



**Operational Plan**  
**2009-2010**

### **What is the Operational Plan?**

It details what the College intends to do over this academic year. It evolved from the rolling 3-year Strategic Plan 2009-2012 and the five Strategic Aims from that Plan.

**Strategic Aim 1:** Develop a curriculum which exceeds learner and stakeholder expectations and create a College ethos that commits to the common purpose 'It's all about learning'.

**Strategic Aim 2:** Ensure effective governance, strategic planning, financial and organisational management of the College.

**Strategic Aim 3:** Continuously enhance the quality of the learner experience.

**Strategic Aim 4:** Enhance the College reputation and its influence locally, nationally and internationally.

**Strategic Aim 5:** Create a harmonious working and learning environment.




### **What does it say?**

It says that we will give the learner a high quality learning experience and that we will deliver an improved curriculum portfolio to that of 2008-09.

### **What is it driven by?**

The Operational Plan is driven by the needs of the learner and our interpretation of how best to satisfy these needs. It is also driven by the Operational Plans of Service and Centre areas and by the agreed curriculum portfolio for 2009-2010.

### How is on-going progress monitored?

- Systematic monitoring of implementation of:
  - 2009-2012 Strategic Plan
  - 2009-2010 Operational Plan
  - Area Operational Plans
- Summarised regular and periodic monitoring of progress by each area of own Operating Plan, feeds in to overall progress against College-wide plan targets through **Lead Reporter**.
- Used to assess progress made by each area towards achievement both of its specific targets and of the College-wide targets, to inform strategic reports to Board of Management and year-end report on achievement.
- Uses “traffic light” coding system to indicate:
  -  = that good progress towards achievement of the expected result in question is being made and that this is not thought likely to be significantly affected by impediments and risks;
  -  = that progress towards achievement of the expected results is considered to be under threat, with action required to overcome the effects of delays, impediments or risks;
  -  = that there is a real danger that the expected result will not be achieved, owing to impediments or risks considered likely to have a significant impact on progress.
- Uses arrows to indicate the progress trend since the last reporting period:
  - ▼ = worse
  - ▶ = same
  - ▲ = better




## College Operational Plan






- A **brief** commentary:
  - Intermediate milestones not met and impact on outcomes
  - Intermediate milestones not met corrective action taken
  - Intermediate milestones met
  - Target achieved
- **Each** area assigns own traffic light and trend indicator **to indicate status of progress in relation to its own operating plan targets (with by exception commentary if appropriate)**. Lead reporter assigns overall traffic light **to indicate status of progress in relation to College-wide target informed by distribution of functional areas traffic lights**.
- Frequency of monitoring:
  - Area Operating Plans - bi-monthly
  - College-wide (Strategic and Operational Plans) – end November and end May
  - Strategic – December and June Board meetings.
- Who will monitor:
  - Area Operating Plans – Manager / Appropriate Assistant Principal
  - College Operational Plan – Assistant Principal Organisational Development and Vice Principal Learning and Skills
  - Strategic Plan– Vice Principal Corporate Development and Vice Principal Learning and Skills






## Risks


Throughout the plan areas of high risk have been identified and an action plan drafted to support management of their risks and to successfully deliver outcome required. See table appendix 1

**Strategic Aim 1: Develop a curriculum which exceeds learner and stakeholder expectations and create a College ethos that commits to the common purpose 'It's all about learning'.**





Operational Task	Time scale	Staff	Lead Reporter	Milestone	What success will look like	Status R/A/G	Risk	Risk Action Plan Reference
<b>1.1 What we will do for our learners</b>								
1.1.1 Deliver innovative and exciting learning experience.	August 2009 – June 2010	Course Teams	AP Learning Enhancement & Development	Portfolio Review 1 September 2009	<ul style="list-style-type: none"> <li>• New learning approaches embedded into the curriculum.</li> <li>• Sector Leading Innovative Practice) SLIP.</li> <li>• Positive learner feedback.</li> <li>• Improved PI's.</li> </ul>		<ul style="list-style-type: none"> <li>• Poor recruitment and retention.</li> <li>• Deletion of courses.</li> <li>• Poor quality of delivery.</li> </ul>	
	June 2010	All Staff	Learner Services Manager	December 2009	<ul style="list-style-type: none"> <li>• Improved application &amp; recruitment to innovative programmes.</li> <li>• Staff engagement and ownership of CPD and commitment to change.</li> <li>• Healthy recruitment to a more modernised curriculum.</li> </ul>		<ul style="list-style-type: none"> <li>• Poor recruitment processes.</li> <li>• Learners enrolled on inappropriate courses.</li> <li>• Staff not at a competitive advantage with sector peers.</li> </ul>	
1.1.2 Diversify the curriculum across all SCQF levels by 2010/11, placing particular emphasis on non advanced programmes.	September 2009	Learning Managers Curriculum Managers	AP Curriculum Development and Planning	Portfolio Review 1 September 2009	<ul style="list-style-type: none"> <li>• Improved entry and exit points.</li> <li>• Improved progression routes and retention.</li> <li>• Employment opportunities</li> <li>• Improved links with stakeholders.</li> <li>• An appropriate portfolio of programmes at levels to increase and widen recruitment of learners from all backgrounds.</li> </ul>		<ul style="list-style-type: none"> <li>• Poor recruitment and retention.</li> <li>• Insufficient learner numbers.</li> <li>• Lack of stakeholder involvement.</li> </ul>	Reference 9 <ul style="list-style-type: none"> <li>• Enhanced Portfolio Review process.</li> <li>• Appropriate market and demographic research.</li> <li>• Stakeholder input.</li> <li>• CPD for staff.</li> </ul>





