

**Lanarkshire Region Business Plan 2018-2013
Project Stream Summary Report**

Lanarkshire Board

25 March 2019

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Reporting Arrangements:

Project Stream Leads and Sponsors:

No	Title	Project Stream Lead	Project Stream Sponsor (BoM)
1	Productivity	Derek Smeall	CSAO - Dave Winning
2	Curriculum	Derek Smeall	CSAO - Dave Winning
3	Workforce deployment	Martin McGuire	RGP - Keith Fulton
4	Infrastructure	Iain Clark	RGP - Keith Fulton
5	Financial sustainability	Iain Clark	Finance - Kenny Anderson
6	Regional efficiency	Iain Clark	Finance - Kenny Anderson
-	Framework Oversight	Derek Smeall /Iain Clark	ARC - Ann Stark

Please note that Business Plan risk management is reported within the Lanarkshire Region Strategic Risk Report and is managed by the Regional Strategic Risk Management Group. (RSRMG)

Project Stream Leads and Project Managers:

1.1	Recruitment and enrolment	JQ	DS
1.2	Class size optimisation	JQ	DS
2.1	Curriculum planning to reflect efficient delivery	AB	DS
2.2	Learner retention and outcomes	CL	DS
3.1	Support Staff severance	BG	MMcG
3.2	Teaching Staff severance	BG	MMcG
4.1	ICT optimisation for delivery of learning and teaching	JQ	IC
5.1	Financial analysis and planning	IC	IC
5.2	Non SFC income	RMcM	IC
6.1	Shared Services	IC	IC

Summary of Project SMT Monitoring / Review:

SMT 15 Nov 18 Business Plan Project reporting documentation available to SMT on the shared drive. Individual project now created on shared drive.

SMT 30 Nov 18 Project managers reported back individually on progress against each project. Detail below.

1.1 Recruitment and enrolment

Report of progress for January recruitment – targets; projections; open days; registration; and marketing.

1.2 Class size optimisation

2.1 Curriculum planning to reflect efficient delivery

Report on College Planning event 26 Nov; responses from “Spotlight on Curriculum sessions” immediate actions and medium / long term planning; “radical” initiatives and modelling.

2.2 Learner retention and outcomes

Initial report on establishment of retention & attainment Groups’ activities; National R&A project feedback.

3.1 Support Staff severance

Voluntary Severance Scheme draft reviewed.
Compilation of Staff VS analysis – update presented by BG.
Consultative discussions with unions planned for W/B 03 December.

3.2 Teaching Staff severance

Voluntary Severance Scheme draft reviewed.
Compilation of Staff VS analysis – update presented by DS.
Consultative discussions with unions planned for W/B 03 December.

4.1 ICT optimisation for delivery of learning and teaching

Cyber plus accreditation achieved.
Team briefed on the success of TeachMeet event.
Financial Sustainability of ICT Services review started.
Plans for establishment of Technologies Review Working Group outlined.

5.1 Financial analysis and planning

Amendment 1.1 of the Business Plan complete and issued to SFC as requested.

5.2 Non SFC income

Update provided for the FWDF potential business / income.
Development of new partnerships 2019/20 under review.

6.1 Shared Services

SMT 14 Dec 18 Project managers reported back individually on progress against each project. Detail below.

1.1 Recruitment and enrolment

Focus on January recruitment - Targets, marketing, recruitment, planning.
Open Day in January - Arrangements.
Statistical monitoring – January Projections analysed.

1.2 Class size optimisation

Operational planning event – College class size management review.
Spotlight on the Curriculum – Review, Challenge and support for course/
curriculum teams.

2.1 Curriculum planning to reflect efficient delivery

2.2 Learner retention and outcomes

Improvement Group/Faculty sub-groups – Report on Progress.
Spotlight on the Curriculum – Review, Challenge and support for course/
curriculum teams.

3.1 Support Staff severance

Voluntary Severance Scheme draft complete and available to Unions.
Staff VS analysis made available to and discussed with Unions.
Consultative discussions with unions were held on 6 Dec 19.
Unions request postponing VS offer to staff until after Christmas break.

3.2 Teaching Staff severance

Voluntary Severance Scheme draft complete and available to Unions.
Staff VS analysis made available to and discussed with Unions.
Consultative discussions with unions were held on 6 Dec 19.
Unions request postponing VS offer to staff until after Christmas break.

