, SM= Sandra McLoughlin, MF = Mark Frame President NCL, BS = Board Secretary, DW= Dave Winning; KW = Kayleigh Withers Student President SLC, SLC AP = SLC Assistant Principal.

- 15. Date of Next Meeting: The scheduled date for the next meeting is Monday 13th November 2023 at the Cumbernauld Campus.**

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The Lanarkshire Board

Self – Evaluation Report 2022-23 and Board Development Plan 2023-25

“The Board must keep its effectiveness under annual review and have in place a robust self-evaluation process. There should also be an externally facilitated evaluation of its effectiveness every three to five years.”

Extract from the Code of Good Governance for Scotland’s Colleges

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Self-Evaluation Review

Over a 3-month period in 2022-23 the Lanarkshire Board undertook a self-evaluation exercise on its effectiveness as the Regional Strategic Body for Lanarkshire as required by the Code of Good Governance for Scotland's Colleges.

The assessment is based on the principles contained in the sector's Code of Good Governance; the Board Effectiveness questionnaire ([Appendix 3](#)) reflects the various sections in the Code. The sections take on board the principles of the Code but are adapted to the position of The Lanarkshire Board as a multi college region.

Background

The Lanarkshire Board is the Regional Strategic Body (RSB) for Lanarkshire comprising New College Lanarkshire and South Lanarkshire College. South Lanarkshire College undertakes a separate evaluation of its own Board and retains responsibility for staffing and estates (The Lanarkshire Order 2014). The gathering of information from RSB members was an iterative process undertaken over a number of weeks.

The **1:1 sessions with the Chair** were initiated in March 2023 and 99% completed by the end of May 2023. The two missing sessions being because of the work commitments of the Board members concerned and are scheduled to take place as soon as their availability allows. [Update: one of the outlying 1:1 sessions was completed in early July 2023.] The outline questionnaire for 1:1 discussions and Personal Development Plans, is attached for information at [Appendix 2](#).

The survey of the **RSB Committees**, together with the relevant remits, was circulated in May 2023 separately to all committee members and the chairs of the respective committees. The questionnaire is attached at [Appendix 3](#) and the feedback from the committees is summarised in section 3 of this report.

The **Board operational effectiveness** survey, was distributed later with members being asked to provide comment on specific aspects of Board operation as well as offering the opportunity for Board members to reflect on Board activity over the previous 12 months and identify their ambition for the Board in the coming 12 months. The questionnaire is at [Appendix 4](#)

The comments and suggestions gathered in the 1:1 sessions, the Committee survey and the Board Effectiveness questionnaire, together with feedback from college senior management, are collated into the **Board Development Plan** at [Appendix 6](#).

The Senior Independent Board Member carried out an **appraisal of the Regional Chair** and contacted all members of the Board for their views. His report is at [Appendix 5](#).

This report covers:

1. The Board self-evaluation process undertaken during 2022-23;
2. Feedback from the 1:1 discussions with the Regional Chair;
3. Feedback on the effectiveness of the 4 main RSB committees;
4. Analysis and findings of the Board Effectiveness survey, section by section, including general comment on the structure of the Committees;
5. Appraisal of the Regional Chair (Confidential);
6. The Board Development Plan for 2023-25;
7. Next steps;
8. List of appendices:

- Appendix 1 The Lanarkshire Board self-evaluation process 2022-23;
- Appendix 2 Outline questionnaire for 1:1 interviews and Personal Development Plans;
- Appendix 3 The Committee operation and structure questionnaire;
- Appendix 4 The Board Operating effectiveness questionnaire;
- Appendix 5 Appraisal of the Regional Chair (Confidential)
- Appendix 6 Board Development Plan 2023-2025

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1. Self- evaluation process: Appendix 1

The stages of the self- evaluation process are described in more detail in [Appendix 1](#).

We have included the following broad areas which we believe meet the requirements of the Code of Good Governance for Scotland's Colleges:

- Personal Development Plans for Board members following 1:1 discussions with the Regional Chair;
- A separate evaluation of the effectiveness and operation of the 4 main RSB Committees;
- A full Board operational effectiveness review including a general question on the Committee structure covering:
 - leadership;
 - quality of student experience;
 - accountability and staff governance;
 - overall effectiveness;
 - relationships and collaboration.
- An evaluation of the Board Chair carried out by the Senior Independent Member;
- Next steps to address the issues and ideas generated in the different sections of the evaluation.

The full Board operational effectiveness questionnaire elicited responses from **12** members of The Lanarkshire Board and one from the senior management team. At the time of the survey there were 2 vacancies on the RSB, reducing the full complement of Board members to 20; 3 of the 5 Board members from SLC elected not to respond to the questionnaire. At the time of the evaluation a recruitment exercise was in process as the terms of 5 RSB Board members were due to finish over the summer period 2023. In addition, the dissolution of the Region, as recommended by SFC in its report 'Coherence and Sustainability: A review of Scotland's Colleges and Universities Phase One Report: Insights to Develop Further', published in October 2020, had still not been advanced. The Region Transformation Group, chaired by the Scottish Government and run by SFC, has not met since before COVID. Both colleges continue to press for the group to be re-energised to enable NCL and SLC to progress independently while collaborating for the benefit of the learners in Lanarkshire.

2. Feedback on the 1:1s and Personal Development Plans

Questionnaire/outline for discussion at Appendix 2

Post COVID return to face to face meetings were welcomed, although the convenience of Zoom meetings was acknowledged. Remote meetings were considered particularly counterproductive for newer members of the Board for which this format did not provide the opportunity for informal discussion with longer serving members which would normally have taken place around face to face meetings. This had proved to be considerable drawback to their understanding of some of the more complex issues discussed by the Board and therefore their development as major contributors to meetings.

Follow up actions to address the points raised in the discussion sessions:

Information sessions:

There was particular Interest in information sessions on:

- finances in the college sector and how they are organised, specifically income streams;
- the organisation of the college sector in Scotland and the roles of partner agencies;
- sector jargon and acronyms;
- regional strategic planning;
- cyber security;
- risk appetite.

Additional actions:

- Reintroduction of the buddy/mentor scheme;
- In addition to sessions organised by the Board Secretary of the RSB, ensure members have the opportunity to attend development modules such as those offered by the College Development Network on governance, and relevant modules provided by the NCL Staff Development Academy;
- Investigate how to improve the presentation of papers for meetings and ensure that a context/summary is always provided;
- Follow up with the Principal and his senior team on the development of more regular strategy sessions with the Board;
- Develop closer links with the NCL senior team to gain better insight into potential strategic issues requiring Board decisions;
- Improve updating members on key issues between Board meetings, especially around decisions taken in the Chairs' Committee where time constraints had not enabled full Board discussion prior to the event.

3. Feedback on the Committee structure Questionnaire at Appendix 3

There are 4 main RSB Committees which meet quarterly before regular Board meetings:

- Audit and Risk Committee (ARC)
- Curriculum, Student Affairs and Outcome Committee (CSAO)
- Finance Committee
- Resource and General Purposes Committee (RGP)

There are also 3 ad hoc committees which meet as necessary:

- Chairs' Committee
- Nomination and Search Committee
- Remuneration Committee

i) Audit and Risk Committee (ARC)

Overall members are happy with the way this committee is chaired and how it operates, responses being mainly “1”s.

Comments include:

What we have done well over the last 12 months:

- The ARC has been very successful in supporting the review and corrective actions around the SLC governance challenges. Particularly, the engagement of the Chair of the ARC in supporting the Board and the Board Chair in resolving the complex issues;
- Provision of clear and straightforward navigation of the various challenges associated with the SLC position and the impact upon the RSB/NCL. Strong and sensible guidance on matters relevant to college risk;
- Partnership working with the assigned college, much of which has taken place out with the committee meetings. Very refreshing to see such collaborative working;
- Risk Management controls, understanding of Risks and actions;
- Excellent transparency;
- External auditor’s management and control of internal audits and follow-up;
- The Audit committee and the especially the Chair has held individuals, groups, responsible areas to account.

Development I would like to see in the next year:

- Perhaps an opportunity for joint meeting/working with the finance committee in order to ensure a more joined-approach to the development of a clear financial strategy for NCL;
- When a review of a college service has an overall conclusion of weak/unacceptable it might be useful to include the manager of the service when the report is discussed.

ii). Curriculum, Student Affairs and Outcomes Committee (CSAO)

Members’ responses are mainly “1”s. Where members recorded “2”s they were against the questions relating to the CSAO being forward looking and whether members have sufficient knowledge to contribute to discussion. These points will be addressed in the proposed next steps to work more closely with the Principal and senior team to identify strategic developments and provide the appropriate briefings.

Comments include:

What we have done well in the last 12 months:

- Engagement with student representatives, but perhaps we should encourage them to not only update CSAO on their activities, but also what students want from us;
- Excellent engagement of Student representatives from SLC and NCL;
- The CSAO Committee was actively involved in the development of the enhanced curriculum through the partnership with UWS. There should be more partnership working for the benefit of the learners in Lanarkshire;
- I think that the Committee has provided good focus upon examining, challenging and enhancing the performance characteristics of the College. I think, too, it has provided an excellent mechanism by which the student voice can be expressed;

- Despite the extraordinary difficulties over the last 12 months with funding cuts, COVID recovery, cost of living crisis to name a few, our committee members have remained professional, focused, and dedicated to doing the best we can for our students and college. It has been an absolute pleasure to serve on the board and committees;
- Sharing student initiatives across the region;
- The CSAO has successfully been inclusive and welcoming to South Lanarkshire College colleagues. The group has worked well discussing challenges faced by the college sector and has highlighted good practice achieved by both colleges;
- The committee has been proactive in addressing the current SFC funding deficit and the funding issue going forward.

Development I would like to see in the next year:

- More regular updates on funds such as bursaries, and how hardship funds and access funds are used;
- Enhanced scrutiny of targets linked to with an overview of budget implications regularly considered;
- I think it may be worthwhile looking at the performance successes of SLC in relation to their Education Scotland performance – with a view to determining benefits to be gained for NCL;
- To develop a Board and committee space on Teams to negate the distribution of papers by email.

iii). Finance Committee

Committee members' responses were very broadly in the "1"s category 'strongly agree', however there were some "2"s mainly in relation to 'is the committee forward looking', and 'do members have sufficient knowledge to contribute'. The comments on this were helpful. As for the CSAO Committee above these points will be picked up with the Principal and Senior Team. A particular concern was raised about the lack of development of a regional approach to planning and monitoring of financial matters. This has become entangled with the SFC decision to dissolve the Regional Strategic Body (see section 1 of this report) and the lack of progress being made by the suspension of the activities of the Region Transition Group

Comments include:

What we have done well in the last 12 months:

- Chair of committee brings useful challenge and reflect to those attending the committee

Development I would like to see in the next year:

- Further financial challenge of senior executive to ensure we provide clear and sufficient information to the committee to enable wider participation in the discussions and decisions;
- Longer term planning/visioning which reflects the financial situation within the sector.

iv). Resources and General Purposes Committee (RGP)

Responses were mainly "1"s and "2"s though there were a couple of "3"s in relation to being forward looking and around engagement with strategic partners. These points were also reflected in the responses of one of the senior team who has recently started attending the RGP.

What have we done well in the last 12 months

- Overall estates review

- Developed and utilised not only an ongoing and improved understanding of the College's and Region's business, but also a greater awareness of the environments they operate in – the relationships and partnerships that affect and impact upon engagement and delivery overall;
- Being as informed as is possible, but also demonstrating a willingness to listen, to be pragmatic and to be as adaptable as possible whenever a situation demands it.
- Level of detail on what can be complex issues is always good. We have done well with what we can control.

Development I would like to see in the next year:

- Issues relating to cladding often take a lot of time, perhaps given the very specialist aspect a separate meeting should be held and only an update at RGP;
- The FE Sector is facing numerous challenges with its colleges bearing the brunt of these. The impact upon learners, staff and management is likely to be significant. From a Lanarkshire perspective, it will be crucial for the improved operating arrangements with South Lanarkshire College to continue and, as a result, for the Region to be in a much better position to respond far more effectively and efficiently than would otherwise have been the case.
- Additionally, I would like to see a continuing return to more “face to face” environment where, to my mind, the benefits over online meetings are fundamental and offer:-
 - An improved ability to gauge others' reactions during discussions and to work in a more positive way to address concerns;
 - An increased opportunity to judge and spark new thoughts and ideas; and
 - More generally, an opportunity to create improved prospects of a more engaging Board and Committee structure where individual characteristics and personalities are better known and can be better utilised.

4. The findings of the Board operational effectiveness survey

A copy of the questionnaire is attached at **Appendix 4**

Summary: The overall feedback on the Board's operational effectiveness was positive; by far the responses were “1”s and “2”s (strongly agree/agree) with a smattering of “3”s and one “5” (strongly disagree). Alongside the “3”s, the comments made by some Board members indicate the areas we need to focus on in order to improve Board performance and at the same time encourage informed participation in discussion by a wide range of Board members. The one “5” in the survey is in connection with Staff Governance and clearly this response cannot be overlooked.

SECTION 1 of the questionnaire: THE BOARD'S LEADERSHIP AND STRATEGY ROLE

This section was subdivided into:

- ethical leadership
- strategic leadership and
- corporate social responsibility

The majority of Board members scored “1” or “2” (strongly agree/agree); two scored “3” in the 3 subdivisions in this section but there were no scores “4” or “5”. In addition to being asked to rate Board performance, Board members were invited to give their comments on “what we did well in the last 12 months” and “developments I would like to see in the next 12 months”.

Among the comments on the leadership section of the survey some examples are:

What we have done well over the last 12 months:

- Working with College senior management to help provide strong focus and direction on the tasks in hand; this during an ongoing period of stress & strain on different fronts. The social elements were not forgotten either, with the continuing provision of meals to learners and, subsequently, the launch of the [NCL Education] Foundation;
- Board being aware timeously of issues;
- We have focused on the student experience;
- The Board is always thoughtful regarding the impact of any decision on students, staff and the wider community;
- Having witnessed some issues that have occurred in other FE colleges, I believe that our board operates collegiately but with the correct amount of challenge when required.

Developments I would like to see in the next 12 months:

- Strategy to address the financial challenges ahead;
- Increased opportunities to focus on forward looking strategic considerations;
- The key issue is effective use of resource. As resource is a challenge that may impact the leadership we can provide. Lack of resource also means time being allocated to mitigate that as opposed to providing leadership;
- Constant financial monitoring will be required;
- To continue developing initiatives that improve outcomes for the students, the staff and the local community.

SECTION 2 of the questionnaire: QUALITY OF THE STUDENT EXPERIENCE

The subsections covered here are:

- student engagement
- relevant and high-quality learning
- quality monitoring and oversight.

At each of its meetings the Board is updated on student projects and activities by the Students' Association Presidents from both colleges; the Board has maintained its strong relationship with both Students' Associations. The Chair has an open access policy to all Board members, especially the Student Presidents, should they wish to raise any issues with him outwith regular Board and Board Committee meetings.

Feedback in the questionnaire from Board members was very positive in relation to the Student Associations' contributions with some constructive ideas for further development. All questionnaire respondees marked this section with "1" and "2" ("1" = strongly agree/agree) with one "3" in the section on 'student engagement'.

Comments in relation to the quality of the student experience section include:

What we have done well over the last 12 months:

- The continuing development of Student Association/Board interactions has been very positive and, in my opinion, is now light years ahead of where we were previously. I believe that this view is shared by the SA Presidents. With changes to the Board and SA positions imminent, it is my fervent hope that these improvements continue offering a better learning environment for all concerned;

- I think there are challenges in terms of working with external agencies who are also suffering from the current economic position;
- There is a focus on the student learner;
- In terms of student voice, I believe students have a strong voice at the table through the student reps;
- SA reports have developed and become very informative.