1.2 What we will do for our local communities								
1.2.1 Use our new learner resource centres to deliver 10% of the curriculum flexibly by 2009/10.	August 2009 – June 2010	Course Teams	AP Learner Services	Portfolio Review 2 March 2010	<ul style="list-style-type: none"> <li>Modern Curriculum.</li> <li>Improved WSUM/FTE.</li> <li>Learner services supervising innovative e-assessments.</li> </ul>		<ul style="list-style-type: none"> <li>Disengaged Learner.</li> <li>Not meet WSUMS/FTE.</li> <li>Failure to meet wider market demand.</li> </ul>	<ul style="list-style-type: none"> <li>VLE secondees will be appointed to address the E Learning Strategy and action plan for 2010/11</li> <li>The portfolio review process and Centre operating plans will action this as a high priority</li> </ul>
	June 2010	All Managers Learner Support Staff	Learner Services Manager	December 2009	<ul style="list-style-type: none"> <li>Learners and staff using the facilities to exceed the 10% target.</li> <li>Increased engagement of local communities in the centres.</li> <li>Learner Resource Centre is fully utilised and delivering &gt;10% of curriculum.</li> </ul>		<ul style="list-style-type: none"> <li>Ineffective use of estates.</li> <li>Not maintaining the highest standards of e-learning and the use of learning technologies.</li> </ul>	As above
1.2.2 Promote partnership delivery with Colleges, school and universities to work with them on single outcome agreements.	August 2009 – June 2010	Leadership Team Learning Managers Curriculum Managers HE liaison	Learner Services Manager	June 2010	<ul style="list-style-type: none"> <li>Formal articulation agreements.</li> <li>Sustained FE/HE progression routes.</li> <li>Improved recruitment.</li> </ul>		<ul style="list-style-type: none"> <li>Lose learners to HE and other providers.</li> <li>Reputational damage.</li> <li>Poor articulation.</li> </ul>	Ongoing development
	June 2010	All staff Learner Support Staff	Learner Services Manager		<ul style="list-style-type: none"> <li>Exciting and dynamic partnerships, with our local and national partners, which focus on learner demand.</li> <li>Increased transition from schools to FE and FE to HE.</li> </ul>		<ul style="list-style-type: none"> <li>Lose market share to other better prepared providers.</li> </ul>	Ongoing development
1.3 How we will work with employers to deliver success								
1.3.1 Increase industrial experience and placements for staff and learners	March 2010	All staff	AP Curriculum Development and Planning	Portfolio Review 2 March 2010	<ul style="list-style-type: none"> <li>Positive HMIE Aspect Review Report.</li> <li>Increased industrial CPD.</li> <li>Industry influencing the curriculum.</li> </ul>		<ul style="list-style-type: none"> <li>Poor impact on learner results.</li> <li>Adverse HMIE Report</li> <li>Credibility with local employers compromised.</li> </ul>	Learning 2 Work 2 submission successful






	June 2010	All staff Learning & Development Manager	Learning & Development Manager	December 2009	<ul style="list-style-type: none"> <li>Regular requests from industry to the College for both staff &amp; learners placements.</li> </ul>		<ul style="list-style-type: none"> <li>Staff not up to date with industrial practice.</li> </ul>	Ongoing development
1.3.2 Develop closer links with sector skills councils. (Skills Development Scotland)	June 2010	Learning Managers Curriculum Managers	AP Curriculum Development and Planning	Portfolio 2 March 2010	<ul style="list-style-type: none"> <li>Embed sector skills council requirements into curriculum</li> <li>Inform future planning.</li> <li>Up to date and relevant occupational standards being used in the design and delivery of curriculum.</li> <li>Staff influencing and contributing to the formation of Occupational standards and development within their Subject related councils.</li> </ul>		<ul style="list-style-type: none"> <li>Invalid curriculum.</li> <li>Loss of learner numbers.</li> <li>Poor networking leading to limited opportunities for developing the College.</li> </ul>	
<b>1.4 How we will develop as an organisation 2009-12</b>								
1.4.1 Design and develop new and innovative learning opportunities.	June 2010	Course Teams	AP Curriculum Development and Planning	Portfolio Review 2 March 2010	<ul style="list-style-type: none"> <li>Relevant and innovative curriculum meeting needs of stakeholder.</li> <li>SLIP recommendations.</li> <li>Celebration of Learner Success.</li> <li>Delivering flexible and innovative learning opportunities in response to customer requirements.</li> </ul>		<ul style="list-style-type: none"> <li>Stagnant curriculum.</li> <li>Disengaged learners.</li> <li>Loss of market share.</li> </ul>	
1.4.2 Develop and implement the College's learning campaign.	June 2010	Course Teams	AP Learning Enhancement & Development	Portfolio Review 2 March 2010	<ul style="list-style-type: none"> <li>Staff engagement in process.</li> <li>The principles of the learning campaign are embedded in the ethos of the College.</li> <li>Critical self evaluation.</li> </ul>		<ul style="list-style-type: none"> <li>Lack of learner focus.</li> <li>Poor learner.</li> <li>Experience.</li> <li>Impaired staff engagement.</li> </ul>	<ul style="list-style-type: none"> <li>HMle action -the college should fully implement its learning and teaching strategy (See College HMle action plan)</li> <li>Finalise and develop outcomes of learning campaign.</li> </ul>
1.4.3 Improve our employer engagements to better tailor our qualifications for the future.	June 2010	Course Teams External Funding Unit	AP Business & Customer Relations	Portfolio Review 2 March 2010	<ul style="list-style-type: none"> <li>Closer links with External Funding Unit.</li> <li>Advisory employer input at course team level.</li> </ul>		<ul style="list-style-type: none"> <li>Depending on success 1.31.</li> </ul>	<ul style="list-style-type: none"> <li>Employer Engagement ongoing.</li> <li>Business Weeks at SFEU</li> <li>Industrial Fora</li> </ul>






	June 2010	All staff	AP Curriculum Development and Planning	December 2009	<ul style="list-style-type: none"> <li>Industry representation on course and curriculum development teams.</li> </ul>		<ul style="list-style-type: none"> <li>Poor impact on learner results.</li> <li>Adverse HMIE Report</li> <li>Credibility with local employers compromised.</li> </ul>	Ongoing development
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**Strategic Aim 2: Ensure effective governance, strategic planning, financial and organisational management of the College.**