4.1 ICT optimisation for delivery of learning and teaching

Windows 10 rollout complete.

5.1 Financial analysis and planning

5.2 Non SFC income

6.1 Shared Services

Review of Nursery provision to consider options related to SLC Nursery Model.

SMT 11 Jan 19 Project managers reported back individually on progress against each project. Detail below.

1.1 Recruitment and enrolment

Statistical monitoring – January Projections analysed.

- 1.2 Class size optimisation**
Senior Curriculum Team monitoring / directing class size / efficient implementation of new Jan start programmes
- 2.1 Curriculum planning to reflect efficient delivery**
Curriculum Delivery Plan (CDP) first draft review process initiated.
- 2.2 Learner retention and outcomes**
- 3.1 Support Staff severance**
Voluntary Severance Scheme to be issued to staff 11 January 2019.
- 3.2 Teaching Staff severance**
Voluntary Severance Scheme to be issued to staff 11 January 2019.
- 4.1 ICT optimisation for delivery of learning and teaching**
SFC Capital Expenditure return due by 21/01/19 to include ICT requirements
- 5.1 Financial analysis and planning**
Brexit risk analysis update being instigated.
FFU/In-year Forecasting requirement outlined.
Update on pursuing Access and Inclusion funding.
- 5.2 Non SFC income**
- 6.1 Shared Services**

SMT 25 Jan 19 Project managers reported back individually on progress against each project. Detail below.

- 1.1 Recruitment and enrolment**
Statistical monitoring – January Projections analysed.
- 1.2 Class size optimisation**
Senior Curriculum Team – progress on controlling Jan start programme efficient delivery
- 2.1 Curriculum planning to reflect efficient delivery**
Curriculum Delivery Plan (CDP) update on discussions with heads of Faculty.
- 2.2 Learner retention and outcomes**
- 3.1 Support Staff severance**
Voluntary Severance Scheme closes 25 January 2019.
Currently, approximately 15FTE applications received from support staff. Does not close until 16:30 today.

3.2 Teaching Staff severance

Voluntary Severance Scheme closes 25 January 2019.
Currently, approximately 15 FTE applications received from teaching staff.
Does not close until 16:30 today.

4.1 ICT optimisation for delivery of learning and teaching

5.1 Financial analysis and planning

Brexit analysis presented and discussed.
FFU/In-year Forecasting now being carried out.
Further update on Access and Inclusion funding request to SFC.
Requirement for Regional redistribution of funding to optimise regional
funding performance discussed and agreed.

5.2 Non SFC income

Full year FWDF 2018/19 projection being completed for return to SFC.