Developments I would like to see in the next 12 months:

- Board should interact more with staff – in the past the Board were assigned to different departments;
- While we have mechanisms in place, what are the outcomes? Can we evaluate the impact of cuts on the college student experience?
- We need to be even more closely linked in with the Lanarkshire region to ensure that the college is providing the right courses;
- It is increasingly difficult to improve, or indeed maintain, the student experience with an ever-decreasing budget.

SECTION 3 of the questionnaire: ACCOUNTABILITY

This section has subsections:

- Accountability and Delegation arrangements
- Risk Management
- Committee Structure

Predominant responses in the 3 subsections are “1”s and “2”s, (strongly agree/agree) however there are several “3”s in the first two subsections given by 2 individual Board members. These could be interpreted be as ‘don’t knows’ as they came from newer or less experienced members of the Board, or that the Board’s performance in these areas is perceived as average and needs to be tightened up. Further information is required before appropriate action can be decided.

One member felt that the ‘scoping and monitoring sources of evidence (internal and external to the region) to ensure that risks and potential new risks, are understood and controlled’ should be strengthened while another commented that some of the decision making could be more transparent. Neither of these concerns were reflected more widely but they remain points to be followed up.

The **Committee structure** was supported by all respondees. Please see section 3 of this report for the detailed feedback on the 4 main RSB committees.

Comments in relation to Accountability include:

What we have done well over the last 12 months:

- Continued to deliver professionally and appropriately despite the difficulties and barriers eg credit delivery, finances and the governance situation at South Lanarkshire College that persisted for much of the year;
- We have maintained focus on the financial performance of the College;
- Committees from NCL and SLC have formed stronger working relationships;
- Majority of papers issued with adequate time for Board members to have meaningful discussions/debates.

Developments I would like to see over the next 12 months:

- Increased opportunities to better include all Board Members into College life. The benefits of doing so should enable improved awareness and understanding of the “working” college, thus allowing more knowledgeable and informed contributions across a wider range of matters for the benefit of the Lanarkshire Colleges;
- Less “regular” use of the Chairs’ Committee;
- Resourcing committees (increasing committee member numbers perhaps) so that they remain quorate for all sessions;
- Now COVID is away is there a requirement for a Chairs’ Committee?

Staff Governance

All responses in this section were either “1” or “2” with one exception which was a “5”.

Comments include:

What we have done well over the last 12 months

- Albeit with well identified and conveyed concerns about the process, handled the governance situation at South Lanarkshire College in as good and appropriate manner as was possible;
- I feel like the board treats and listens to everyone equally.

Developments I would like to see over the next 12 months:

- The effective and positive conclusion of the dissolution of the current Regional College/Assigned College structure in Lanarkshire;
- We are able to work within the parameters that we can in terms of management of staff;
- Unions having access to the Board to assist in resolving the poor unions/management relationship.

SECTION 4 of the questionnaire: EFFECTIVENESS

Sections in this part of the survey were:

- The Regional Chair
- Board members
- Board Secretary
- Board member recruitment, induction and development
- Board evaluation and Development Plan

Feedback on the role of the Regional Chair was overwhelmingly positive with “1”s and “2”s, as were the comments on the knowledge and skills of Board members and the role and effectiveness of the Board Secretary. Three Board members gave “3”s in their responses on the induction process and the ‘regular review and updating of the Board Development Plan’ and on ‘Board members keeping their own development requirements under review’.

From the responses and the comments to this section it is important to ensure that these issues are taken forward with the Chair and Board Secretary and to put improved arrangements in place to address the concerns raised. Board members need to be confident that they are well briefed and can confidently contribute to Board discussion and its overall effectiveness. It was also suggested that a

more manageable self-evaluation process both for the annual Board performance review and for the appraisal of the Chair should be found.

Comments include:

What we have done well over the last 12 months

- Clerk to the Board's knowledge is invaluable, Chair makes himself available to all Board members, the Independent member is very caring;
- The Chair and secretary have shown great leadership;
- Worked together! (Although would like to see a return to face to face meetings as opposed to the Zoom/Hybrid models used – of necessity – over the last period);
- I think the board operates relatively efficiently and effectively. I know who to contact for any issue or for developmental support, and the chair is very responsive and can be called on at any time.

Developments I would like to see over the next 12 months

- For the benefit of the two colleges and the region as a whole, it will be imperative for the dissolution of the current operating arrangements – the regional and assigned college structure – is dealt with as sensitively, but as timely as is possible. We are now some considerable time from when it was decided these arrangements would be curtailed and, even considering the impact COVID had on the process, real progress is required.
- Also, in keeping with comments elsewhere and especially considering the number of new Board Members that will be recruited in the new term, renewed attention to such as supporting and developing the Board – individuals and as a whole – be given and applied.
- I think there should be a more structured training program for board members. The initial training is helpful but I think there should be training given that is tailored to specific committees and also on specific topics.
- I would like to receive board papers as one PDF to make it easier to digest as a recipient.

SECTION 5 of the questionnaire: RELATIONSHIPS AND COLLABORATION

This responses to this section were very positive, all "1"s and "2"s.

Comments include:

What we have done well over the last 12 months

- We have continued to build on the internal and external relationships required to help deliver an effective education platform for staff and learners alike;
- We have strengthened relationships with SLC and associated committee structures. That said the assigned college has consumed a lot of time and attention;
- Staff rep invited to meeting with SFC for transparency and allowed to feed into process;
- SLC reports made available and presented well.

Developments I would like to see over the next 12 months

- Whatever the eventual dissolution agreement looks like, the impact upon the colleges, the region, staff and learners should not be a negative one;
- Whilst outside of our immediate control, it would be good to reach a resolution with the assigned college. Whilst SLC have their own board, we are the board of NCL AND the assigned college and NCL deserve more of our focus and attention.

5. Chair's review: Appendix 5

This was undertaken by the Senior Independent Member. His full report is at [Appendix 5](#).

Summary

There is no question that the last year has been a particularly challenging one and that there remain a number of difficulties which will continue for some time yet – financial concerns, regional needs and the dissolution of The Lanarkshire Order etc. However, it is clear also that the Regional Chair is regarded as being an effective leader of the Board, that he communicates confidence in his leadership and in his guidance around/navigation of issues. While work remains to be done, he has advanced the environment in which Board Members contribute - noteworthy in itself because of COVID and the Assigned College challenges - as well as, in robust conjunction with the College's Senior Management Team, strengthened the relationship it enjoys with Board Members, the benefits of which are then evident at all levels within the College.

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6. Board Development Plan

Arising from the questionnaires (Appendices 2, 3 and 4) a number of constructive suggestions were put forward by Board members:

- To strengthen the Induction programme for new Board members;
- To revise and reintroduce the mentoring/buddying programme;
- To have Information sessions on:
 - Partner agencies, their structure and how they interact with colleges;
 - Sector jargon and acronyms;
 - Sector finances and how they are constructed;
 - Cyber security;
 - Risk appetite;
- To work with the senior team at NCL to ensure members have sufficient and appropriate information to enable them to participate in discussions at the Board and in committees;
- To consider better interaction between the Board Committees on key issues especially in relation to finance and risk where crossover meetings between the Finance and Audit and Risk Committees could be beneficial;
- How to involve more Board members in important matters;
- Having strategy sessions outwith the regular Board meetings which of necessity are heavily laden with process issues leaving little time for discussion and the generation of new ideas;
- Closer collaboration between the Lanarkshire colleges and the region's agencies;
- Setting a defined annual meeting date for the Remuneration Committee;
- To review how papers are presented to the Board and to ensure there is a cover sheet setting out the context with clear direction for the Board on the action needed.

7. Next steps following approval by the RSB and submission to SFC:

1. To put in place regular information sessions as noted in the section above, and to advise members of forthcoming events run by third parties;
2. To research and implement additional methods of induction for new Board and Committee members;
3. To work with the Principal and his senior team on future strategy events with Board members;
4. To investigate ways to improve the presentation of papers at Board and Committee meetings;
5. To consider how to we engage the wider board members in a more active and participative manner;
6. To continue to engage closely with, and give support to, the students through the Students Association;
7. To find more timely ways to keep Board members informed of developments, especially when decisions have been taken in the Chairs' Committee because of the need for speedy action.

8. Appendices:

- Appendix 1 The Lanarkshire Board self-evaluation process 2022-23
- Appendix 2 Outline questionnaire for 1:1 interviews and Personal Development Plans
- Appendix 3 The Committee operation and structure questionnaire
- Appendix 4 The Board Operating effectiveness questionnaire
- Appendix 5 Chair's appraisal undertaken by the Senior Independent Board Member
- Appendix 6 Board Development Plan 2023-25

Minute: NCL Curriculum and Student Affairs and Outcomes Committee (CSAO)

12.30 15 May 2023 in person at Motherwell Campus and via Zoom

Present: David Winning (Chair), Rahela Calin (SLCSA President), Dianne Dixon, Kellyann McGraith, Stella McManus, Christopher Moore, Barbara Philliben

Apologies: Tarryn Robertson (SLC Academic Staff Representative)

In attendance: Ann Baxter, Jennifer Lowe, Sandra McLoughlan, Barry Skea, Ronnie Smith, Chris Wilson, Diane McGill, Penny Neish

Guests: Ian Beach HMI and Barbara Nelson HMI for item 4.

1. Chair's welcome

2. Apologies: as noted above

3. Declarations of Interest

Barbara Philliben advised that her son is taking a short course at NCL.

4. Progress Visit by Education Scotland to NCL in December 2022

David Winning (DW) invited Ian Beach (IB) and Barbara Nelson (BN) to present their report to the CSAO. A copy of the report had been circulated to members of the CSAO with the papers for the meeting.

IB said that the college had been receptive to the Progress Visit (PV) and welcomed the opportunity to have a dialogue. The PV themes were: recruitment, retention, attainment, and progression. After summarising the findings of the PV, IB said that they were confident that NCL has made satisfactory progress and has the capacity to improve. As HMI Link Inspector, BN will monitor progress. However, he noted that further progress was required in a number of areas and that an update report will be needed on agreed areas for improvement. IB also said that a further visit by HMI would be required to review progress following an agreed period.

DW invited Christopher Moore (CM) to comment on the PV and report. CM thanked IB and BN for the visit and their feedback and said that it had given the college a sense of momentum on its direction. He said that the report had highlighted the need to strengthen leadership in some areas, following which NCL had identified the areas of Learning and Teaching for which Barry Skea (BS) was appointed Dean. The work-based learning market is changing so shifting the college's emphasis to Learning and Teaching away from Work Based learning is appropriate at this time. BS has a national leadership role in WorldSkills and it seemed fitting for him to take this lead position. BS said he was excited to take on this new role through which he would stretch and challenge the students and provide them with an unbeatable student experience. BS added that he may rebrand the current Learning and Teaching Committee and use it as ambassadors for Learning and Teaching. He feels strongly that the students should be encouraged to believe in themselves and have high aspirations.

CM said that the senior team also recognises from the extensive data the college has now collected on student retention that there is a link to health and wellbeing, hence the appointment of Chris Wilson as Head of the Department of Sport and Wellbeing, two areas not previously linked. CW commented that these two areas are of major interest to him and believes that a holistic approach is key to improving mental health.

BN said that these are two good appointments and is excited to see how these areas develop in the new format. The perception of the progress the college is making is changing markedly from its previous approach and the focus on mental health is excellent.

IB acknowledged that Education Scotland can only use published data so that the recent progress made by the college is unlikely to be reflected in the PV report which took place in December 2022.

Jennifer Lowe (JL) commented on the value of sharing of highly effective practice across the sector and that the College Development Network (CDN) had been asked to address this. Further development is still awaited.

CM added that local authorities have said that the last year has been one of the most turbulent as regards employment in Lanarkshire. There have been a high level of employment opportunities. In trying to pinpoint the nature of withdrawals from college courses one possibility is that at a time of the cost of living crisis the attraction of employment and the opportunity to earn an income, outweighs the incentive to stay at college. This is difficult to reconcile when individuals and families are finding life a challenge.

BN commented that leaving college part way through a course to take up employment is not regarded by SFC or the Scottish Government as a positive outcome. Looking at and addressing curriculum design, methods of delivery and assessment, etc as a way to improve attendance is a valuable approach, alongside building aspiration in the classroom. The approach NCL is taking through changing the leadership in crucial areas and the development of middle managers is very positive. Education Scotland will look for incremental improvement around this. BN said that across Scotland in both HE and FE full time student numbers are dropping whereas part time numbers are more stable. This demonstrates the shift to the preference for flexibility in study patterns. JL said that NCL is reviewing the curriculum and developing an education strategy; students want flexibility and a revision of the quality processes. Major change is coming to both sectors.

As regards next steps CM said it was vital to invest in the curriculum, not curtail it. As part of this NCL will reshape its reception area at the Motherwell Campus into an Admissions Hub to provide easier access to college enrolment. If this is a success at Motherwell it will be expanded to other campuses.

IB and BN thanked the CSAO for their time and interest.

IB, BN left the meeting.

DW invited further comment from NCL. Ann Baxter (AB) commented that there had been significant challenges at the start of the academic session and work had not progressed as expected, however the PV and subsequent report had taken place at a transitional stage. Lessons had been learned and since December NCL has taken significant steps forward. Actions JL has put in place will make a meaningful difference. AB added that the publication of KPIs is now expected at the end of May, not April as previously advised.

BS and CW left the meeting.

5. Minute of the CSAO meeting on 20 February 2023

The Minutes were agreed.

6. Matters arising

All such matters are included on the agenda for this meeting.

Regional business

7. ROA

7.1 ROA Implementation Update

Ann Baxter (AB) advised the CSAO:

On 5 May, NCL was advised that the Lanarkshire ROA has now been reviewed and signed off by the SFC Deputy Director. The signature form was returned to SFC on 12 May 2023.

A meeting to finalise the credit and funding split took place on 10 May 2023 at South Lanarkshire College.

SFC issued Outcome Agreement AY 2023-24 guidance on 11 May. By the end of October self-evaluation for AY 2022-23, case studies, OA and National measures tables submitted.

7.2 KPIs

NCL is making good progress against its credit targets.

The table below highlights early withdrawal (EW) and further withdrawal (FW) January starts for AY 22/23 and 21/22:

	AY22/23	AY21/22
EW	8.4%	15.1%
FW	11.8%	13.4%
Credits	5641	3528

7.3 SLC Curriculum Quality activity update:

Stella McManus (SMcM) spoke to her paper and highlighted:

- The College is working hard to meet its credit target of 48,812 and is seeking to address the current gap of circa 700 credits. In a similar way to last year additional activity is being planned to meet the target, although the SFC has allowed for more flexibility with a 2% negative or positive tolerance being applied.
- The Scottish Funding Council (SFC) has released the indicative funding allocations for 2023-24, which show a 10.6% credit reduction for the Lanarkshire region as well as 0.7% overall funding reduction in comparison to the 2022-23 academic year. This differs from the rest of the sector which has a 10% reduction and funding levels remain the same as the previous year.
- A vast amount of work has been undertaken by the curriculum and alternative funding teams with the highlights including additional courses being delivered in Lanark and Strathaven, meeting the Flexible Workforce Development target, delivering the Young Person's Guarantee programmes to support students from the most deprived areas.
- Retention has dropped slightly to circa 89%, with curriculum teams working hard to support learners to complete their qualifications

8. SFC Transition Plan and Assigned College Update

RS reported that that there were no developments to report but that he was pressing SFC to take action.