Operational Task	Time scale	Staff	Lead Reporter	Milestone	What success will look like	Status R/A/G	Risk	Risk Action Plan Reference
<b>2.1 What we will do for our learners.</b>								
2.1.1 Consistently achieve the highest standards of governance and encourage the learner voice.	March 2010	Learners Student President AP Learner Services Quality Manager	AP Learner Services	December 2009 HMIE Annual Engagement Visit Portfolio Reviews 1 and 2 September 2009 and March 2010	<ul style="list-style-type: none"> <li>Compliance with Equalities Legislation.</li> <li>Successful collaboration with Student President, introduction of learning engagement manager, and learner focus groups.</li> <li>Increased involvement in community and College activities.</li> <li>Learner input in College decision making process.</li> </ul>		<ul style="list-style-type: none"> <li>Litigation.</li> <li>Adverse HMIE Aspect Report.</li> <li>Learners not fully aware of their/College potential.</li> </ul>	Reference 1 <ul style="list-style-type: none"> <li>Adherence to appropriate policy and procedures.</li> <li>Activities to raise profile of learner voice.</li> </ul>
	June 2010	Board of Management Leadership Team All Managers Learner Engagement Officer	Learner Services Manager	December 2009	<ul style="list-style-type: none"> <li>Learners engaging in all aspects of the College life and decision making process.</li> </ul>		<ul style="list-style-type: none"> <li>Litigation.</li> <li>Adverse HMIE Aspect Report.</li> </ul>	
2.1.2 Improve the College by developing a new concourse at Finnart Street for Spring 2009.	Complete							
2.1.3 Improve marketing recruitment and admissions processes.	June 2010	AP Learner Services Marketing Co-ordinator	AP Learner Services and	September 2009 February 2010	<ul style="list-style-type: none"> <li>Centre SUMS targets met.</li> </ul>		<ul style="list-style-type: none"> <li>Claw back by Funding Council.</li> <li>No contingency fund.</li> <li>Loss of market share.</li> </ul>	Continued interview ongoing.



Linked to 3.4.1		Centre Administration Officers Centre Administrative Assistant Course Teams	AP Curriculum Development and Planning					
	June 2010	All Centre staff Marketing MIS Learner Services	AP Business & Customer Relations	December 2009	<ul style="list-style-type: none"> <li>Efficient systems and processes, improved applications and customer service.</li> </ul>		<ul style="list-style-type: none"> <li>Claw back by Funding Council.</li> <li>No contingency fund.</li> </ul>	
2.1.4 Support learners to make better informed choices.	September 2010	Learner Services Guidance staff and Course Teams All Centre staff Learner Services	AP Learner Services	Portfolio Review 1 September 2009 and Portfolio Review 2 March 2010	<ul style="list-style-type: none"> <li>Improved Retention, Recruitment and Results.</li> <li>Widening opportunities for learners to make informed choices.</li> <li>Improved retention, achievement through pre-entry and exit guidance, satisfied learners.</li> </ul>		<ul style="list-style-type: none"> <li>Poor learner experience and lack of learner attainment.</li> <li>Reduced learner impact on quality of delivery.</li> </ul>	
<b>2.2 What we will do for our local communities</b>								
2.2.1 Deliver to target wsums (enrolments and retention).	June 2010	All staff	AP Curriculum Development and Planning	<ul style="list-style-type: none"> <li>Recruitment Review September 2009</li> <li>Census point November 2009</li> <li>Census point February 2010</li> </ul>	<ul style="list-style-type: none"> <li>Meet 152,030 wsums target 121,630 curriculum, 22,000 ELS, 8,400 Tribal – Total 151,000.</li> </ul>		<ul style="list-style-type: none"> <li>Not recruiting to target.</li> <li>Poor retention.</li> </ul>	Reference 2 <ul style="list-style-type: none"> <li>Review current curriculum and undertake a five year plan (covering staff, estates and resource requirements) Subject to audit.</li> </ul>
2.2.2 Identify clear estates options.	June 2010	Estates Development Manager, Learning Managers	Estates Development Manager	December 2009	<ul style="list-style-type: none"> <li>Estates fit for purpose to meet changing curriculum demand.</li> <li>Clear &amp; concise Estates Strategy and Delivery plan.</li> <li>Support Curriculum Centres to develop learning spaces to engage learners and provide an exciting and motivating learning environment.</li> </ul>		<ul style="list-style-type: none"> <li>Failure to invest in areas of growth and position College to meeting increasing target required in 2011-12.</li> </ul>	Produced review. Started implementation






2.2.3 Invest in ICT, Learning Centres and VLE.	June 2010	New ICT/E-learning Manager	ICT/E-learning Manager	December 2009	<ul style="list-style-type: none"> <li>Interactive, stimulated and self directed learner.</li> </ul>		<ul style="list-style-type: none"> <li>Failure to invest and provide a modern learning environment.</li> </ul>	
<b>2.3 How we will work with employers to deliver success</b>								
2.3.1 Increase commercial activity in order to generate 25% more income to be reinvested in learning opportunities across the College.	June 2010	Service Manager External Funding Unit Learning Managers	External Funding Manager	Interim and final targets as identified by External Funding Unit/Learning Managers. Successful implementation of assessor model. December 2009	<ul style="list-style-type: none"> <li>Increased commercial activity, budget surplus and more competitive commercial market.</li> </ul>		<ul style="list-style-type: none"> <li>Failure to meet increased income target.</li> <li>Risk of too great a dependency on grant funding.</li> </ul>	<ul style="list-style-type: none"> <li>Commercial activity targets are now integrated within Centre curriculum plans to ensure that Centres are accountable and responsible for achieving commercial targets.</li> <li>The External Funding staff will be responsible for generating business activity and supporting Centres' to achieve commercial targets.</li> </ul>
	June 2010	All staff External Funding Unit staff		November 2009	<ul style="list-style-type: none"> <li>Income from commercial operations is increased by 25%.</li> </ul>			As above
<b>2.4 How we will develop as an organisation 2009/12</b>								
2.4.1 Participate with SCI in two or more international projects.	June 2010	All staff Employment Training Officer International External Funding Unit	AP Business & Customer Relations		<ul style="list-style-type: none"> <li>Improved College profile nationally and internationally.</li> <li>Increased income.</li> <li>Greater involvement in international projects.</li> </ul>		<ul style="list-style-type: none"> <li>Poor quality control.</li> <li>Reputation.</li> </ul>	
2.4.2 Achieve budgeted surplus and financial prosperity.	June 2010	Leadership Team Learning Managers Curriculum Managers All staff	AP Finance & Estates	<ul style="list-style-type: none"> <li>Clear budgets established for all centre and service managers</li> <li>Monthly budget reviews.</li> </ul>	<ul style="list-style-type: none"> <li>Budget surplus for reinvestments.</li> <li>Require modernisation of staff teaching practices to achieve efficiencies.</li> <li>Achieve target of budgeted surplus and financial prosperity.</li> </ul>		<ul style="list-style-type: none"> <li>Overspend and failure to adhere to overall wsums/per FTE target.</li> <li>Loss of confidence from stakeholders/SFC.</li> </ul>	Reference 4 <ul style="list-style-type: none"> <li>Wsums monitoring process developed.</li> <li>CDP/Portfolio Review process.</li> <li>Management Accounts budget holder training.</li> </ul>