Paul Hutchinson and SMcM have written to SFC also urging action. SMcM advised that she would forward SFC's response to CM and RS. SMcM has had direct contact with Karen Watt and will update CM and RS outwith the CSAO.

9. Student Association Reports

9.1 SLCSA

Rahela Calin (RC) highlighted items in her report:

- The SLCSA was delighted to have been invited to participated in the appointment of the new Principal, Stella McManus, and are looking forward to working with her.
- LGBT History Month: Throughout the month of February, the SA and the College celebrated LGBT History Month. SLC is a community where everyone should feel they are treated with respect, fairness and understanding and hosting events such as this helps to create such an environment.
- Purple Friday – Friday 24 February Alongside this SLCSA took part in Purple Friday on Friday 24 February. On this day everyone was encouraged to wear something purple to show their support for LGBT+ equality.
- EmilyTest: The SA is delighted that the final submission of the EmilyTest GBV Charter took place on Monday 17 April. The College and SA have worked incredibly hard over the last couple of years to raise discussions surrounding gender-based violence and put in place strategies to help tackle this. The SA has been involved in multiple focus groups, along with students to ensure their voice is heard and to help shape the work that is taking place. The SA looks forward to receiving the update on their submission on 26 May.
- Focus on Student Poverty & the Cost-of-Living Crisis SLCSA continues to ensure our students are fully supported during the current cost of living crisis by providing free soup and sandwich, as well as a healthy breakfast. As detailed in the last SA Board Report, the SA expanded this provision and the uptake has increased even further. In March 2023 1,087 servings of free soup and sandwich and 2,309 servings of breakfast were provided. As always, the SA is grateful to Inspire for their support in helping us provide this much needed service to our students. The SA are also delighted to have been allocated a further £10,000 from the SLC Foundation, in addition to the previous £3,000 already provided. This will enable the SA to support students who are experiencing poverty by providing free soup and sandwich and free breakfast throughout the rest of the academic year. They have also generously provided these funds to help students at the start of AY 2023/24 and to ensure the incoming SA President and Vice President can continue to provide this support.
- SA Elections The promotion of the SA elections for AY 2023/24 is now fully underway. The elections have been promoted through the student newsletter, social media, emails to all Curriculum Areas, stalls in the Atrium, posters, and class visits. The results will be announced on 19 May.

RC said that this would be her last committee meeting as Student President and thanked the CSAO for their support.

On behalf of the CSAO DW thanked RC for her contribution to the CSAO over the last year and wished her well in her future career.

9.2 NCL SA: KMcG introduced the NCLSA report and highlighted:

- As the SA arrives at the deadline of the LGBT Charter, the SA is working closely with our EDI Advisor to help gather evidence to achieve the charter. February marks the beginning of LGBT History Month and the SA has been working with the brand team to showcase historical moment that marks a time in LGBT history.
- Student elections: The format of student representation is changing from have 3 student presidents, each having a defined area of responsibility as in the current year, to one full time sabbatical officer as President supported by 2 voluntary vice presidents.
- No Badge No Parking: This is a campaign led by Motherwell Supported Learning students and their support workers to raise awareness of the number of drivers who parked in disabled bays with no blue badge- increasingly students with disabilities have been unable to park on campus

- so they decided to patrol the Motherwell campus car park and speak to drivers and encourage them to park considerately and leave disabled spaces for people who need them
- The Happy Shop was launched by some Cumbernauld supported learning students' projects, they have set up "the Happy shop" selling confectionary, greetings cards, travels mugs etc in the Atrium on Thursdays, they have also set up a Game zone where students can play games on Xbox and play stations with their friends during breaks or free time during the college day. The principal and vice principals attended the grand opening on 27th April.
 - Congratulations to the NCL men's football team on winning the league.
 - Liam Nolan, a student at Cumbernauld Campus is a T20 athlete represented the college at the BUCS outdoor Athletic championships in Grangemouth on 22nd April and we want to congratulate him on his sporting achievements and throwing well when participating in the Hammer and Discus events.
 - The SA welcomed visiting Canadian students to NCL
 - Ongoing work includes:
 - Student Health Mental Agreement
 - Disability Sports Club
 - Ready to Help committees (cost of living crisis)
 - Food pantry and Swap Shop
 - Warm spaces
 - Lunch vouchers for students in need
 - Laptop library
 - YoungScot free travel campaign

DW thanked KMcG for her comprehensive report and for her contribution to the CSAO over the period of her Presidency of the NCLSA and said he hoped she would be able to attend her final meeting as President at the RSB Board on 12 June. CM added his personal thanks for KMcG for her support and her work with the students over the past 2 years. Her dedication, dependability and the energy she had brought to her role were commendable.

10. Principals' overviews

SLC:

SMcM opened her update by thanking RC and KMcG for their contributions to students at both colleges. SMcM went on to highlight:

- The College had its Annual Engagement Visit in March 2023, which focused on progress made against the College's enhancement priorities.
- The AEV was a very positive visit, with the inspection team thanking staff for their openness and honesty.
- HMIe reported that the College had made significant progress against the actions identified at the progress visit last February and stated that the College had in fact moved beyond these, in particular they could now see the results of the processes implemented.
- There were no main points of action identified.
- Areas for development were reflective of the College's analysis of its position.

NCL:

CM congratulated SLC on its report from Education Scotland and said it was important for the colleges to learn from each other.

In his update CM commented:

- NCL recognised the importance of student progression and career planning and had initiated a pilot project with Smart Works Scotland a charity which gives unemployed women the clothes, coaching and confidence to secure employment and change their lives. The charity has opened centres in Edinburgh and Glasgow. NCL's partnership with the charity was launched at a student event. The charity has not worked with a college before and is keen to do so. The charity is seeking to find an equivalent for men. In June 30 students will begin an intensive 3-month pilot

programme. CM hopes that NCL will be able to confirm future working with Smart Works Scotland.

- CM advised that to highlight the importance of admissions the reception area at Motherwell will be re-purposed as an admissions hub.
- CM re-stated NCL's emphasis on strengthening and developing the curriculum through the appointment of BS and CW.

DW commented on the importance of curriculum milestones towards a positive employment outcome and encouraged CM's search for new models.

NCL Business

11. NCL Committee and Activity update

JL spoke to her paper and highlighted the action plan to address the issues raised by Education Scotland in the recent Progress Visit:

- **Heads of Department (HoD) and Academic Leaders (ALs) have engaged in departmental Spotlight on Curriculum meetings where KPIs in AY 2022/2023 were discussed. This included:**
 - Weaknesses: planned activity, target setting, recruitment to target and early and further withdrawals;
 - Curriculum planning for AY 2023/2024;
 - Credit recovery;
 - Retention
- **Interim Curriculum Delivery Planning for AY 2023/2024**
Interim curriculum delivery planning for AY 2023/2024 meetings involving the HoD, ALs and the Executive Board are concluded. Discussions have focused on target setting, North Lanarkshire's Workforce for the Future Strategic Priorities to support the delivery of a vibrant, future focused curriculum.
- **Sharing Best Practice**
As recommended by Education Scotland visits have been made to a number of colleges to identify areas of best practice in relation to retention, recruitment, attainment, quality enhancement and to improve practice.
- **Unit Feedback**
A revised approach towards unit feedback is being developed. This will be student led and will support action planning for improvement and inform quality enhancement. Unit evaluation will take place following the delivery of each unit/module. The Assistant Registrar for Quality and Deans' have agreed this is a positive way forward.
- **Spotlight on Quality**
HoD and ALs are engaging in a Spotlight on Quality session with the Assistant Principal for Education and Student Success, the Dean for Learning and Teaching and Assistant Registrar: Quality. Phase 1 is to ensure academic teams are compliant with quality assurance processes to support the scheduled SQA Systems Verification Audit in October 23, and Phase 2 will involve frank discussion and consultation around current quality enhancement (QE) practices.
- **Development of an Education Strategy**
NCLs Education Strategy is being developed in consultation with students across NCL, and academic and professional services staff.
- **Qualifications to Support Innovation in Learning and Teaching**
Development of a Level 6 NCL PDA in Learning and Teaching is underway to support new and early entry academic staff to engage with learners and participate in innovative learning and teaching methodologies.
Development of a SCQF Level 9 qualification is underway to support staff members who have achieved TQFE and need to refresh their learning and teaching skills.

- **Unit Writing**
A recurrent theme raised by staff at the Spotlight on Curriculum sessions was concerns that some units within frameworks were dated and not fit for purpose. NCL has experience of unit writing and gaining SCQF accreditation. This unit will support academic staff to engage in this process.
- **Action Planning for Student Recruitment**
NCL held two very successful in person open days in March to engage the community and raise awareness of the expansive curriculum offering. HoD and ALs are participating in meetings to share ideas and initiatives to support student engagement from point of application to enrolment.
- **Recruitment and Admissions Centre**
NCL will launch a recruitment and admissions centre at the Motherwell campus in May 2023. This one- stop-shop will be at the heart of Motherwell campus offering immediate attention and support from professional services staff to break down barriers' students may have whilst studying at NCL.
- **New Social Space**
A café style social space is now in place within the Engineering block at the Motherwell campus. This was commissioned in response to requests from automotive, construction and engineering students that their breaks were shorted resulting from having to go to the main campus building at break times to purchase and consume food.
- **Staff Development Academy**
Staff across the college are engaged in a range of professional learning short courses e.g. Excel for Everyone and Nurturing Neurodiversity at NCL. Both programmes are being delivered in partnership with an academic department and there are approx. 100 staff enrolled on each. Throughout 2022/2023, the SDA co-ordinated and delivered a "Support and Development Programme" for Academic Leaders. There is consulting with this staff group to co-create a 2023/2024 programme.
Professional Development Discussions
In response to staff feedback we launched the 2022/2023 Professional Development Discussions cycle early this year – in February. Across January and February all line managers were invited to attend a "Facilitating Brilliant PDDs" session with a focussing on ensuring that every PDD is a high quality, meaningful discussion.
- **Complaints Handling and Reporting**
There were 17 formal complaints received in Quarter 3 of 2022/2023. All were satisfactorily responded to within the College Complaints Procedures required by the Scottish Public-Sector Ombudsman (SPSO) timeframes. Lessons learned from these complaints have been discussed and actions agreed with the departments and professional services teams involved.
- **Academic Standards, Planning & Monitoring**
An Academic Standards, Planning & Monitoring meeting was held on 27th April, a further meeting scheduled for 11th May 2023.
- **Turing**
A total of 81 students and 12 staff will benefit from Turing opportunities in AY 22/23. Visits are planned for Spain, Italy, USA, Canada and France.
- **Degree Programmes**
The University Centre based at the Cumbernauld campus was established in August 2022, opening with degrees in 3 curriculum areas: Computing, Business and Music.
AY23/24:
A new degree programme will be piloted in the University Centre next year in Filmmaking and Script Writing.
Further Degree Developments for 2024:
Graduate Apprenticeship in Data Science in partnership with North Lanarkshire Council and other organisations. Initial conversations have taken place with UWS with a view to launching this in August 2024.

BA Integrated Health and Social Care: approval is being sought from UWS to deliver this three-year degree programme from August 2024. **BA Social Science:** discussions are underway for a projected August 2024 start date.

Ronnie Smith (RS) asked how NCL sought information on the economy when planning the future curriculum. JL said that NCL made extensive use of skills assessments, current partner employers, the Business Hub, etc, and are planning in the future to involve the Board in engaging with employers.

General Committee Business

12. Committee self-evaluation

Diane McGill (DMcG) drew members' attention to the self-evaluation form for the CSAO Committee included in the papers for the meeting, and asked for members to complete the short survey and return it by the end of the week (19 May). This is part of the annual Board self-evaluation required under the Code of Good Governance.

Action: Members to complete and return the Committee evaluation form.

13. Approval of publication of Committee papers

- i) Agenda for the CSAO meeting 15 May 2023
- ii) Minutes of the CSAO meeting 20 February 2023
- iii) NCL KPI update
- iv) *SLC Curriculum and Quality activity update – via the SLC website*
- v) NCL Students' Association Report
- vi) *SLC Students' Association Report – via the SLC website*
- vii) NCL Activity Update

14. AOB

College Student Satisfaction and Engagement Survey 2022/23

SFC - Student Satisfaction and Engagement Survey (SSES) is a national survey that provides a means to evaluate and enhance college provision in Scotland. Survey opened on 21 March 2023 and closed on 12 May 2023. Overall response rate was **54.2% - 3710 students completed it from a total of 6851**

SFC will publish a summary report of SSES data and provide colleges with full sector-level satisfaction and response data. Statement 1 from the SSES 'Overall, I am satisfied with my college experience' has been incorporated as an Outcome Agreement national measure for College Outcome Agreements. In session 2021/22 - 87.7% students were overall satisfied with their NCL college experience.

Herald Education awards:

Three NCL projects have been shortlisted in the annual celebration of the best of Scottish education. New College Lanarkshire's links to business, community outreach and commitment to diversity will be recognised at the **8th Annual Herald Education** awards on 1 June:

In the '**Outstanding Business Engagement in Colleges**' category our Performing Arts department's innovative approach to building connections with business was shortlisted. The department uses its close links with dozens of industry partners to provide students with a unique pathway into showbusiness. By bringing casting agencies, theatres and broadcasters into the classroom we give the stars of tomorrow the skills to maximise their potential.

In the '**Outstanding Contribution to the Local Community**' our outreach to Ukrainian refugees was recognised. In the past 18 months more than 23,000 Ukrainian refugees have arrived in Scotland,

many of them in Lanarkshire. We have spearheaded an effort to engage this community, enhance their language skills and make them feel welcome. Colleagues from across the college have worked together and with external partners to dramatically increase our ESOL offering to give them the language skills to flourish in Scotland and personally engage with the Ukrainian community.

The Braw Wee Shop made the final of the '**Equality, Diversity and Inclusion**' Award. The shop is a complete retail experience created by young adults with learning disabilities. Students from our Supported Learning department make, stock and sell a range of bespoke, sustainable products and have raised thousands of pounds of charity in the process. The Braw Wee Shop shows the amazing things people with learning disabilities can achieve when they are given the chance.

15. Date of next meeting

The date of the next meeting of the CSAO Committee is **Monday 4 September 2023** at 12.30 at Coatbridge Campus and via Zoom.

FOR DISCUSSION/INFORMATION			
Meeting:	Curriculum and Student Affairs and Outcome		
Presented by	Ann Baxter		
Author/Contact	Ann Baxter	Department / Unit	Executive
Date Created	24 August 2023	Telephone	Ext 2359
Appendices Attached	New College Lanarkshire – Key Performance Indicator interim data for session 2022 -23		
Disclosable under FOISA		Yes	

1. **PURPOSE**
To update CSAO on NCL draft KPI performance for 2022-23 by level and mode of attendance.
2. **BACKGROUND**
Report provided to CSAO updates on progress against targets within the Regional Outcome Agreement.
3. **DETAIL**
The report includes unaudited NCL performance in 2022-23 with a significant number of unknown results.
4. **BENEFITS AND OPPORTUNITIES**
This report illustrates the progress made in relation to KPIs measures.
5. **STRATEGIC IMPLICATIONS**
The Board retains an overview of NCL activity in the interests of good governance.
6. **RISK**
N/A
7. **FINANCIAL IMPLICATIONS**
Inability to achieve KPI targets could result in loss of income to New College Lanarkshire.
8. **LEGAL IMPLICATIONS**
There are no legal implications
9. **WORKFORCE IMPLICATIONS**
There are no workforce implications
10. **REPUTATIONAL IMPLICATIONS**
There are no reputational implications.
11. **EQUALITIES IMPLICATIONS**
There are no equalities implications

CONCLUSIONS/RECOMMENDATIONS

CSAO is asked to note the information contained in this report and raise or discuss any issues.