2.4.3 Develop a focused and regularly monitored staff recruitment strategy and sound HR practices.	June 2010	Leadership Team HR Learning Managers	AP Organisational Development	<ul style="list-style-type: none"> <li>Negotiated modernised RPA encompassing permanency agreement</li> <li>Review of vacancy approval process</li> <li>Staff retraining programme Staff redeployment.</li> </ul>	<ul style="list-style-type: none"> <li>Cohort of well qualified and motivated staff.</li> <li>Improved employee relations.</li> <li>Attracting well qualified diverse staff.</li> </ul>		<ul style="list-style-type: none"> <li>Gaps in areas of growth, untapped demand, disputes over permanency.</li> <li>Failure to agree a negotiated RPA.</li> </ul>	Reference 8 <ul style="list-style-type: none"> <li>Future curriculum review process five year plan (covering staff, estate and resource requirements).</li> <li>Staffing skills review to match future staff requirements.</li> <li>New recruitment practices under development.</li> </ul>
2.4.4 Implement a robust curriculum planning process.	September 2009 Self-evaluation	Quality Manager VP Learning and Skills Learning Managers	AP Learning Enhancement & Development	Course teams, portfolio reviews, strategic, operational and centre plan, September 2009 and March 2010	<ul style="list-style-type: none"> <li>Robust planning process, improved teaching and learning practices, opportunities to reflect, review and consolidate.</li> </ul>		<ul style="list-style-type: none"> <li>Failure to meet deadlines for various stages in the planning process.</li> <li>Failure to position College for growth.</li> </ul>	
	June 2010	All staff	AP Learning Enhancement & Development	October 2009	<ul style="list-style-type: none"> <li>A robust curriculum planning process underpinning curriculum development and design across the College.</li> </ul>			
2.4.5 Realign the curriculum to meet the demands of learners in accordance with our strategic agreement with the Scottish Funding Council.	November 2009	Learning Managers	AP Curriculum Development and Planning	Future curriculum mapping meetings, Estates Strategy, staff retraining,	<ul style="list-style-type: none"> <li>Innovative curriculum which is meeting the needs of the local communities.</li> <li>Predicting learning and employment trends.</li> </ul>		<ul style="list-style-type: none"> <li>Failure to invest in areas of growth and position College to meet increasing target required in 2011-12.</li> <li>Failure to negotiate modern workable RPA.</li> </ul>	Although great progress being made, there is still room for further development.
	June 2010	All staff	AP Curriculum Development and Planning	October 2009	<ul style="list-style-type: none"> <li>Curriculum reflects the Strategic agreement with the Scottish Funding Council.</li> </ul>			


<p>2.4.6 Ensure the highest levels of commitment to health and safety across the organisation.</p>	<p>Immediate</p>	<p>Health and Safety (H&amp;S) Manager and Committee Learning Managers Curriculum Managers All Staff</p>	<p>Health and Safety Manager</p>	<p>Adopt safe working practices, complete risk assessment coverage, auditable review systems, on-going staff development. December 2009</p>	<ul style="list-style-type: none"> <li>• Safe working environment for all staff and learners.</li> <li>• Winning awards for best practice.</li> </ul>		<ul style="list-style-type: none"> <li>• Failure to comply with Health and Safety legislation.</li> </ul>	<p>Reference 6</p> <ul style="list-style-type: none"> <li>• Appropriate CDP for all staff.</li> <li>• Appropriate policies and procedures in place.</li> <li>• Enhance monitoring by Health and Safety committee.</li> </ul>
	<p>June 2010</p>	<p>All staff H&amp;S Manager</p>		<p>December 2009</p>	<ul style="list-style-type: none"> <li>• Health &amp; Safety is embedded in the Ethos of the College.</li> </ul>			



Strategic Aim 3: Continuously enhance the quality of the learner experience								
Operational Task	Time scale	Staff	Lead Reporter	Milestone	What success will look like	Status R/A/G	Risk	Risk Action Plan Reference
<b>3.1 What we will do for our learners</b>								
3.1.1 Deliver high quality learning embracing equality and diversity.	June 2010	All staff	AP Learning Enhancement & Development	<p>Portfolio Review 2 Innovation Report disseminated. Initial workshops delivered and good practice/celebrating success event</p> <p>College Quality Review Team established and schedule published; self evaluation reports complete; College annual report to Board of Management. September 2009</p> <p>Portfolio Review 1 Innovation Report disseminated; workshops delivered; Quality audit/review 1 complete; Policy on quality and equality for learning and teaching materials disseminated January 2010</p>	<ul style="list-style-type: none"> <li>• Equitable, diverse culture within the College.</li> <li>• Positive annual engagement with HMIE compliance with statutory obligations.</li> <li>• Development of effective, quality assured learning and teaching processes.</li> <li>• Improved PIs.</li> <li>• Positive learner feedback.</li> <li>• Improved self-evaluation process and engagement.</li> <li>• Enhanced reputation.</li> <li>• Dynamic portfolio regularly refreshed and at the leading edge.</li> </ul>		<ul style="list-style-type: none"> <li>• Loss of learners, stakeholders and business leading to negative financial impact.</li> </ul>	<p>Reference 3 HMIE main point for action</p> <ul style="list-style-type: none"> <li>- The college must as a matter of urgency comply with the requirements of equality and diversity legislation</li> <li>- The college should ensure that there is systematic promotion through the curriculum of positive attitudes to social and cultural diversity</li> </ul> <p>(See College HMIE action plan)</p> <ul style="list-style-type: none"> <li>• Appointment of Equality and Diversity manager.</li> <li>• Devise Equality and Diversity policies and procedures to match College and legislative needs.</li> <li>• Deliver workshops on innovation and learning and teaching.</li> <li>• Staff CPD.</li> <li>• Introduce revised self-evaluation process.</li> <li>• Quality audit.</li> <li>• Raise learner awareness.</li> <li>• Monitor progress.</li> </ul>








<p>3.1.2 Enable learners to be the central player in their own learning, and the work and life of the College, and achieve success.</p>	<p>December 2009</p>	<p>Learner Services staff Course Teams Class reps All learners and staff Student Presidents Student Association</p>	<p>AP Learning Enhancement &amp; Development</p>	<p>HMIe annual engagement visit. December 2009</p> <p>Learner Engagement strategy and action plan drafted. June 2009</p> <p>Sparqs training for learners and staff; Portfolio Review 1; September 2009 Feedback from Portfolio Review and self evaluation activities October 2009</p> <p>Feedback from Portfolio Review 2 March 2010</p> <p>Review success and report to LTC June 2010</p>	<ul style="list-style-type: none"> <li>• Successful and influential learner engagement in the wider working of the College.</li> <li>• Adoption of an effective Learner Engagement strategy. Effective use of the learner intranet.</li> <li>• All class reps Sparqs trained.</li> <li>• A vibrant and proactive Students Association.</li> <li>• Active learner representation on all College committees.</li> <li>• Improved PIs and regular monitoring through Portfolio Review and self-evaluation process.</li> <li>• Positive learner feedback.</li> <li>• Positive HMIE feedback.</li> <li>• Adoption of the Curriculum for Excellence principles.</li> </ul>		<ul style="list-style-type: none"> <li>• Weak Student Association.</li> <li>• Lack of positive impact of effective learner involvement in the life of the College.</li> <li>• Poor HMIE engagement and feedback.</li> <li>• Invisible learners.</li> </ul>	<p>Reference 1</p> <p>HMIe main point for action</p> <ul style="list-style-type: none"> <li>- The college should put in place systematic procedures to engage learners in systematic procedures to engage learners in decision-making processes that have an impact on the work and life of the college and ensure that learners can understand and follow these procedures</li> </ul> <p>(See College HMIe action plan)</p>
<p>3.1.3 Develop courses to help address environmental issues.</p>	<p>June 2010</p>	<p>Course Teams And Quality</p>	<p>AP Learning Enhancement &amp; Development</p>	<p>Portfolio Review 2 March 2010</p>	<ul style="list-style-type: none"> <li>• Meet emerging sector demand as per Scottish Government objectives through scoping exercise on requirements, demand, partners and possible funding sources.</li> <li>• Appropriate curriculum which meets environmental issues through courses addressing environmental issues through delivery methods, curricular choices and learner participation.</li> </ul>		<ul style="list-style-type: none"> <li>• Failure to capitalise on untapped market.</li> <li>• Curriculum which fails to meet current and future needs.</li> <li>• Missing out on commercial leads/opportunities.</li> </ul>	






3.2 What we will do for our local communities								
3.2.1 Enhance learner services and support for stakeholders.	June 2010	All staff	AP Learner services	Monitoring through Portfolio Review and cross-College self evaluation activities. September 2009	<ul style="list-style-type: none"> <li>• Positive HMIE feedback.</li> <li>• Improved PIs.</li> <li>• Positive learner and stakeholder feedback.</li> <li>• More effective partnership working.</li> </ul>		<ul style="list-style-type: none"> <li>• Loss of learners.</li> <li>• Withdrawal of stakeholder and partnership support.</li> <li>• Loss of market share.</li> </ul>	
3.2.2 Ensure a progressive curriculum and a quality culture.	June 2010	All staff	AP Learning Enhancement & Development	Monitor through Portfolio Review. September 2009 /March 2010	<ul style="list-style-type: none"> <li>• Improved recruitment</li> <li>• Improved KPIs.</li> <li>• Enhanced learner experience</li> <li>• Robust quality systems incl. IV, policy and procedure.</li> <li>• Positive HMIE annual engagement.</li> <li>• Motivated learners.</li> </ul>		<ul style="list-style-type: none"> <li>• Negative results linked to poor learner and stakeholder experience.</li> </ul>	
3.2.3 Develop rapid response to ensure skills development to support the local economy.	Ongoing through out session 09/10	Learning Managers Curriculum Managers External Funding Unit	External Funding Manager	Monthly	<ul style="list-style-type: none"> <li>• Increased business regeneration in the local economy.</li> </ul>		<ul style="list-style-type: none"> <li>• Inability to meet needs of the community resulting in lack of opportunities and funding.</li> </ul>	Ongoing partnerships being developed.
3.2.4 Promote green energies	July 2011	All staff	Health & Safety Manager	Plans for introducing green energies in place; Physical improvements in all campuses. July 2010	<ul style="list-style-type: none"> <li>• Legislative requirements met.</li> <li>• Reduced utilities costs and smaller carbon footprint.</li> <li>• Financial savings; Positive learner and stakeholder feedback; raised awareness amongst staff and learners.</li> </ul>		<ul style="list-style-type: none"> <li>• Inability to meet current legislative requirements.</li> <li>• High costs.</li> <li>• Negative impact on College reputation.</li> </ul>	Plans ongoing i.e. Carbon Management Programme, Climate Change Action Plan.
3.3 How we will work with employers to deliver success								
3.3.1 Develop innovative approaches to learning, skills and employability, based on need.	June 2010	Course Teams	AP Learning Enhancement & Development	Portfolio Review 2 Innovation report disseminated; staff workshops delivered; good practice event September 2009  Portfolio Review 1 Innovation Report January 2010	<ul style="list-style-type: none"> <li>• Enhanced partnership working with stakeholders to widen access and raise success in employability programmes</li> <li>• Staff using new and innovative teaching methods; positive learner feedback; positive HMIE feedback; improved PIs; enhanced reputation.</li> </ul>		<ul style="list-style-type: none"> <li>• Outdated curriculum with associated loss of learners and reputation.</li> <li>• Failure to contribute to wider economic development.</li> </ul>	