New College Lanarkshire – Key Performance Indicator

Curriculum, Student Affairs and Outcomes (CSAO) Committee

September 2023

- | | |
|---|-------------|
| 1. SQA National results | Page 2- 3 |
| 2. KPI five-year trends by level and mode of attendance | Page 4 - 7 |
| 3. NCL Credit Summary | Page 8 |
| 4. Learner withdrawal comparison | Page 9 – 12 |

[Registers - Info Point \(nclan.ac.uk\)](https://nclan.ac.uk)

To access full interactive data:

Go to: <https://infopoint.nclan.ac.uk/> then login using your NCLAN email address and password.

Or

Go to: Our web page at <https://www.nclanarkshire.ac.uk/> then select “Staff Portal” at very top of page. Login using your NCLAN email address and password. You will then have access to the CLAN (NCL’s Intranet site) where you can access “infopoint” and a whole range of other College resources.

If you require help with your Login please contact Diane McGill in the first instance Diane.McGill@nclan.ac.uk.

SQA results published on 8 August 2023

LEVEL	OUTCOME							
NAT 5				22/23	21/22	20/21	19/20	18/19
	FAIL	PASS	Grand Total	%Pass	%Pass	%Pass	%Pass	%Pass
ENGLISH FOR SPEAKERS OF OTHER LANGUAGES	3	5	8	62.5	45.5	81.3	90.0	93.3
APPLICATIONS OF MATHEMATICS	4	4	8	50	66.7	53.3	81.3	0
MATHEMATICS	31	19	53	38	47.2	70.5	65.8	55.3
SPANISH	0	0			100.0	100.0	100.0	100.0
Total at Nat 5	38	28	69	40.5	54.3	71.6	76.2	62.6

LEVEL	OUTCOME							
HIGHER				22/23	21/22	20/21	19/20	18/19
	FAIL	PASS	Grand Total	%Pass	%Pass	%Pass	%Pass	%Pass
ENGLISH	12	33	45	73.3	73.6	96.8	80.5	70.4
Total at Higher	12	33	45	73.3	70.8	95.0	70.5	47

NQ Appeals 2023

The SQA Appeals 2023 is open and provides learners who are concerned about their grade with the opportunity to appeal through the college or directly to SQA.

Following deadlines for centre submissions:

Monday 21 August at 5 pm for priority appeals

Friday 1 September for all other appeals

There were no priority appeals, however there are 4 potential appeals that the Quality Team are aware of.

KPI five-year trend -Further Education – Full-time

Academic Year	Early Withdrawal	Further Withdrawal	Partial Success	Success	Unknown result
2018/19	12.35%	17.7%	6.95%	63%	
2019/20	12.48%	15.12%	12.22%	60.18%	
2020/21	9.64%	19.42%	13.95%	56.99%	
2021/22	13.8%	21%	13%	52.3%	
2022/23	13.2%	18.5%	3.33%	25.9%	39%

In session 2022/23, Further Education – Full-time was 42 % of activity at New College Lanarkshire.

KPI five-year trend - Further Education - Part-time

Academic Year	Early Withdrawal	Further Withdrawal	Partial Success	Success	Unknown result
2018/19	4.99%	7.72%	7.96%	79.34%	
2019/20	5.36%	6.61%	17.6%	70.43%	
2020/21	2.89%	5.44%	19.75%	71.92%	
2021/22	4.4%	7.6%	15.52%	72.5%	
2022/23	5.02%	6.52%	4.88%	36.5%	47%

In session 2022/23, Further Education – Part-time was 31% of activity at New College Lanarkshire.

KPI five-year trend - Higher Education – Full-time

Academic Year	Early Withdrawal	Further Withdrawal	Partial Success	Success	Unknown result
2018/19	6.05%	14.58%	12.42%	66.94%	
2019/20	6.28%	10.63%	11.73%	71.36%	
2020/21	5.41%	14.65%	16.1%	63.84%	
2021/22	7.2%	18%	14.7%	60.1%	
2022/23	7.7%	13.9%	0.48%	3.53%	74.3%

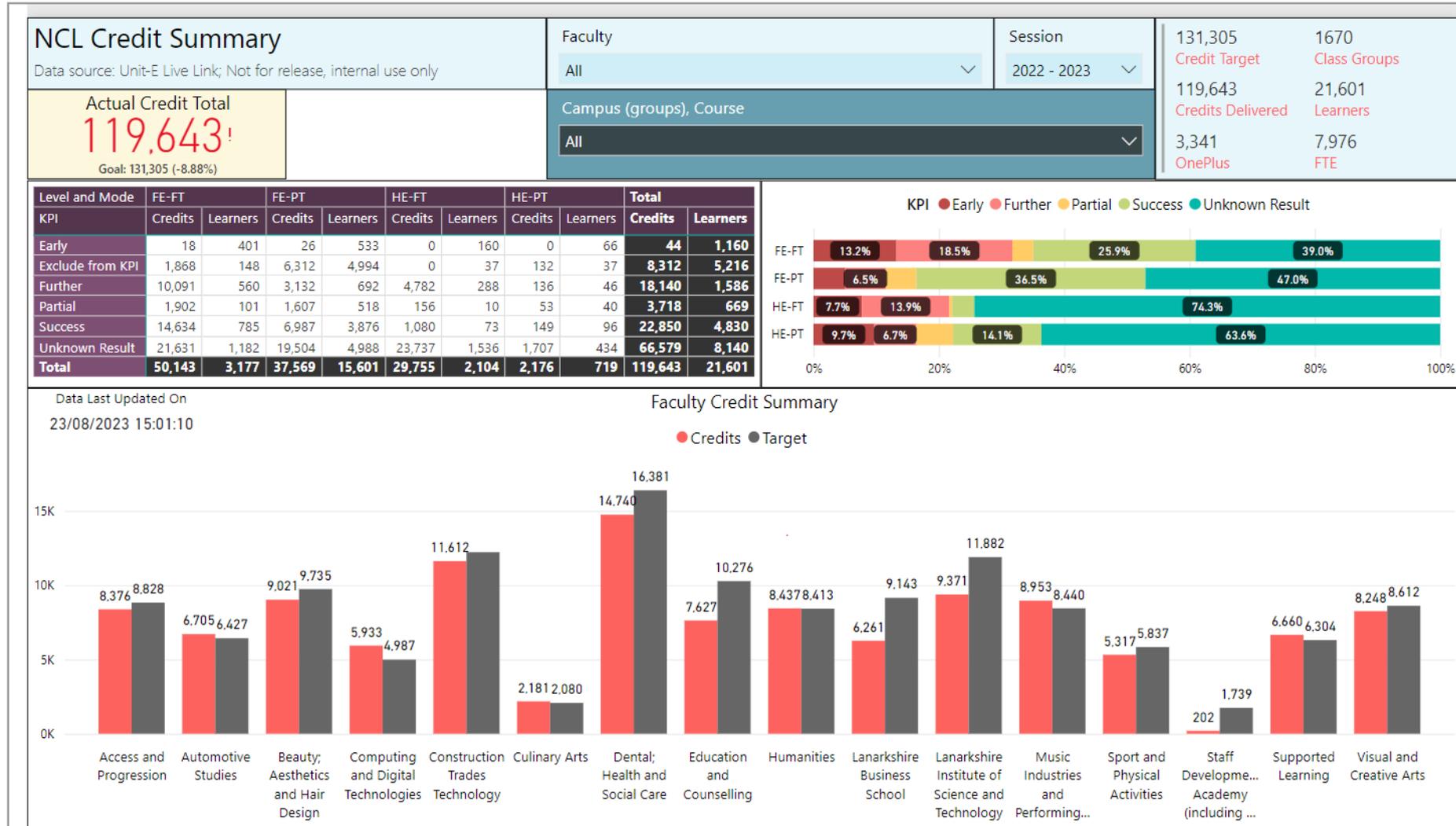
In session 2022/23, Higher Education – Full-time was 25% of activity at New College Lanarkshire.

KPI five-year trend - Higher Education – Part-time

Academic Year	Early Withdrawal	Further Withdrawal	Partial Success	Success	Unknown result
2018/19	6.25%	8.29%	10.87%	74.59%	
2019/20	6.98%	7.36%	7.56%	78.1%	
2020/21	2.6%	4.5%	20.08%	72.81%	
2021/22	5.21%	4.69%	15.28%	72.4%	
2022/23	9.7%	6.74%	5.87%	14.08%	63.6%

In session 2022/23, Higher Education – Part-time was 2% of activity at New College Lanarkshire.

NCL Credit Summary



FEFT Withdrawal

Withdrawal Comparison

Withdrawal month on month comparison.

Search by Faculty

All

Level

FE Full-time

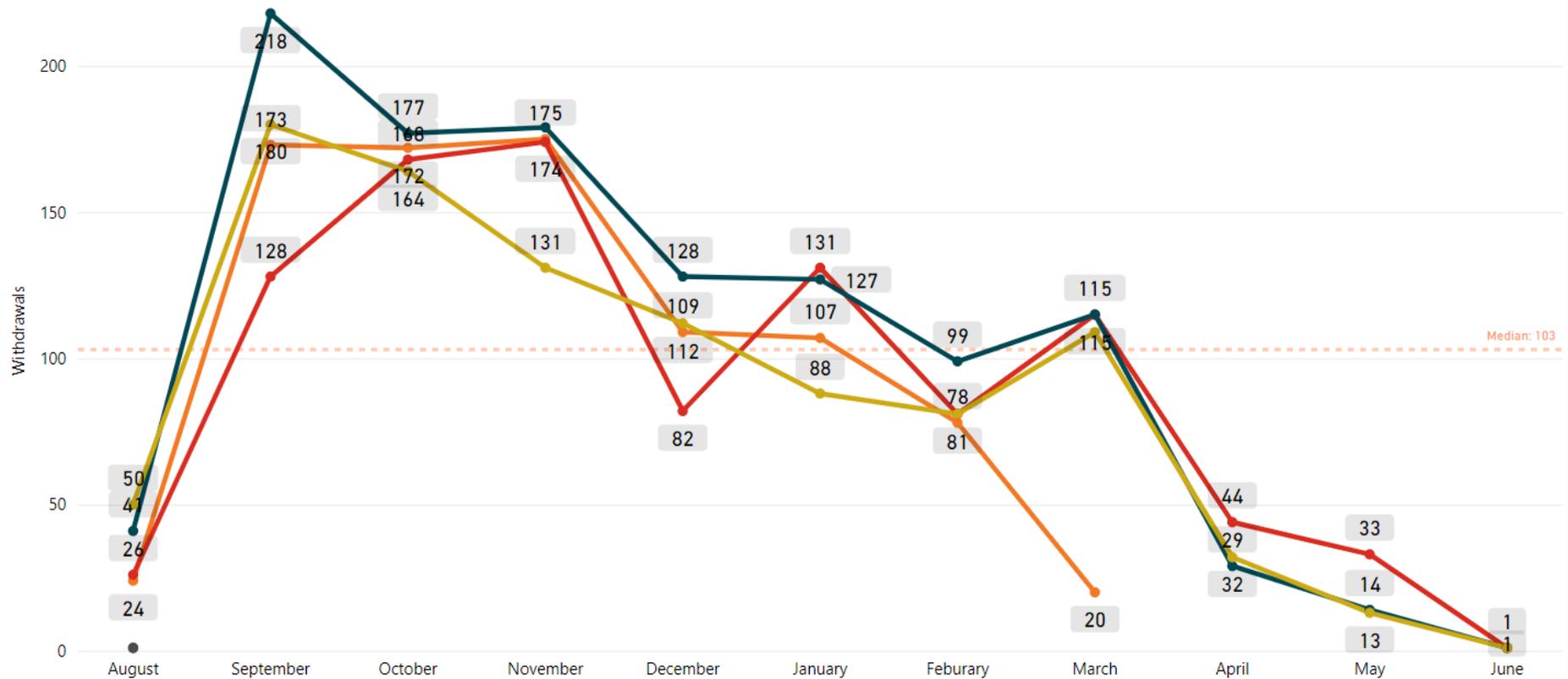
Search by Course

All

Withdrawal Totals by Month



● 2019 - 2020 ● 2020 - 2021 ● 2021 - 2022 ● 2022 - 2023 ● 2023 - 2024



FEPT Withdrawal

Withdrawal Comparison

Withdrawal month on month comparison.

Search by Faculty



Level

Search by Course

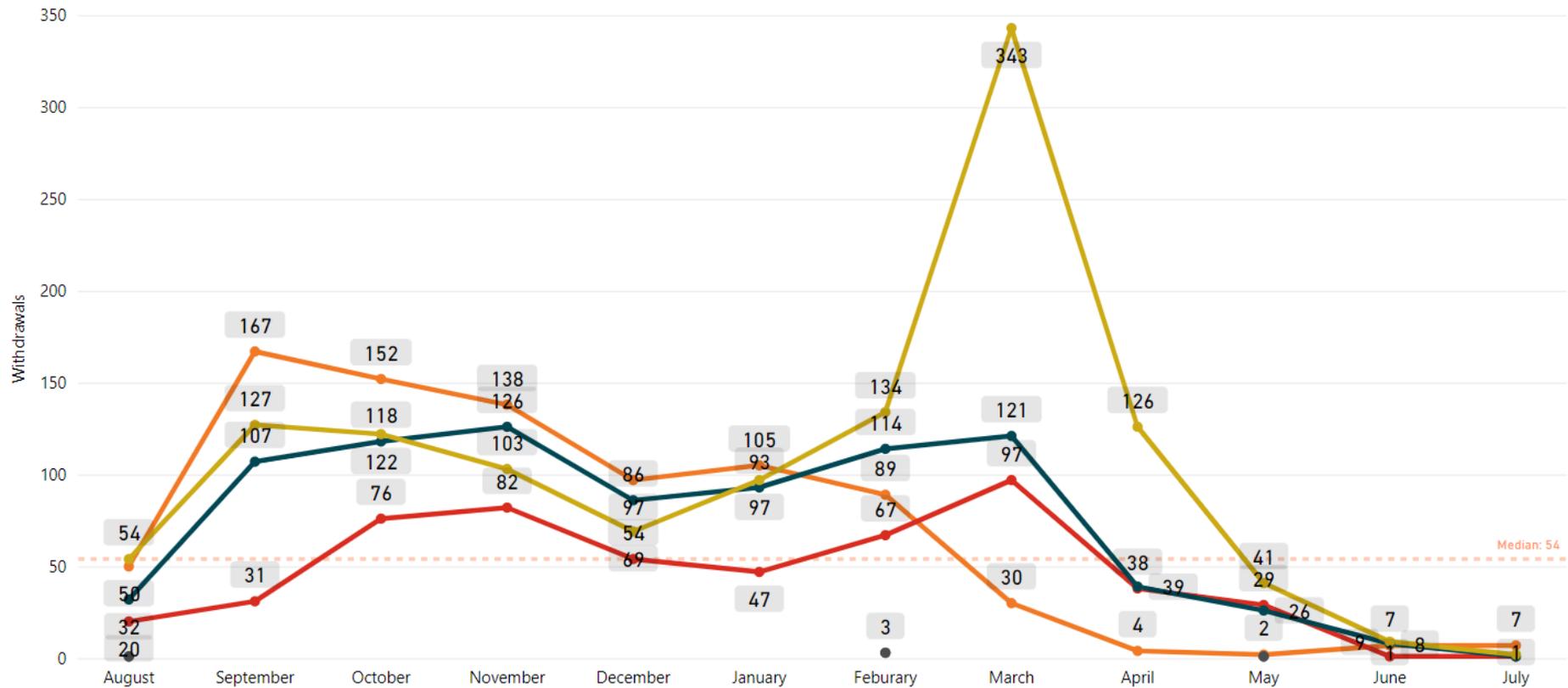
All

FE Part-time

All

Withdrawal Totals by Month

● 2019 - 2020 ● 2020 - 2021 ● 2021 - 2022 ● 2022 - 2023 ● 2023 - 2024



HEFT Withdrawal

Withdrawal Comparison

Withdrawal month on month comparison.

Search by Faculty



Level

Search by Course

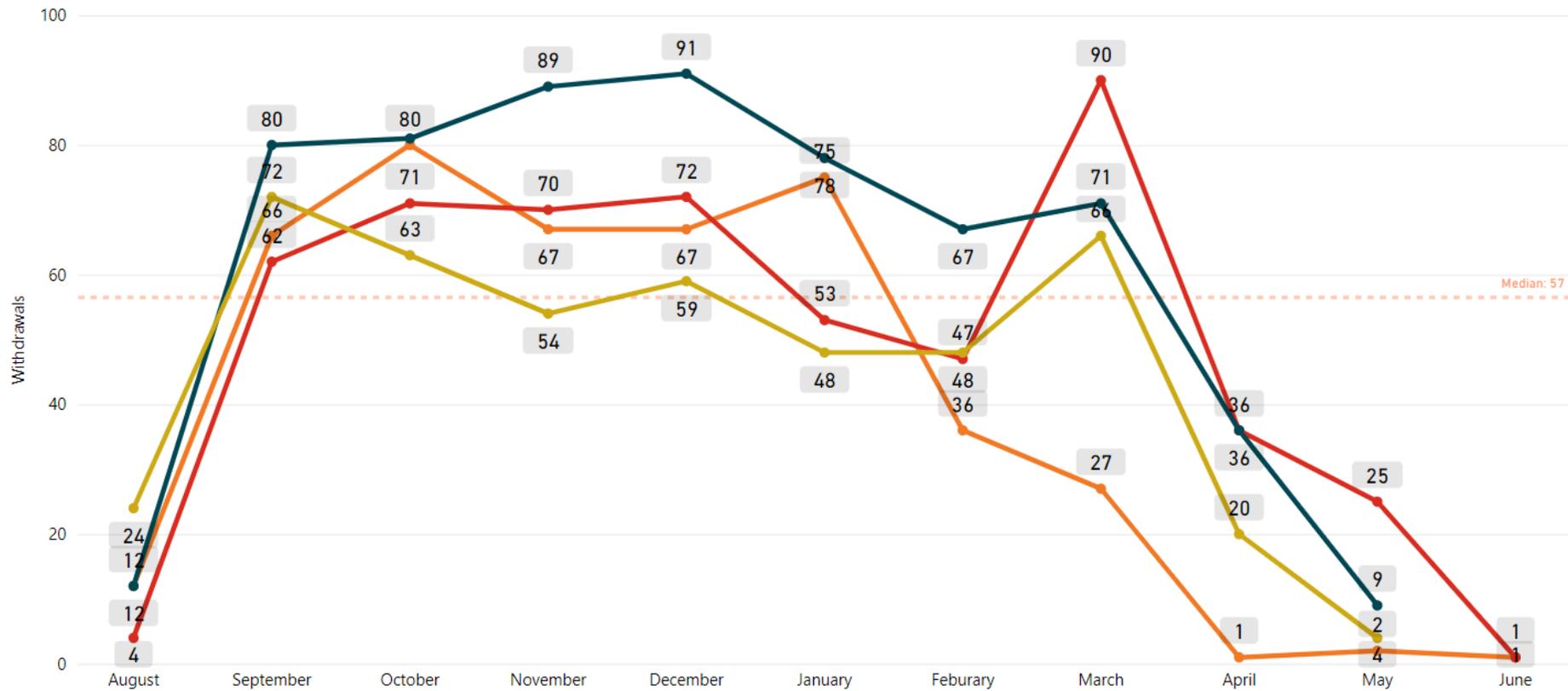
All

HE Full-time

All

Withdrawal Totals by Month

● 2019 - 2020 ● 2020 - 2021 ● 2021 - 2022 ● 2022 - 2023



HEPT Withdrawal

Withdrawal Comparison

Withdrawal month on month comparison.

Search by Faculty



Level

Search by Course

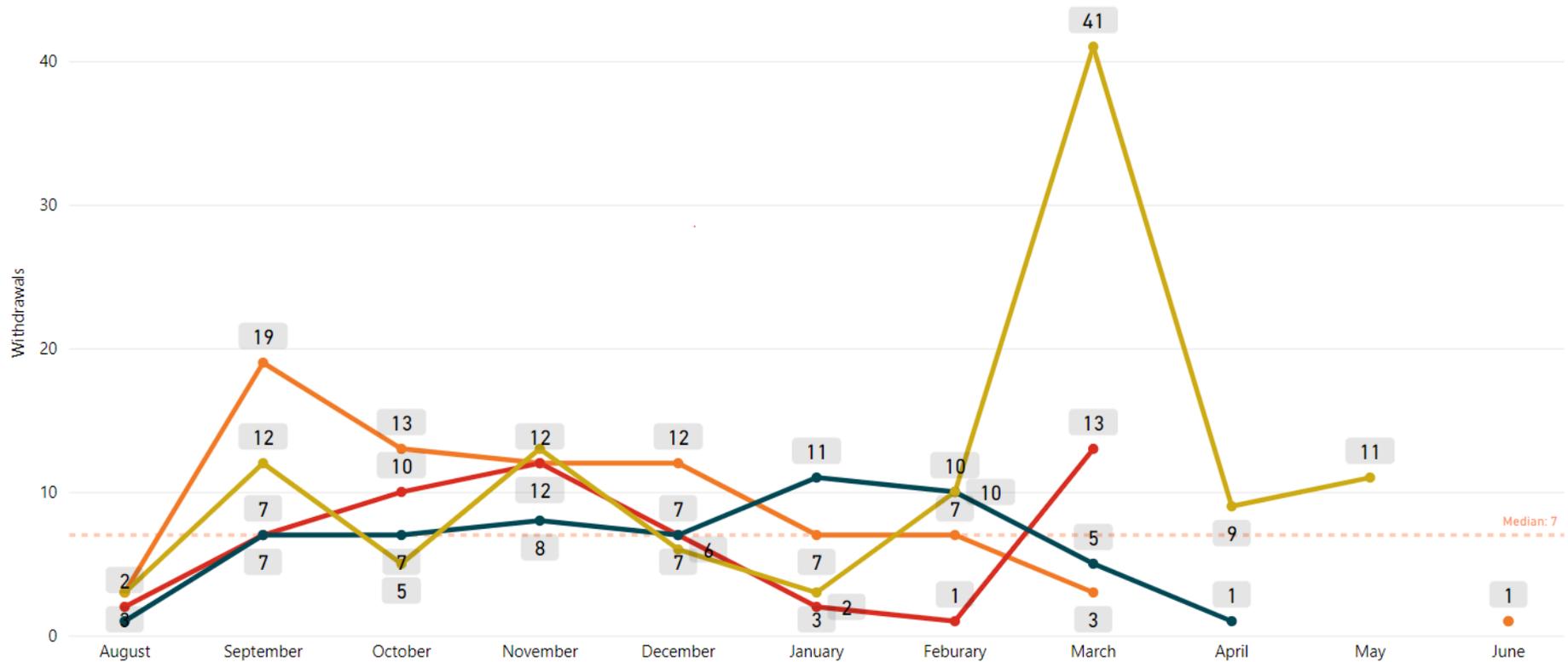
All

HE Part-time

All

Withdrawal Totals by Month

● 2019 - 2020 ● 2020 - 2021 ● 2021 - 2022 ● 2022 - 2023



CURRICULUM, QUALITY AND DEVELOPMENT COMMITTEE

DATE	29 August 2023
TITLE OF REPORT	Committee Work Plan
REFERENCE	
AUTHOR AND CONTACT DETAILS	Stella McManus
PURPOSE:	To provide members with a draft workplan for the 2023-24 academic year.
KEY RECOMMENDATIONS/ DECISIONS:	Members are requested to: <ul style="list-style-type: none"> • note the draft workplan and provide any other items they would like for consideration.
RISK	That the Curriculum, Quality and Development Committee does not receive appropriate and timely information..
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • Successful Students • The Highest Quality Education and Support • Sustainable Behaviours
SUMMARY OF REPORT:	This paper outlines a draft workplan for each Committee meeting throughout the year. Note that these are subject to change and that other items may be added which impact on learning and teaching at the College.

1. INTRODUCTION

1.1. This paper provides a draft workplan for the Curriculum, Quality and Development Committee.

2 BACKGROUND

2.1 The work plan provided is not intended to set out all the agenda items which will be considered at each meeting of the Committee, but rather is to provide a guide to what will be considered throughout the 2023-24 academic year.

2.2 In addition, results of any Education Scotland inspections or curriculum audits will also be considered at these meetings depending on the completion date.

3 PROPOSED WORKPLAN

3.1 The following table sets out the proposed workplan for the year.

3.2 *Table 1: Proposed Workplan for 2023-24*

Date of Meeting 2023	Items
August	<ul style="list-style-type: none">• Student Association Report• Updated or refreshed policies for approval for the academic year 2023-24;• Curriculum update which includes progress against credit target, recruitment and curriculum information and good news stories;• Quality Update: focussing on outcomes, external verification information;• Developing the Young Workforce;• Marketing and Communications update• Any key Government updates or reforms which may impact on learning and teaching.
November	<ul style="list-style-type: none">• Student Association Report• Curriculum update which includes progress against credit target, recruitment and curriculum information and good news stories;• Quality Update: focussing on outcomes, unconfirmed performance indicators, self-evaluation and enhancement plan;• Regional Outcome Agreement Update• Curriculum Planning for 2024-25• Developing the Young Workforce;• Marketing and Communications update• Complaints Handling Quarterly Report
February	<ul style="list-style-type: none">• Student Association Report• Curriculum update, including mid-year progress review;

	<ul style="list-style-type: none"> • Curriculum Planning Update 2024-25 • Developing the Young Workforce • Marketing and Communications Update • Complaints Handling Report.
May	<ul style="list-style-type: none"> • Student Association Report • Curriculum update which includes progress against credit target, curriculum information and good news stories; • Education Scotland HIE Annual Engagement /Progress Visit Report; • SFC Confirmed Performance Indicators • Developing the Young Workforce • Marketing and Communications Update • Complaints Handling Report.

4 EQUALITIES

4.1 There are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report.

5 RISK

5.1 That the Curriculum, Quality and Development Committee does not receive appropriate and timely information.

6 RECOMMENDATIONS

6.1 Members are requested to:

6.1.1 note the draft workplan and provide any other items they would like for consideration.

CURRICULUM, QUALITY AND DEVELOPMENT COMMITTEE

DATE:	29 August 2023
TITLE OF REPORT:	Curriculum and Credit Update
REFERENCE	
AUTHOR AND CONTACT DETAILS	Stella McManus, Principal Stella.mcmanus@slc.ac.uk
PURPOSE:	To provide members with an update against the College's credit target, the indicative funding allocation for 2023-24 as well as to update members of activity taking place across the College.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: <ul style="list-style-type: none"> • note the achievement of the 2022-23 credit target pending the credit audit; • consider and note the credit target for 2023-24 as well as the flexibilities outlined in Annex A by the Scottish Funding Council; • note the impact of the industrial action; • note the update on the recruitment of the Vice Principal for Learning, Teaching and the Student Experience; • note the work being undertaken by curriculum areas and alternative funding; and • note the good news stories.
RISK	<ul style="list-style-type: none"> • That the College does not meet its overall credit target due to recruitment challenges. • That the quality of learning, teaching and assessment declines impacting on the student experience.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • Successful Students • Highest Quality Education and Support • Sustainable Behaviours
SUMMARY OF REPORT:	<ul style="list-style-type: none"> • The College has met the credit target for 2022-23, pending the credit audit. • The Scottish Funding Council (SFC) released further flexibilities for the 2023-24 academic year. • Industrial action in the form of Action Short of Strike Action (ASOS) has had a significant impact on students. • Recruitment is underway to appoint a Vice Principal for Learning, Teaching and the Student Experience with interviews scheduled for 14 September 2023. • The Minister for Higher and Further Education visited the College at the start of August 2023 to launch a new mobile heat pump and training facility. • Student recruitment is steady, however, it has been impacted by ASOS (industrial action) and the College expects to achieve the credit target for 2023-24 academic year. • End of year retention is high at 89%, which is 2.4% higher than in 2021-22.

	<ul style="list-style-type: none">• A substantial amount of good practice has taken place over the end of the academic year 2022-23 and over the summer period.
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1. INTRODUCTION

1.1 This paper provides an update on the credit target for academic year 2022/23, the indicative funding allocation for 2023-24, and an overview of learning, teaching and alternative funding activity since the May 2023 Committee. .

2 CREDIT AND RECRUITMENT ACTIVITY 2022-23

2.1 For the 2022-23 academic year the College has a core credit allocation of 48,591 and 221 credits for Foundation Apprenticeships totalling 48,812 credits.

2.2 A reminder that the Scottish Funding Council (SFC) has also provided colleges with a 2% positive or negative threshold tolerance against its target, however, should colleges consistently be 2% under their credit targets then clawback of funding should be assumed.

2.3 College teams have worked tremendously hard to have achieved the credit target. This is of course dependent on the credit audit which takes place at the end of August 2023.

3 FUNDING ALLOCATION 2023-24

3.1 The Scottish Funding Council announced the indicative funding allocations for the academic year 2023-23 on 13 April 2023. The Scottish Funding Council has rebased credit allocations for all colleges, lowering them by 10%, with a balancing price increase to ensure funding remains unchanged from academic year 2022-23. However, the Lanarkshire region has had a further 0.75% decrease, which has impacted the college's funding.

3.2 Following the current regional financial memorandum, the South Lanarkshire College (SLC) allocation arrangement is 27.1%. This means that the credit allocation for 2023-24 is 43,601 credits, a reduction of 5,211 credits in comparison to the 2022-23 academic year.

3.3 Karen Watt, Chief Executive Officer of the Scottish Funding Council, sent a letter to all colleges providing additional flexibilities for the sector. These include

3.3.1 a reduced activity threshold, (note this is for colleges who have struggled to meet their activity targets);

3.3.2 the 2% tolerance on the threshold,

3.3.3 the alignment of the required date with universities, relating to student retention dates: and

3.3.4 the decoupling of 20% of the value of credits to represent semi-fixed costs.

3.4 In addition, the funding guidance stating a maximum of 17 credits for full time further education students has been overturned as it is recognised that depending on learner needs credit claims for individual learners will exceed this figure.

3.5 It is also interesting to note that the SFC have stated that colleges do not need to claim a credit for every activity and that individual institutions can exercise choice regarding how the target is met. However, this has cost implications for institutions.

4 ACTION SHORT OF STRIKE ACTION

4.1 The academic teaching union EIS-FELA announced that they were undertaking “Actions Short of Strike Action” (ASOS) from the 2 May 2023. In accordance with the ballot, the industrial action short of a strike has taken the following forms:

4.1.1 'working to rule', where members perform their duties strictly to the letter of their contract i.e. refusing to take on any additional duties or attending voluntary or extracurricular meetings or events; and

4.1.2 a resulting boycott, involving members withholding students' results.