3.3.2 Deliver high quality outcomes for individual learners and business.	June 2010	Course Teams External Funding Unit	AP Learning Enhancement & Development	Portfolio Review and Operational Planning. September 2009 and March 2009	<ul style="list-style-type: none"> <li>• Successful learners.</li> <li>• Increased level of course requests from industry.</li> <li>• Reputation enhanced.</li> <li>• Improved PIs; positive learner and stakeholder feedback; improved partnership working, positive HMIE feedback.</li> <li>• Incorporation of thematic strands and teaching methodologies of curriculum for excellence.</li> </ul>		<ul style="list-style-type: none"> <li>• Low learner attainment.</li> <li>• Negative external impact.</li> <li>• Local workforces in Inverclyde &amp; North Ayrshire are not fully up skilled and developed by the College.</li> </ul>	
<b>3.4 How we will develop as an organisation 2009-12</b>								
3.4.1 Introduce a comprehensive learner admissions service.  Link to 2.1.3	June 2010	Learner Service Team Centre staff Marketing MIS	AP Learner Services	October 2009	<ul style="list-style-type: none"> <li>• Early market entry; improved prospectus and website; Improved recruitment figures; improved conversion ratios, engaged learners; easier access to information affecting personal finance.</li> </ul>		<ul style="list-style-type: none"> <li>• Loss of learners and reputation.</li> <li>• Loss of income with associated impact.</li> <li>• Lack of competitive edge.</li> </ul>	Continuous
3.4.2 Develop our business processes to generate efficiencies and save energy.	June 2010	External Funding Unit Service Teams	AP Finance and Estates	October 2009	<ul style="list-style-type: none"> <li>• Improvement of College systems and processes providing efficiency and financial savings.</li> </ul>		<ul style="list-style-type: none"> <li>• Inefficient processes leading to lack of achievement of financial targets.</li> </ul>	Ongoing development
3.4.3 Create a Centre of Innovation, Learning and Quality.	Complete  Created in January 2009		Quality Manager	Throughout 2009/10 Learning and Learner Engagement strategies adopted; College Planning processes realigned; Portfolio Reviews Established; Innovation reports disseminated, QA and QE activities undertaken	<ul style="list-style-type: none"> <li>• Improved PIs.</li> <li>• Engaged learners.</li> <li>• Positive learner feedback.</li> <li>• Positive HMIE feedback.</li> <li>• Curriculum realignment compliance with statutory and awarding bodies regulations.</li> </ul>		<ul style="list-style-type: none"> <li>• No Risk.</li> </ul>	







<p>3.4.4 Introduce a programme of physical improvements in line with the Estates Strategy.</p>	<p>June 21010</p>	<p>Estates Team Learning Managers</p>	<p>AP Finance &amp; Estates</p>	<p>December 2009</p>	<ul style="list-style-type: none"> <li>• Modernised and improved estate.</li> <li>• Better use of facilities.</li> <li>• Enhanced learner, staff and stakeholder and experience.</li> </ul>		<ul style="list-style-type: none"> <li>• Poor user environment leading to loss of learners.</li> <li>• Inability to meet the demands of a future curriculum.</li> <li>• Failure to support the economic and social needs to local communities.</li> </ul>	<p>Reference 10</p> <ul style="list-style-type: none"> <li>• Future curriculum review process five year plan (covering staff, estates and resource requirements).</li> <li>• Review funding requirements to deliver required programme.</li> <li>• Contract work ongoing.</li> </ul>
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Strategic Aim 4: Enhance the College reputation and its influence locally, nationally and internationally								
Operational Task	Time scale	Staff	Lead Reporter	Milestone	What success will look like	Status R/A/G	Risk	Risk Action Plan Reference
<b>4.1 What we will do for our learners</b>								
4.1.1 Develop quality improvements, assurance and enhancement across the College.	June 2010	Centre of Innovation, Learning and Quality Standards Committee	Quality Manager	Monthly process	<ul style="list-style-type: none"> <li>Robust policies and procedure for all aspects of College function.</li> <li>More coherent PI reporting.</li> </ul>		<ul style="list-style-type: none"> <li>Courses do not meet and processes do not meet learners needs.</li> <li>Poor recruitment, retention and results in future.</li> <li>Low achievement and attainment at a local level.</li> </ul>	<p>Reference 5 HMle main point for action</p> <ul style="list-style-type: none"> <li>Programme teams should evaluate learning and teaching systematically and rigorously, and identify and implement appropriate actions for improvement and enhancement of learning and teaching</li> <li>The college should evaluate comprehensively all services that affect the quality of the learner experience</li> </ul> <p>(See College HMle action plan)</p> <ul style="list-style-type: none"> <li>Develop self evaluation process.</li> <li>CPD.</li> <li>Enhanced and directed Portfolio review process.</li> </ul>
4.1.2 Improve marketing and recruitment processes.	June 2010	All staff	AP Business and Customer Relations	Marketing-monthly Recruitment-weekly October 2009 and March 2010	<ul style="list-style-type: none"> <li>Enhanced recruitment process to meet targets.</li> </ul>		<ul style="list-style-type: none"> <li>College does not meet wSUMs targets – poor class sizes and increased costs.</li> <li>No leavers.</li> </ul>	

4.1.3 Develop social networking spaces for use by learners and the community.	June 2010	Course Teams Learner services	AP Learner Services	September 2009	<ul style="list-style-type: none"> <li>Improved social spaces and learner access to College intranet.</li> </ul>		<ul style="list-style-type: none"> <li>Learner disengagement and poor retention.</li> </ul>	
<b>4.2 What we will do for our local communities</b>								
4.2.1 Celebrate success and recognise achievements.	June 2010	All staff	AP Learner Services	December 2009 and June 2010	<ul style="list-style-type: none"> <li>Feel good factor for staff</li> <li>Enhanced reputation</li> <li>Improved recruitment and retention</li> </ul>		<ul style="list-style-type: none"> <li>Staff morale affected</li> <li>Poor engagement by staff in College life</li> </ul>	
4.2.2 Continue to win awards for quality and excellence.	June 2010	All staff	AP Business and Customer Relations	December 2009 and June 2010	<ul style="list-style-type: none"> <li>Learner recognition.</li> <li>Feel good factor for staff.</li> <li>Enhanced reputation.</li> <li>Improved recruitment and retention.</li> </ul>		<ul style="list-style-type: none"> <li>College reputation not enhanced affecting recruitment.</li> </ul>	
4.2.3 Make the College facilities more accessible to the community.	January 2010	Estates All Centres Learner Services Health and Safety	AP Learner Services	December 2009	<ul style="list-style-type: none"> <li>Increased recruitment from marginalised groups.</li> </ul>		<ul style="list-style-type: none"> <li>Communities suffer and future recruitment affected.</li> </ul>	
4.2.4 Contribute to building civic pride.	June 2010	All staff	AP Business and Customer Relations	December 2009 and June 2010	<ul style="list-style-type: none"> <li>Enhanced reputation/partnership stakeholder.</li> <li>Improved recruitment and retention.</li> </ul>		<ul style="list-style-type: none"> <li>Reputational damage.</li> <li>Failure to discharge our obligations as a publicly funded service.</li> </ul>	
<b>4.3 How we will work with employers to deliver success</b>								
4.3.1 Monitor the Stakeholder Management and Public Relations strategies.	June 2010	All staff	AP Business and Customer Relations	December 2009 and June 2010	<ul style="list-style-type: none"> <li>Enhanced reputation/partnership stakeholder.</li> <li>Improved recruitment and retention.</li> </ul>		<ul style="list-style-type: none"> <li>Opportunities missed and College does not adapt to meet demands.</li> </ul>	
4.3.2 Encourage greater employer engagement in skills utilisation and curriculum design.	June 2010	Course Teams Funding External Funding Unit	External Funding Manager	December 2009 and June 2010	<ul style="list-style-type: none"> <li>Employer forums established.</li> <li>Increase commercially sourced income.</li> </ul>		<ul style="list-style-type: none"> <li>Curriculum does not deliver employers requirements – recruitment affected.</li> <li>Business performance affected at a local level.</li> </ul>	Ongoing development