4.2 It was anticipated that the industrial action short of strike action will continue until 14th September 2023, though it will end earlier if a resolution is found. This will affect 142 academic staff at the College.

4.3 This action has had a significant impact on students who require their results to progress onto further study or employment. It has also prevented planned external verification activity from happening as well. In addition, as progress forms for apprentices have not been completed this is now starting to affect income from organisations such as the Construction Industry Training Board (CITB). To date, the College has 17,000 outstanding results and this has affected 3,000 students.

4.4 The Colleges Principals' Group met on 14 August 2023 and there is no sector wide stance on ASOS, instead colleges have been advised to seek legal advice where appropriate and to manage the industrial action locally. The Scottish Government has asked all colleges to complete a weekly survey so that the national situation can be assessed.

5 RECRUITMENT

5.1 The College is actively recruiting for a Vice Principal for Learning, Teaching and the Student Experience, with the interviews scheduled for 14 September 2023. The College received a high volume of applications, so to aid with the shortlisting short online chats were held to reach a shortlist. Interviews are scheduled for 14 September 2023.

6 MINISTER FOR FURTHER AND HIGHER EDUCATION VISIT

6.1 The College was pleased to welcome Mr Graeme Dey, Minister for Further and Higher Education and Minister for Veterans to the College in on 2 August 2023 to formerly launch a mobile heat pump training facility.

6.2 The new mobile training and assessment facility, hosted by the Collage is available to colleges across Scotland to provide heat pump training to heating installers, with a particular focus on rural and remote areas and in places where there is not currently college training provision. The mobile centre will also act as an extra training facility for colleges responding to surplus demand for heat pump training.

6.3 Installers will be able to visit the mobile centre to be trained and certified on heat pump installation and also to gain their Water Byelaws/Regulations and Domestic Vented and Unvented Hot Water Storage qualifications.

- 6.4 The project has been fully funded by the Scottish Government and has come to fruition thanks to a collaboration between Energy Saving Trust, Energy Skills Partnership (ESP), South Lanarkshire College, and heat pump manufacturer NIBE Energy Systems.
- 6.5 James Jamieson, Curriculum Manager for Building Service Engineering was pivotal in the success of the project and continues to work closely with the Energy Skills Partnership to create more opportunities for the College.

7 CURRICULUM AND ALTERNATIVE FUNDING UPDATE

- 7.1 The curriculum management teams led by the Associate Principals were tasked with reducing the curriculum portfolio due to the national funding reduction. Working with the Curriculum Managers the portfolio target for the 2023-24 academic year is now 44,214 credits. Key metrics such as the quality of provision and recruitment were considered for this reduction.
- 7.2 The College is confident of meeting the credit target for 2023-24, overall, applications are on par with previous years, with 4,993 received to date. 394 applications have been received in the last two weeks alone. More offers have been issued to students than last year, and for 2023-24 there have been 3,253 offers vs. 3,201 offers in 2022-23.
- 7.3 However, the conversion of applications to enrolment has been more challenging due to two factors affecting the enrolment process, the ASOS results/marking boycott and the acceptance of HNC level students at university level. Overall, the numbers for the enrolment process are down. Last year by the end of July 2022 there were circa 2000+ students enrolled, this year this is around 1200+ students. The drop of 800 students at this stage is linked to the pending conditional offers over the summer which equated to about 800 students.
- 7.4 The conditional offers would have previously been moved to unconditional and therefore enrolled if results had been completed before the summer. The College expects a further 1,000 students to enrol over the course of the next few weeks in August 2023, which would be on par with the previous year. In addition, some students progressing internally have been impacted, however, the College has taken the view to progress these students so that their learning and teaching experience is not impacted.
- 7.5 The College has introduced Paypal as the new payment system for courses, which means that students must pay courses before the start of their course. This now negates the College from having to “chase up” student debt during the year.
- 7.6 Apprenticeship numbers are either levelling off compared to the last two years and in some cases reducing. This is linked to the higher interest rates and cost of living having an impact on the housing sector. Other areas which have experienced a drop in demand include the Applied Science curriculum which has experienced a drop in demand with only one cohort being offered instead of two. The College will continue to monitor this and take appropriate action to mitigate any impact on credits, with the Curriculum and Alternative Funding Teams recruiting in other areas.
- 7.7 Across Healthcare Practice, Social Work, Childhood Practice and Social Science subjects demand has remained high. This year the College has experienced a higher

number of students declining offers due to more places being offered at university. This is a known trend and teams have allowed for this in recruitment forecasts.

7.8 Two Curriculum Managers retired over the summer period and the College has used this as an opportunity to review the curriculum and structures, especially areas which have not recruited well over the past few years. The managers have not been replaced, and curriculum teams have been merged.

7.9 The Young Person's Guarantee (YPG) funding is coming to an end on 30th September 2023. The series of wraparound programmes including Transition to College; Employability workshops, an Employability Hub and a Guidance Hub, as well as Resilience, Health and Well-being Support has supported a total of 1,241 students from 16 to 24 years of age, with priority on those from the most deprived or challenging backgrounds. This has helped develop new transition routes to college with a number of new partners including South Lanarkshire Social Justice Services, a number of local schools and colleagues from South Lanarkshire Council Education Department.

7.10 In conjunction with Developing the Young Workforce East Dunbartonshire an Employer Mentoring Pathways event was held on 18 August 2023, with 25 delegates in attendance, including local employers, mentors and young mentees.

7.11 The aim was to raise awareness of the benefits of mentoring school pupils by business employees, with presentations from MCR Pathways, mentoring organisation, and Career Ready, a charity supporting young people. The objective is to encourage local employers and their employees to set up mentor relationships with local high schools and pupils, in order to support life changing career pathways for enhanced employment prospects or further education. The event was a great opportunity for networking and possible partnership arrangements to support transition to college.

7.12 An additional £15k to the initial £170k 2022-23 Flexible Workforce Development Fund (FWDF) allocation was secured over the Summer. This is allowing the College to continue to deliver upskilling programmes for an additional 5 companies in growth sectors with a focus on renewables installation. A total of 44 local companies have been supported in the last 6 months. The announcement for further funding is still to be confirmed.

7.13 UK Shared Prosperity Funding, in conjunction with South Lanarkshire Council, has allowed the delivery of numeracy workshops, which started in the Summer, and planning is in train to deliver further numeracy workshops in College, in Lanark and for employers in the workplace.

7.14 The programme will target students, the unemployed and employees above the age of 19. VASLAN (Voluntary Action for South Lanarkshire) are also recipients of their own fund, and we are working with them to ensure capacity across South Lanarkshire is not duplicated.

8 RETENTION

8.1 The table below shows the retention and withdrawal figures as of May 2023. Retention has remained stable due to intervention and support actions by Curriculum areas and

Student Services to support students to remain and complete their courses. The College's key focus is to improve attainment rates especially for those students on FT FE (Full Time Further Education) programmes as per the College's enhancement plan.

8.2 The year end retention rate for 2022-23 is 89%, this is 2.4% higher than the previous year.

8.3 Table 1: Enrolments, Retention, Early and Further Withdrawals August 2023

Mode	No. of Enrolments	Early Withdrawals	%	No. of Further Withdrawals	%	Retention %
FT FE	1,490	125	9.7	158	12.3	78%
FT HE	885	52	6.6	90	11.4	82%
PT FE	3,355	61	1.9	84	2.7	95.4%
PT HE	337	23	7.7	13	4.4	87.9%
Overall	6,067	261	4.7	345	6.3	89%

(A full breakdown by curriculum area can be seen in Annex 1)

9 GOOD NEWS STORIES

9.1 Good news stories have continued over the summer with Kyle Burns (4th year Roofing Apprentice) being selected as a finalist for this year's BMI Roofing Apprentice of the Year competition, which took place in July 2023 at the BMI Roofing Academy, and the De Vere Hotel at the Cotswold Waterpark, Gloucestershire. This was more than just a standard competition, as finalists were coached on a wide range of topics, ranging from presentation skills and social media for business through to estimating and making technical assessments. The final assessment considers both performance and development over the 2-day event.

9.2 HN photography student Liam Cunningham has been shortlisted in the black and white category, in the MPB Scottish Portrait Awards competition, with his image "Cheeky Chappy." This means that his work will be part of the SPA exhibition that will be displayed in Edinburgh, Kirkcudbright and Glasgow between September 2023 and February 2024. The prize-winners will be announced on 7th September 2023.

9.3 At the end of the 2022-23 academic year Persimmon Homes donated over 3,000 roofing tiles to South Lanarkshire College to support the next generation of construction workers. This is at a time where the cost of materials has increased considerably over the last 12 months, and it is therefore a very welcome donation to support students in the new academic year.

9.4 South Lanarkshire College has been delivering training and employability support for the last 5 years from its main base in Lanark and in community venues across rural communities in South Lanarkshire. This initiative has been funded by South Lanarkshire Council and the European Social Fund.

9.5 In 2022-23 through the Rural Academy the Childcare team delivered a very successful programme in conjunction with South Lanarkshire Council, Department for Work and Pensions (DWP), offering accredited training opportunities to residents in the rural localities for them to access job opportunities as Education Support Assistants in local schools.

9.6 Rural communities are particularly affected by high levels of unemployment and inactivity due to lack of transport links and local employment opportunities. Rurality is also a barrier to education, where learning opportunities are not geographically accessible. Employers with vacancies also feel restricted.

9.7 This initiative has allowed local people to access local jobs. It has allowed mothers mainly to access free childcare through the project, learn and gain a qualification locally, build their confidence through work placements in local schools and ultimately gain employment. 18 students out of the 20 enrolled who completed the PDA Classroom Assistant course in March 2023 got an interview with South Lanarkshire Council. All were offered a job (specific place or on the supply list). This project has been entered for a College Development Network award.

9.8 A sustainable enterprise project was set up in 2022/23 focussing on recycling and reusing donated clothing helping to reduce landfill. The 'College Way Market' allows students to access clothing for free from monthly pop-up shops on campus. Clothing donations are requested from staff and students and donation bins are located throughout the college. Staff and students sort donations and display them in a 'boutique-style' market.

9.9 The project is planned and managed by students from the Learning Development (LD) department's supported programmes. The objective is to increase LD student's customer service skills, provide valuable hands-on work experience in a retail-like environment that they take full responsibility for, while they learn about sustainability.

9.10 The Market provides SLC students access to free clothing they can wear to college, and smart workwear they can wear to interviews, reducing barriers to employment for those who can't afford professional clothing. The access to free clothing is helping students on low incomes during the financial crisis. Students update their wardrobes for free, reduce the effects of fast fashion and high street shopping, promoting sustainability and contributing to the decarbonisation agenda.

10 RISK

10.1 That the College does not meet its overall credit or funding target due to recruitment challenges.

10.2 That the quality of learning, teaching and assessment declines impacting on the student experience.

11 EQUALITIES

11.1 There are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report.

12 RECOMMENDATIONS

12.1 Members are recommended to:

- consider and note the achievement of the 2022-23 credit target pending the credit audit;
- consider and note the credit target for 2023-24 as well as the flexibilities outlined in Annex A by the Scottish Funding Council;
- note the impact of the industrial action;
- note the update on the recruitment of the Vice Principal for Learning, Teaching and the Student Experience;

- note the work being undertaken by curriculum areas and alternative funding; and
- note the good news stories.

ANNEX A

26 July 2023

By email

College Principals

Dear Principal

Credit Guidance Clarification

Our new funding distribution model for Academic Year (AY) 2023-24, and associated credit guidance, builds from joint work over the last year and provides colleges with enhanced flexibility and greater opportunity to decide how best to respond to regional and national needs in these challenging times.

Our early engagement and discussion with colleges has highlighted the need for further clarification, which is set out below.

Context for change

In order to maximise the flexibility we are now offering colleges, the new approach to your funding allocation and our credit guidance needs to be considered together, as a whole package. Therefore, when you are looking at the effect on credit claims, you should take a rounded view of the combined impact of the introduction of the reduced threshold; the alignment with universities on the 2% tolerance in relation to credit delivery; a similar alignment on the required date for student retention; and the decoupling of 20% of our core funding from potential funding recovery action.

Many colleges have had challenges in meeting credit targets in recent years. This has meant that colleges have been exposed to the risk of the recovery of funds associated with the shortfall in credit delivery. This exposure has affected colleges' ability to develop long term financial planning. SFC is committed to minimising colleges' planning uncertainty and exposure to the risk of recovery of funds where possible.

In addition, we put in place a range of emergency responses that were relevant to the critical phases of the pandemic. These rule changes and responses, agreed collaboratively with the sector, cumulatively introduced inconsistencies and complexity into our funding approach. To improve stability, transparency, and accountability, and after consultation with the College Funding Group, we have reshaped the funding distribution model for AY 2023-24. We will continue to engage with individual colleges to discuss their specific context in relation to funding allocations and the credit guidance.

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The key change is to remove credit targets and introduce the concept of a credit threshold to which colleges must deliver to avoid funding recovery. In doing so, we have pitched the threshold to reflect learner and employer demand more realistically. This is the first step towards a more dynamic funding model. At the same time, we have increased the credit value to ensure that, for a lower number of credits, colleges receive the same level of funding. Because colleges will be receiving the same level of funds to deliver to a lower threshold, colleges may choose to deliver activity above their credit threshold to meet demand from learners and employers in their region.

In addition to the lowered threshold and increased credit value, we have maintained the 2% tolerance for under-delivery of credits. We have also aligned the required date with that for universities. This means that colleges can now claim credits for full-time students on courses lasting over 20 weeks if the student is still in active learning after 5 weeks from the course start date. For shorter courses, the required date continues to be after a quarter of the course has been delivered. Across the sector this equates to an estimated further flexibility of 35,000 credits.

Finally, recognising that colleges will bear an element of semi-fixed costs even when credits are not delivered, we have decoupled 20% of the value of those credits to recognise that sunk cost. Therefore, when considering potential recovery in respect of under delivery against credits, we will discount any recovery by to reduce planning volatility.

To summarise, all colleges will benefit from:

- a reduced threshold,
- the 2% tolerance on the threshold,
- the alignment of the required date with universities, and
- the decoupling of 20% of the value of credits to represent semi-fixed costs.

Average credits per full-time student

We have stated in the guidance, colleges should not exceed an overall average of 17 credits for full-time FE students and 15 for full-time HE students across the full-time cohort. This should not be viewed as an upper limit for individual courses or students. In some cases, credit claims for individual learners and class groups will exceed this average figure.

Our new approach also means you may not always need to claim a credit for every activity – you can exercise choice about how you meet the benchmark average. On that basis, we have not anticipated the need for significant change to curriculum plans for AY 2023-24, although some colleges may need to make adjustments going forward to stay within our credit guidance and to make full use of the flexibilities within that guidance.

Students funded from multiple sources

We have not changed our guidance in relation to students funded from multiple sources. If a student's programme is funded from multiple sources (including from SFC) colleges should only claim credits from SFC for the activity not covered by other funding.

We will work with the sector, Skills Development Scotland, and the Scottish Government over the coming months to explore the total cost and funding involved in delivering Modern Apprenticeships, including the different frameworks, the impact of multiple sources of funding and the need for consistency and comparability across the sector.

Next steps

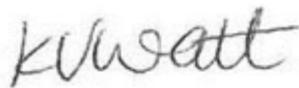
We recognise that colleges are operating in particularly difficult circumstances and understand the challenges they face. The credit guidance is issued around this time each year but we note that, prior to publication, the majority of colleges had finalised curriculum plans and may already be planning for reduced activity levels in AY 2023-24.

Where a college is concerned that their plans do not align with the revised credit guidance, now or through the course of the academic year, we are happy to discuss this with individual colleges, so that we understand the reasons for this. Where appropriate, SFC will work with colleges in respect of pre-existing curriculum plans and credit arrangements in AY 2023-24 to better understand the educational and operational rationale for different approaches and to identify areas where the sector can better align activity with the evolving guidance from AY 2024-25.

We will set up workshops with the sector to discuss the guidance and offer any further points of clarification. In addition, we will work with college auditors to reflect the above to support the interpretation of our guidance as they conduct their audit work. We will also ensure our own processes reflect this approach.

We look forward to engaging with you on the implementation of our revised approach to funding allocations and credit guidance for AY 2023-24, and to the further evolution of our funding distribution model for the future.

Yours sincerely



Karen Watt

Chief Executive

ANNEX B

Table 2: Overall Curriculum Area Enrolments, Retention, Early and Further Withdrawals August 2023

Mode	No. of Enrolments	Early Withdrawals	%	No. of Further Withdrawals	%	Retention %
Building Service Engineering	466	10	2.3	16	3.6	94
Built Environment	500	47	10.8	61	14	75
Business Management and Media and Accounts	814	35	5	27	3.8	91
Carpentry and Joinery	425	2	0.5	4	1.1	98
Early Education and Childcare	489	25	5.6	39	8.4	86
Hairdressing, Beauty and Make Up Artistry	616	46	8.2	46	8.2	83.5
Health and Social Care	765	16	2.3	40	5.7	92
Hospitality, Tourism, Legal and Police Studies	754	29	4.3	39	5.8	90
Learning Development	487	18	4.2	29	6.8	89
Life Sciences	360	20	6.3	33	10	83.4
Wet Trades	393	13	3.4	11	2.9	94

(Note due to curriculum area mergers not a like for like comparison to May 2023)



South Lanarkshire College

Students' Association

Board Report

August 2023

YOUR COLLEGE
 **YOUR WAY**

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Overview

Student Engagement

Throughout summer, the Student Association has completed a draft Operational Plan, Social Media Plan and are finalising our Strategic Plan. We are aiming to complete all these key documents prior to students returning so that we can turn our focus to welcoming them onto campus. We have also completed a welcome PowerPoint to introduce ourselves during class visits.

The Student Association Office has had a refresh over the summer months. We had the walls painted, replaced the carpet and requested a full deep clean of the space. The furniture has been moved around to create a more welcoming and inviting space for students to visit. We have also had the cabinets moved away from the window to make the office more visible to students.

The Student President and Vice President have been working with Guidance and Support Advisor Maggie Farrell to produce an Anxiety Webinar. This webinar will provide an overview for students on how to manage anxiety, featuring different tips and techniques that they can put into practice. We have recorded over a PowerPoint that will be shown to students when they come back from their summer break.

The Food Larder has been refilled so that we can immediately help students who are struggling for food. Students have already been made aware of this via promotion on social media for when they return. We will also shortly be confirming dates with Inspire for free soup and sandwich/breakfast starting in September. We have arranged a supply of free stationery for our students to pick up including notepads, pens and folders. Alongside this we have worked with Student Services to order in more free sanitary products for students and will be creating holiday packs for students to collect prior to the September Weekend and October break.

The SA have been very busy planning Freshers, which will take place from 11 to 13 September. We have reached out to different organisations and companies to invite them to our Freshers Event. Many companies have confirmed that they are coming, and spaces are filling up quickly.

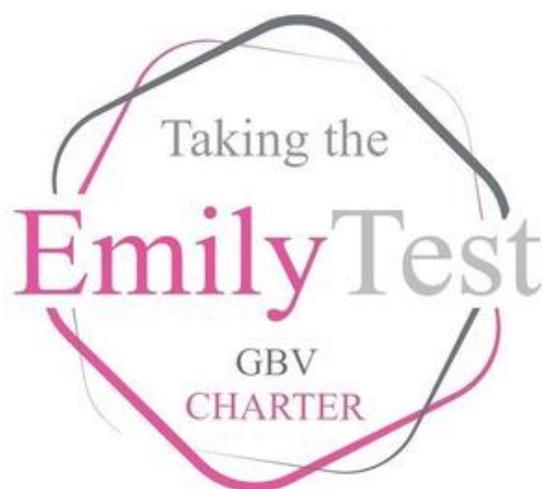
The SA is very excited to welcome students back after the summer break. We will be working hard to raise awareness of the Student Association with students and promoting the services that are available to them. This will include hosting more activities and events on campus, visiting classes, working in partnership with Curriculum Areas and Departments, and being more involved in the Class Reps process.

As this report will highlight, 2022-23 was a busy year for the SA and we look forward to building on this for the upcoming academic year.

Emily Test Gender-Based Violence (GBV) Charter

Our full EmilyTest submission took place earlier this year and we are eagerly awaiting the final response to this. We are confident of a positive outcome for our Charter submission due to the huge amount of work that has taken place over the last year.

The SA has been directly involved in much of the activity, including co-ordinating gender-based violence prevention workshops with students to help raise awareness of our zero-tolerance approach to GBV, as well as gaining valuable insight from students on the work being undertaken. This important work will continue into the new academic year with the introduction of a new e-learning module for students about GBV, created by Lanarkshire Rape Crisis, in addition to continued promotion of the support available. We will also be re-launching our Report and Support software to all new and returning students so that they are aware of how to raise any concerns to staff.



Student Poverty/Cost of Living

The ongoing cost-of-living crisis continues to have a major impact on our students, and we are committed to continuing to support them through this difficult time. As part of our initiatives for this upcoming year, we will continue to provide free soup and a sandwich to students one day per week. We would like to take this time to sincerely thank the SLC Foundation for their support in being able to provide this to our students. This support means we can continue to provide a healthy breakfast and lunch to those most impacted by rising food costs, which in turn will help them to focus on their studies. In 2022/23, in partnership with Inspire, we provided an amazing 17,186 servings of both soup and sandwich and breakfast to our students. Student testimonials to this offering have been overwhelmingly positive and we look forward to being able to continue to provide it.

Alongside this we will continue to operate the Student Larder where students can visit the SA office and collect much needed food and toiletries. We will also be providing students with free pens, notebooks and blank folders to ensure they have essential stationary products. Throughout the year we will work closely with our colleagues in Student Services to signpost students to discretionary funding, as well as promote financial support through the SA fortnightly newsletter.

Student Mental Health Agreement

We were delighted to launch our Student Mental Health Agreement for 2022-2024 last year and look forward to continuing to deliver the initiatives from it over the upcoming year. The working areas for the SMHA were as follows:

- Continuing to Address Student Poverty
- Peer Support through Games & Activities
- Supporting Men's Mental Health

We have already achieved a great deal in addressing these areas but look forward to building the great work already done. To find out more about our SMHA, please visit the Student Associations' webpage here: <https://www.slc.ac.uk/students/student-association/>

2023-24 Operational Plan

The SA has completed the 2023/24 Operational Plan and Social Media Plan, plus we are finalising our Strategic Plan.

Our focus for the upcoming year is the following three priorities:

- empowering the student voice;
- Making sure all of our students feel welcome and included;
- organising games and activities to make sure our students have fun.

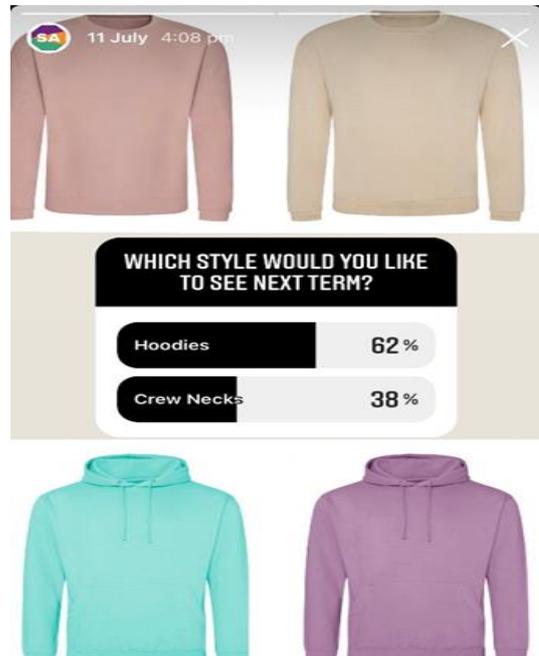
We have prepared a SA Induction PowerPoint and we will send out emails to all departments to book class visits. We want to be as visible as possible and have created an induction video for our social media accounts. This will help us to make sure all students know who we are and the support we offer.

We want to create lots of fun activities for our students to get involved in throughout the year and look forward to engaging with students.

College Hoodies

The Students Association have sent out emails to request three quotes for hoodies. This is still to be approved but we are hoping to order 355 hoodies for our students. We believe it is important to provide these fantastic products to our students and to maintain the low price of only £5 per hoodie. This initiative is important as part of our commitment to tackling student poverty and providing a high-quality garment at a subsidised costs to students.

We have decided to continue with the same design of hoodies that was decided by students last year, however we will be putting out a new poll via social media for students to decide on the colours they would like to see. We believe that our students deserve to choose what they will be buying.



We are empowering the student voice by making sure they are included in decisions such as these. We will post on our social media a poll & post where students can vote and have their voice heard, thereby helping build their confidence, trust, and a relationship with the SA.

Lead and Change

During the summer holidays we attended Lead and Change, an exciting and informative event. We learned about self-care, and helpful tips for starting this new opportunity within the SA.



We were able to discuss what to expect from the second-year officers. We learned more about adopting a balanced lifestyle focusing on mental, physical, and sociological wellbeing. This is key to our roles because if we take good care of ourselves, it will enable us to take greater care of our students. This will also help us maintain our passion by always reflecting and remembering our values and what we stand for.



We have also learned about barriers, as well as the importance of saying 'NO' without feeling guilty for it because it is about self-love/care. We discussed and learned about our values, i.e. what we stand for, goals in life and aspirations.

We learned about the struggles students are facing during this cost-of-living crisis. We were given space and encouragement to create ideas on how best to support our students.

We had the opportunity to meet SA representatives from across all of Scotland and it was great to see what other institutions are doing. We were able to share ideas and we found out that SLC is doing great at supporting the SA! This has resulted in us having much more appreciation for the support we have from the College!

Overall, we learned a great deal and enjoyed our time. We made friends and gained a wider perspective on what it means to be a great, caring, successful leader.

Events

Staff Conference

Tuesday 15 August

The SA were delighted to be invited to the College's All Staff Conference on 15 August. It was great to hear from different speakers, including Principal, Stella McManus, on what the College's plans and goals were for the upcoming academic year. It was also a great opportunity to meet staff from across the College and talk with them about how the SA can work with different areas to support our students. Overall, it was great to be involved in such an engaging event!

Forthcoming Events

Freshers'

Monday 11 – Wednesday 13 September

Freshers' Week is scheduled to start on Monday 11 September and we're looking forward to engaging with students! We will be hosting a SA stall where we can promote the different initiatives the SA are involved in, as well as signpost to all the fantastic support services available within the College.

As with previous years, we have invited various stall holders for the College Atrium to give students the opportunity to learn more about what's available in their local area.

Organisations confirmed to be attending include Police Scotland, Covey, Samaritans, Carers Trust Scotland, Dominos, Women's Aid, Money Matters and many more.

In addition to all these fantastic organisations being available, we are also arranging wellbeing sessions and the always popular Prize Pong! The Library will be set up as a Wellbeing Zone where students can talk with organisations such as NHS Inform, Breathing Space, JD Gyms, LAMH and more. There will also be mindfulness classes, arm/hand massages provided by LUSH and manicures provided by SLC students. Throughout the week we will also be selling the SLC hoodies to students. We will be taking photos and promoting on social media throughout the day so ensure as many students as possible can take part in the event.

Students' Association

August 2023 Board Report.

The future is bright.

Meet the NCLSA Student President.

We are delighted to announce that this years Student President has been elected to represent New College Lanarkshire's Students' Association (NCLSA) for the 23/24 academic year.

Mark Frame will be the voice of every student at NCL and will work to "make the student experience the best it can be".



Mark Frame

NCLSA Student President.

Marks priorities are to:

- Improve the quality of education at our college by working with staff and faculty to develop innovative and engaging learning experiences.
- Increase transparency on our sustainability goals and our race to net-zero by 2042.
- Promote diversity and inclusion on campus by working closely with reps to tackle issues experienced by the students whilst also encouraging students to create groups and clubs that appeal to their interests.
- I would like to incorporate students more into social media projects to tackle problems facing students. These could be used to showcase the skills of students but also help others who may be struggling.
- Enhance student life and celebrate the accomplishments we achieve along the way by organising activities and events which can bring all students together.

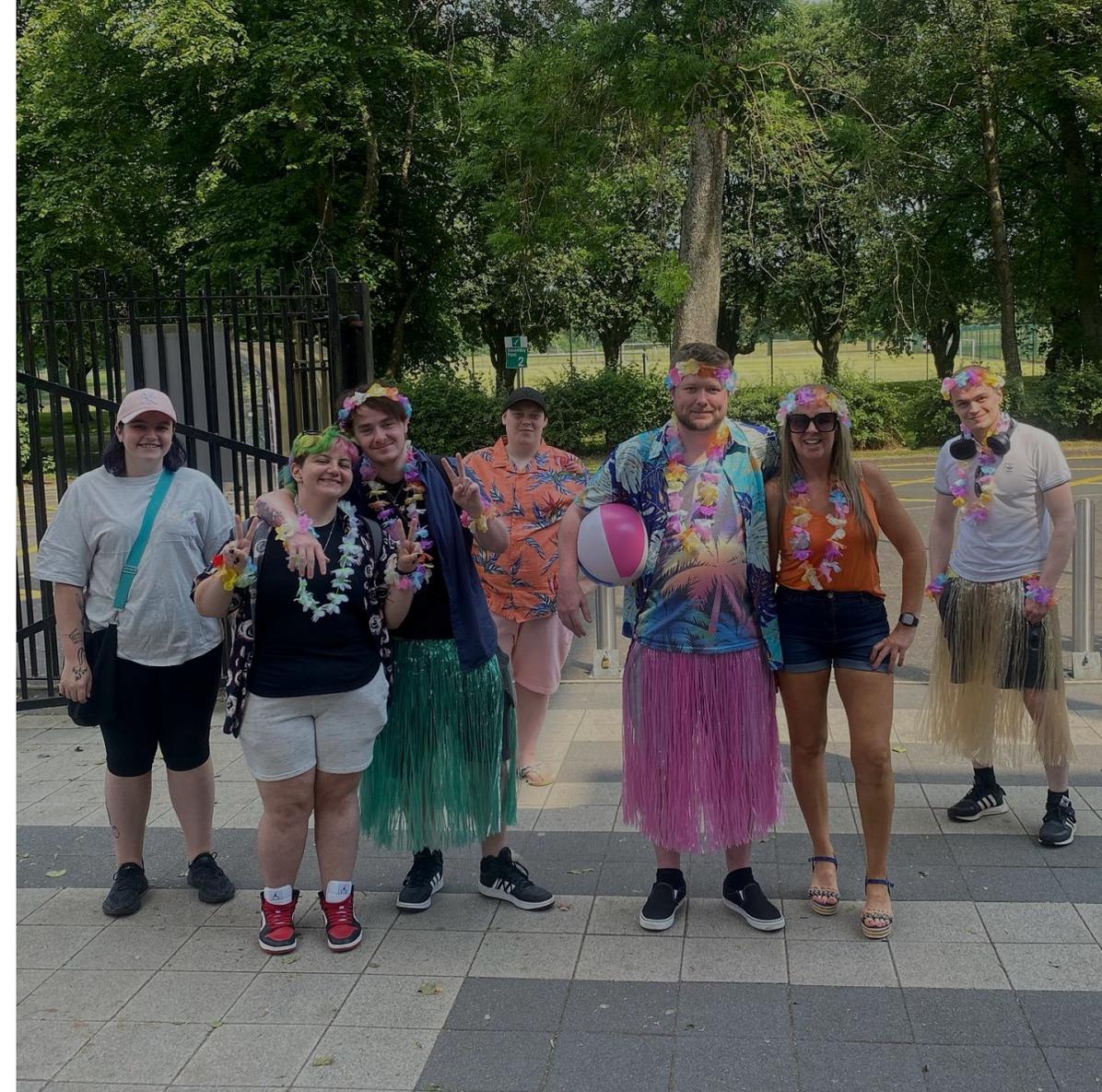
These are important issues and Mark is confident that there will be more issues to come, and is committed to tackling these with a fresh perspective and to work with the college and staff to make NCL a better place for all students.