4.4 How we will develop as an organisation 2009-12								
4.4.1 Achieve a successful HMle Review in 2009, and build on their recommendations.	Mar 2009 to June 2010	All staff	Quality Manager	HMle Annual engagement Portfolio Review 1 and 2 September 2009 and March 2010	<ul style="list-style-type: none"> <li>Implementation of recommendations by Centres.</li> <li>Successful annual engagement and aspect reviews.</li> </ul>		<ul style="list-style-type: none"> <li>Failure to adequately address the qualifications relating to the confidence statements.</li> </ul>	
4.4.2 Embed risk management in all decision making processes.	December 2009	Leadership Team	AP Curriculum Planning & Development	Centre and College Operational Plan and Risk Register – all reviewed – December 2009	<ul style="list-style-type: none"> <li>Effective management of identified risks.</li> <li>College achieving operational and income targets within budget.</li> <li>Effective stakeholder engagement.</li> </ul>		<ul style="list-style-type: none"> <li>Financial instability of College.</li> <li>Poor industrial relations.</li> <li>Poor stakeholder engagement.</li> <li>No ownership from staff.</li> </ul>	Ongoing development
4.4.3 Continue to seek national and international contracts and partnerships.	June 2010	Managers, External Funding Unit and Curriculum Teams	AP Business and Customer Relations	Budgets achieved December 2009 and June 2010	<ul style="list-style-type: none"> <li>Budgets achieved.</li> <li>Increased income and surplus generated.</li> <li>Capacity built (staff and resources) to enable further development.</li> </ul>		<ul style="list-style-type: none"> <li>Surplus not generated.</li> <li>Inability to identify and react to opportunities.</li> </ul>	
4.4.4 Take the lead on social, cultural and environmental issues.	June 2010	Curriculum Teams, Managers and Leadership Team	Health and Safety Manager	Environmental policy. Setup of College environmental team. Increased good practice in the local community January 2010	<ul style="list-style-type: none"> <li>Measurable reduction in carbon footprint on an annual basis.</li> <li>Increased recycling across College.</li> <li>Positive publicity within community.</li> <li>Development of curriculum to include environmental elements within all FT courses.</li> </ul>		<ul style="list-style-type: none"> <li>Disengagement of learners and stakeholders.</li> <li>Inability to highlight “green” agenda.</li> <li>Failure to play our part in the life of our local communities.</li> </ul>	Plans ongoing i.e. Carbon Management Programme Climate Change Action Plan.
4.4.5 Benchmark against sector KPIs.	January 2010	All Course Teams	Quality Manager	Learner Retention and attainment September 2009	<ul style="list-style-type: none"> <li>Comparator average matched or exceeded for all KPI's.</li> </ul>		<ul style="list-style-type: none"> <li>Poor learner retention/ achievement wSUMs delivery affected.</li> </ul>	Ongoing

<b>Strategic Aim 5: Create a harmonious working and learning environment</b>								
<b>Operational Task</b>	<b>Time scale</b>	<b>Staff</b>	<b>Lead Reporter</b>	<b>Milestone</b>	<b>What success will look like</b>	<b>Status R/A/G</b>	<b>Risk</b>	<b>Risk Action Plan Reference</b>
<b>5.1 What we will do for our learners</b>								
5.1.1 All staff to engage in a minimum of 6 days CPD annually.	June 2010	All staff	Learning and Development Manager	December 2009	<ul style="list-style-type: none"> <li>Increased staff engagement and morale.</li> <li>Career Reviews completed.</li> </ul>		<ul style="list-style-type: none"> <li>Failure to meet curriculum demands. due to skill shortage.</li> <li>Lack of staff participation.</li> </ul>	
5.1.2 Maintain performance at the sector average or above in nationally recognised KPI's.	December 2009	All staff	Quality Manager	08/09 Retention and Attainment September 2009 09/10 Early Retention December 2009	<ul style="list-style-type: none"> <li>Improved learner engagement and performance.</li> </ul>		<ul style="list-style-type: none"> <li>Reduction in funding.</li> <li>Resource implications.</li> <li>Maintaining current staffing levels.</li> <li>Reduction in applications and enrolments</li> </ul>	
5.1.3 Encourage greater involvement of learners in course teams.	June 2010	Centre of Innovation, Learning and Quality Course Teams	Quality Manager	Course Team Reports December 2009 Portfolio Review 1 and 2 September 2009 and March 2010	<ul style="list-style-type: none"> <li>Improved learner retention/engagement/achievement.</li> </ul>		<ul style="list-style-type: none"> <li>Lack of interest in courses.</li> <li>High withdrawals.</li> </ul>	
5.1.4 Actively support the learner body and promote their involvement in the College.	September 2009	Student Association Learner Engagement Secondee	AP Learner Services	Course Team Reports September 2009 Portfolio Review 2 March 2010	<ul style="list-style-type: none"> <li>Improved learner retention/engagement/achievement.</li> <li>Improved College/learner relations.</li> </ul>		<ul style="list-style-type: none"> <li>Poor retention.</li> <li>Negative learner/stakeholder feedback.</li> </ul>	
5.1.5 Develop the skills of the staff to work with changing groups of learners.	June 2010	All staff	Learning & Development Manager	December 2009	<ul style="list-style-type: none"> <li>Increased activity in More Choices More Changes (MCMC)/Get Ready for Work (GRFW).</li> <li>Increased activity across curriculum.</li> <li>Increased uptake of professional development opportunities.</li> <li></li> </ul>		<ul style="list-style-type: none"> <li>Poor relations and activity and engagement.</li> </ul>	