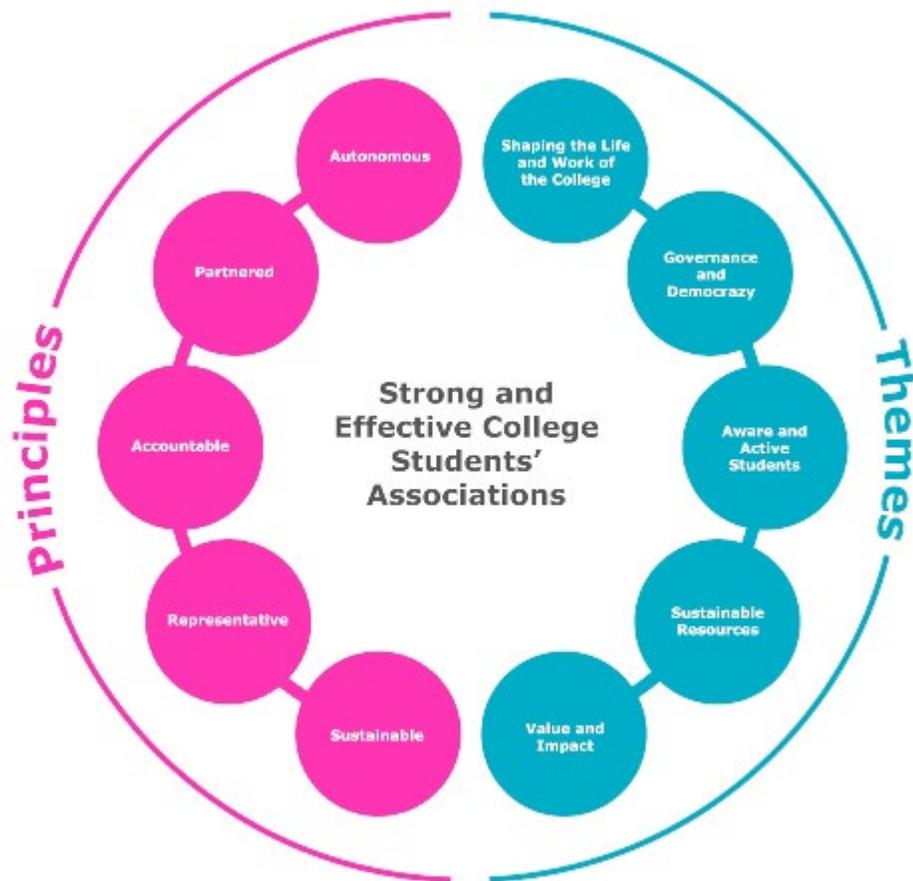
[Read Marks full manifesto](#)

Developing a **strong effective SA!**

The NCLSA will continue to focus on developing the association around the 'Framework for the Development of Strong and Effective College Students' Association. This framework, which has been sector-agreed, focuses on how colleges and students' association can work in partnership effectively, with the support of sector agencies and the NUS charity.

The framework sets out shared vision for students' association development and has a set of standards and indicators which offer students' associations and colleges a structure and guidance to help them to jointly plan their development.





Key Principles and Themes

The Framework aims to provide a shared vision for students' association development and a common understanding of its key concepts and qualities. It identifies five key Principles that set out the aspirations for students' associations in the college sector. These are:

- Partnered
- Representative
- Sustainable
- Accountable
- Autonomous

The Themes section outlines five areas of development that colleges and students' associations will need to work together to put in place. These are:

- Shaping the Life and Work of the College
- Governance and Democracy
- Aware and Active Students
- Sustainable Resources
- Value and Impact.

With the aim to work collectively to develop a strong and effective students' association, the SA has been involved in sessions over the last year and were involved in three workshops this summer. These workshops were based on how to develop a strategic plan and the team are currently in the process of drafting their strategic plan for 2022-2025.

The team have also agreed on specific KPIs and expected sources of feedback on methods of collection. These are currently awaiting approval by the Executive Board.

That's quality! Colleges.

The logo for sparqs features the word "sparqs" in a bold, lowercase, blue sans-serif font. To the right of the text is a blue starburst icon with six points.

student partnerships in quality scotland

That's Quality! Colleges is a quality induction event hosted by sparqs that offers training and guidance to college officers and those who support them. The aim of the event is to help newly elected officers engage in quality processes at college level and to equip them with the knowledge and ability to run an effective students' association.

This year's event was split into three parts. The first part was a one-day online event on Thursday 16th June, followed by an online self-study module, providing officers with a more detailed overview of quality in Scotland. The final part involved a residential event on Monday 8th & Tuesday 9th August in Queen Margret University Musselburgh, which was a joint event with delegates from the university sector. The joint event included a dinner on the first evening, allowing for some much-missed social and networking opportunities.

During the event, NCLSA gained valuable information on topics such as student partnerships, national quality arrangements, the role of officers as they prepare for back on-campus president experience and how officers can engage with sector developments to help improve the student learning experience.



Super student engagement.

sparqs' 2023 Student Engagement Awards

NCLSA student outreach efforts have been recognised after we were shortlisted for two awards.

New College Lanarkshire has been shortlisted in two categories in the sparqs' 2023 Student Engagement Awards.

Outstanding Academic Representative

Kellyann McGraith has been nominated for her work as student president. During her two years in office as a president of the student association, Kellyann always went over and above and had the student at the centre.

Digital Partnership award

Working with MIS, we developed a way of using Teams that strengthened 'the effectiveness of the Student Rep function and provided a platform for their voices to be heard on their terms'

This approach streamlines and increases accessibility for active dialogue for the student voice to be recorded. We feel we are only scratching the surface of the potential of these resources and look forward to harnessing its full capability in the new year.

Development of the course review.

The SA recently met with Jennifer Low - Assistant Principal: Education and Student Success and Barry Skea - Dean for Learning and Teaching to discuss the effectiveness of NCL's current course review system and ace.

During the review process, the team took at operations of the course review overall to see what was working and what wasn't and identified that there were many gaps in the review process.

After a long session, taking into account structural changes within the organisation, the team were able to devise a new system of operating which they feel will benefit both students and staff.

The structure, which was presented to and approved by Heads of Department and Academic Leaders, will hopefully increase student and staff engagement and make the student voice very much at the centre.

The team will be able to provide further updates once the new structure has been implemented in the next few weeks.

NCLSA's – It's good to see you campaign.

NCLSA launched their new 'It's good to see you' campaign along with the promotion of their services to students. The NCLSA aim to raise their profile and also make sure students are aware of what services are available from their NCLSA.

These visuals are at every point a student can see within the campuses and also digital in classrooms.

NCLSA



**IT'S
GOOD
TO SEE
YOU!**

**WELCOME TO
NEW COLLEGE LANARKSHIRE**

- ✉ Studentvoice@nclan.ac.uk
- @ NCLstudentvoice
- ✕ NCLstudentvoice
- 👤 New College Lanarkshire Students' association

Campus posters

**YOU ARE
EXACTLY
WHERE YOU
NEED TO BE.**

**Welcome to
New College
Lanarkshire**

- ✉ Studentvoice@nclan.ac.uk
- @ NCLstudentvoice
- ✕ NCLstudentvoice
- 👤 New College Lanarkshire Students' association

YOUR VOICE. OUR SERVICES.



MENTAL HEALTH
& WELLBEING



ADVOCACY



STUDENT
SUPPORT



ENTERPRISE



REPRESENTATION



STUDENT
CLUBS



VOLUNTEERING
OPPORTUNITIES



PHYSICAL
ACTIVITY

Digital Screens



Active Campus Coordinator.

First in post across Scotland – **Kellyann McGrath**

A groundbreaking initiative aimed at promoting health and well-being among students in higher education delivered in partnership with **sportscotland** and Colleges Scotland.

Funded by **sportscotland**, the £1.45m investment will strengthen the existing network of sport and physical activity staff already working within the college sector through the appointment of new Active Campus Coordinators.

18 out of the 26 Scottish colleges have been given a new Active Campus Coordinator and NCL are fortunate enough to be one of the 18.

In a two year action plan, Kellyann will work to increase participation opportunities for students and staff at NCL, improving physical and mental wellbeing.

Providing opportunities for everyone to lead more healthy active lives.. Kellyann is excited to fully immersing herself into the new role and over the coming months will:

- Attend a residential stay at **sportScotland** Headquarters the other 17 active campus coordinators from across the sector to share ideas and best practice
- Reach out to students and staff to gauge where the interest lies in sport and physical activity
- Explore in house expertise to call upon for the delivery of sport and physical activity, whether that's within our student population or work force

NCLSA Student Welcome.

NCLSA have decided this year to focus on supporting and preparing the student for their first couple weeks in the transition into college.

The team will be facilitating 2 weeks of fun team building events for students along with external agencies who will be delivering talks and information stalls.



Prepare to succeed team building.

Staff and students have been engaging well in selecting slots to attend.

Building Canadian connections.



NCL Student President Mark Frame was part of a Turing trip who visited Canada's Niagara College earlier this Summer. Pictured here with Niagara college student President Depal, they agreed to continue to build the relationship between our two colleges through online meetings this year.

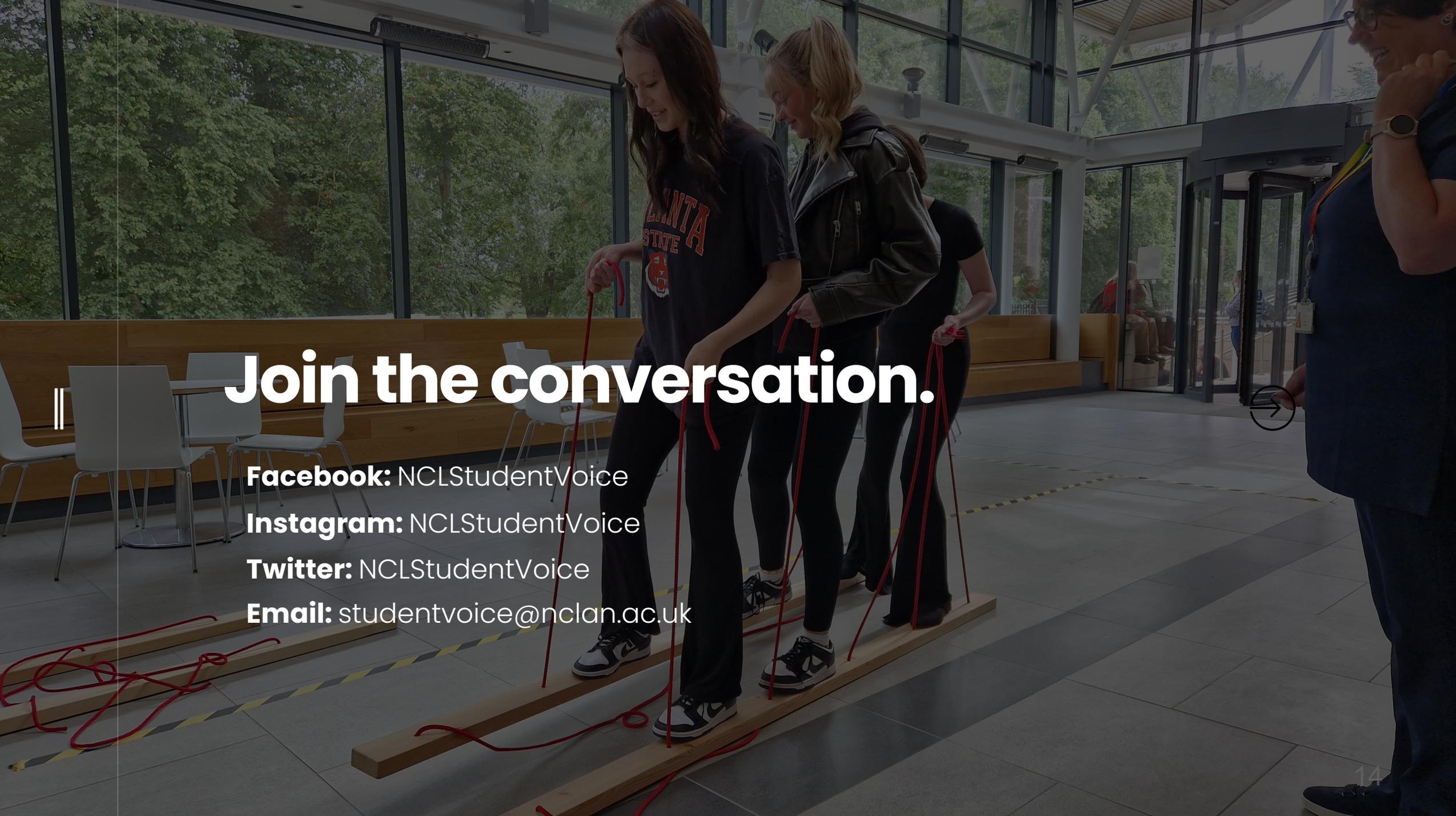
He was one of 22 students from NCL and four accompanying faculty who were in Niagara for a two-week customized study tour from May 26 to June 9. In addition to attending courses from ten different schools of study at NC, NCL students participated in workshops focused on Leadership, Equity, Diversity & Inclusion (EDI), Personal Brand, and Entrepreneurship/Intrapreneurship.

Mark said he hopes to implement in NCL what he has learned and experienced at NC.

"Niagara College actively creates opportunities for its students to better themselves, the environment, and the community," - he said. "In my new role, I hope to create the same atmosphere NC radiated. Something that stuck with me was that NC openly stated the Land Acknowledgement during the seminars, showing the College not only cares about the future but also recognizes that the past plays a pivotal role."

Senior Learning Engagement officer John O'Hara was also present and said 'I think this is a great partnership - NC has so many similarities to NCL and we can really benefit from this partnership. I think we might be the first College in Scotland to build partnerships with an international student union. It's a good energy!'

Our partnership with Niagara College started in March 2021, when [we signed a three-year Memorandum of Understanding \(MOU\)](#) intending to allow students, faculty, and staff the opportunity to benefit from best practices in education in Scotland and Canada. Students from Niagara visited NCL back in April and loved getting a feel for Scottish culture.

A group of students are participating in a team-building exercise in a modern, brightly lit building with large windows. They are standing on wooden planks on the floor, holding red ropes that are attached to the planks. One student is wearing a black t-shirt with 'NCL STATE' and a logo. Another student is wearing a black leather jacket. A staff member in a blue uniform is standing to the right, observing the activity. The background shows a modern interior with white chairs and tables, and a glass entrance area.

Join the conversation.

Facebook: NCLStudentVoice

Instagram: NCLStudentVoice

Twitter: NCLStudentVoice

Email: studentvoice@nclan.ac.uk