5.2 What we will do for our local communities								
5.2.1 Promote partnership delivery with Colleges, Schools, Universities and other agencies.	August 2009 – June 2010	Schools/HE Liaison Staff All staff	Learner Services Manager	June 2010	<ul style="list-style-type: none"> <li>Improved progression routes and partnerships.</li> <li>Articulation agreements.</li> </ul>		<ul style="list-style-type: none"> <li>Lack of clear progression routes.</li> <li>Strategic collaboration with key partners compromised.</li> </ul>	Progress ongoing
5.3 How we will work with employers to deliver success								
5.3.1 Develop employer forums to support better working practices.	Session 2009/10	All staff	External Funding manager	Course Team Report's September 2009 Portfolio Review 2 March 2010	<ul style="list-style-type: none"> <li>Improved industrial links.</li> <li>Improved relevancy of curriculum.</li> <li>Meeting market demands.</li> </ul>		<ul style="list-style-type: none"> <li>Lack of communication with industry.</li> <li>Reputational damage.</li> <li>Poor customer feedback.</li> </ul>	Ongoing development
5.3.2 Recognise employee excellence and achievement.	June 2010	Leadership Team All staff	Learning & Development Manager	Quarterly milestones September 2009 December 2009 March 2010 June 2010	<ul style="list-style-type: none"> <li>Winning national awards.</li> <li>Improved morale.</li> <li>Improved College profile and reputation.</li> <li>Highly qualified staff with appropriate skill sets.</li> </ul>		<ul style="list-style-type: none"> <li>Staff demotivation</li> <li>Poor staff performance.</li> <li>Low College profile with stakeholders.</li> </ul>	
5.4 How we will develop as an organisation 2009-12								
5.4.1 Implement supportive and robust HR policies.	Session 2009/10	AP Organisational Development	HR Manager	October 2009	<ul style="list-style-type: none"> <li>A suite of HR policies in place demonstrating best practice in sector supporting Managers in managing staff.</li> </ul>		<ul style="list-style-type: none"> <li>Failure to agree policy updates at JNC.</li> </ul>	Ongoing development
5.4.2 Introduce a system of job evaluation.	December 2009	AP Organisational Development	HR Manager	October 2009	<ul style="list-style-type: none"> <li>A clear implementation schedule for chosen job evaluation provider.</li> <li>Buy in from both Trade Unions.</li> </ul>		<ul style="list-style-type: none"> <li>Resource for implementation project.</li> <li>Failure to select appropriate job evaluation system.</li> <li>Objection from Trade Unions.</li> </ul>	Ongoing development
5.4.3 Work in partnership with trade union to improve employee relations and wellbeing.	June 2010	All staff	AP Business and Customer Relations	December 2009	<ul style="list-style-type: none"> <li>Positive working relations across the organisation.</li> <li>Improved KPI's for sickness/stress/disciplinary and grievance.</li> </ul>		<ul style="list-style-type: none"> <li>College unable to adapt and change to meet demands of learners.</li> </ul>	Ongoing development

<p>5.4.4 All new teaching staff to achieve PDA Teaching in FE.</p>	<p>June 2010</p>	<p>All teaching staff</p>	<p>Learning &amp; Development Manager</p>	<p>December 2009</p>	<ul style="list-style-type: none"> <li>• Improved teaching and learning.</li> <li>• Wider scope for pedagogy.</li> <li>• Enhanced learner learning experience.</li> <li>• Improved learner engagement.</li> <li>• Career review.</li> <li>• Unit achievement.</li> </ul>		<ul style="list-style-type: none"> <li>• Poor delivery.</li> <li>• Poor teaching and learning.</li> <li>• Reduced retention and achievement.</li> </ul>	
<p>5.4.5 Introduce employee forums.</p>	<p>December 2009</p>	<p>AP Organisational Development</p>	<p>AP Organisational Development</p>	<p>October 2009</p>	<ul style="list-style-type: none"> <li>• A series of forums to allow staff voices to be heard.</li> </ul>		<ul style="list-style-type: none"> <li>• Non participation.</li> <li>• Failure to listen.</li> </ul>	

**James Watt College: Operational Plan  
Risk Analysis**

<b>Order of Risk</b>	<b>Task description</b>	<b>Task number</b>
1	Consistently achieve the highest standards of governance and encourage the learner voice.	2.1.1
2	Deliver to target WSUM's (enrolments and retention).	2.2.1
3	Deliver high quality learning embracing equality and diversity.	3.1.1
4	Achieve budgeted surplus and financial prosperity.	2.4.2
5	Develop quality improvements, assurance and enhancement across the College.	4.1.1
6	Ensure the highest levels of commitment to Health and Safety across the organisation.	2.4.6
7	Develop and implement the College's learning campaign.	1.4.2
8	Develop a focussed and regularly monitored staff recruitment strategy and sound HR practices.	2.4.3
9	Diversify the curriculum across all SCQF levels by by 2010/11 placing particular emphasis on non advanced programmes	1.1.2
10	Introduce a programme of physical improvements in line with the Estates Strategy.	3.4.4

Key to Abbreviations

<b>VP(L&amp;S)</b>	<b>Vice Principal Learning and Skills</b>
<b>AP(OD)</b>	<b>Assistant Principal (Organisational Development)</b>
<b>AP(LSS)</b>	<b>Assistant Principal (Learner Support Services)</b>
<b>AP (CP&amp;D)</b>	<b>Assistant Principal (Curriculum Planning and Development)</b>
<b>AP(BCR)</b>	<b>Assistant Principal (Business and Customer Relations)</b>
<b>AP(F&amp;R)</b>	<b>Assistant Principal (Finance and Resources)</b>
<b>AP(LE&amp;D)</b>	<b>Assistant Principal (Learning Enhancement and Development)</b>
<b>QM</b>	<b>Quality Manager</b>
<b>LM</b>	<b>Learning Manager</b>
<b>CM</b>	<b>Curriculum Manager</b>
<b>LDM</b>	<b>Learning and Development Manager</b>
<b>HRM</b>	<b>Human Resources Manager</b>
<b>LSM</b>	<b>Learner Services Manager</b>
<b>ICTM</b>	<b>ICT Manager</b>
<b>EDPM</b>	<b>Equality &amp; Diversity Project Manager</b>
<b>FCM</b>	<b>Funding and Childcare Manager</b>
<b>SLWG</b>	<b>Short Life Working Group</b>
<b>SA</b>	<b>Students' Association</b>
<b>LT</b>	<b>Leadership Team</b>
<b>SCQF</b>	<b>Scottish Credit Qualifications Framework</b>
<b>SPARQS</b>	<b>Student Participation in Quality Scotland</b>