6.1 Shared Services



ID	Task Name	Start	Finish	2018		Qtr 2, 2018			Qtr 3, 2018			Qtr 4, 2018			Qtr 1, 2019			Qtr 2, 2019			Qtr 3, 2019			Qtr 4, 2019			Qtr 1, 2020		
				Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	
1	1. Productivity	Thu 01/03/18	Thu 01/08/19	[Gantt bar]																									
2	1.1 Recruitment and enrolment	Sat 01/09/18	Thu 01/08/19	[Gantt bar]																									
3	1.1.1 Map the learner journey	Thu 01/11/18	Tue 30/04/19	[Gantt bar]																									
4	1.1.2 Review learner journey map	Mon 15/04/19	Tue 30/04/19	[Gantt bar]																									
5	1.1.3 Finalise recommendations for revised learner journey	Wed 01/05/19	Fri 31/05/19	[Gantt bar]																									
6	1.1.4 Establish baseline of Admissions data	Sat 01/09/18	Sun 30/09/18	[Gantt bar]																									
7	1.1.5 Review admissions process.	Mon 01/04/19	Tue 30/04/19	[Gantt bar]																									
8	1.1.6 Establish baseline of Enrolment data	Sat 01/09/18	Sun 30/09/18	[Gantt bar]																									
9	1.1.7 Review enrolment process	Mon 01/04/19	Tue 30/04/19	[Gantt bar]																									
10	1.1.8 Develop and deploy an online payment portal	Fri 01/02/19	Fri 31/05/19	[Gantt bar]																									
11	1.1.9 Develop and deploy an online enrolment portal	Fri 01/02/19	Thu 01/08/19	[Gantt bar]																									
12	1.2 Class size optimisation	Thu 01/03/18	Sun 30/06/19	[Gantt bar]																									
13	1.2.1 Deploy Marketing strategy	Sat 01/09/18	Thu 31/01/19	[Gantt bar]																									
14	1.2.2 facilitate class efficiency	Thu 01/03/18	Fri 31/08/18	[Gantt bar]																									
15	1.2.3 Provide real-time recruitment data	Thu 01/03/18	Thu 31/01/19	[Gantt bar]																									
16	1.2.4 Increase volume of students engaging in Reg events	Thu 01/03/18	Thu 24/01/19	[Gantt bar]																									
17	1.2.5 to provide "at risk" enrolment information	Sun 01/04/18	Thu 31/01/19	[Gantt bar]																									
18	1.2.6 Jan class "merger" / optimisation review	Tue 01/01/19	Thu 31/01/19	[Gantt bar]																									
19	1.2.7 Curriculum design framework review	Thu 01/11/18	Sun 30/06/19	[Gantt bar]																									
20	2. Curriculum	Fri 01/06/18	Thu 02/01/20	[Gantt bar]																									
21	2.1 Curriculum planning to reflect efficient delivery	Sat 01/09/18	Thu 02/01/20	[Gantt bar]																									
22	2.1.1 Training needs analysis of all lecturing staff	Fri 01/02/19	Sun 30/06/19	[Gantt bar]																									
23	2.1.2 Lecturing staff to use digital resources	Sat 01/09/18	Sun 30/06/19	[Gantt bar]																									
24	2.1.3 make use of annual SDS Regional Skills Assessment	Thu 01/11/18	Thu 02/01/20	[Gantt bar]																									
25	2.1.4 Employer engagement - what they need	Sat 01/09/18	Thu 28/02/19	[Gantt bar]																									
26	2.1.5 Employer engagement – to provide input into design	Sat 01/09/18	Thu 28/02/19	[Gantt bar]																									
27	2.1.6 Agree targeted interventions for improvements	Sat 01/09/18	Tue 30/04/19	[Gantt bar]																									
28	2.1.7 Review college achievement and learner destination	Sat 01/09/18	Thu 28/02/19	[Gantt bar]																									
29	2.1.8 Monthly update from FMT to SMT	Sun 02/12/18	Wed 30/10/19	[Gantt bar]																									
30	2.2 Learner Retention & Outcomes	Fri 01/06/18	Thu 26/09/19	[Gantt bar]																									
31	2.2.1 Increase FEFT programmes undergoing pre-registration	Fri 01/06/18	Fri 30/11/18	[Gantt bar]																									
32	2.2.2 Increase FEFT courses having a Transition programme	Fri 01/06/18	Fri 30/11/18	[Gantt bar]																									
33	2.2.3 Take part in phase 2 of the SG's Improvement Project	Wed 01/08/18	Wed 31/07/19	[Gantt bar]																									
34	2.2.4 review specific low performing areas	Wed 01/08/18	Sun 30/09/18	[Gantt bar]																									
35	2.2.5 Cross college Retention and Attainment Imp Group	Wed 01/08/18	Wed 31/10/18	[Gantt bar]																									
36	2.2.6 Identify areas of low performing curriculum	Wed 01/08/18	Wed 31/10/18	[Gantt bar]																									
37	2.2.7 Develop a pilot for a mentoring project.	Wed 01/08/18	Wed 31/10/18	[Gantt bar]																									
38	2.2.8 Develop a programme to improve learner resilience	Wed 01/08/18	Wed 31/10/18	[Gantt bar]																									
39	2.2.9 Faculty Retention and Attainment Improvement Groups	Wed 01/08/18	Wed 31/10/18	[Gantt bar]																									
40	2.2.10 Set up monthly reporting for Faculty Heads from RAIGs.	Wed 01/08/18	Fri 30/11/18	[Gantt bar]																									

Project: Project1
Date: Thu 14/03/19

Task		Project Summary		Manual Task		Start-only		Deadline	
Split		Inactive Task		Duration-only		Finish-only		Progress	
Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
Summary		Inactive Summary		Manual Summary		External Milestone			

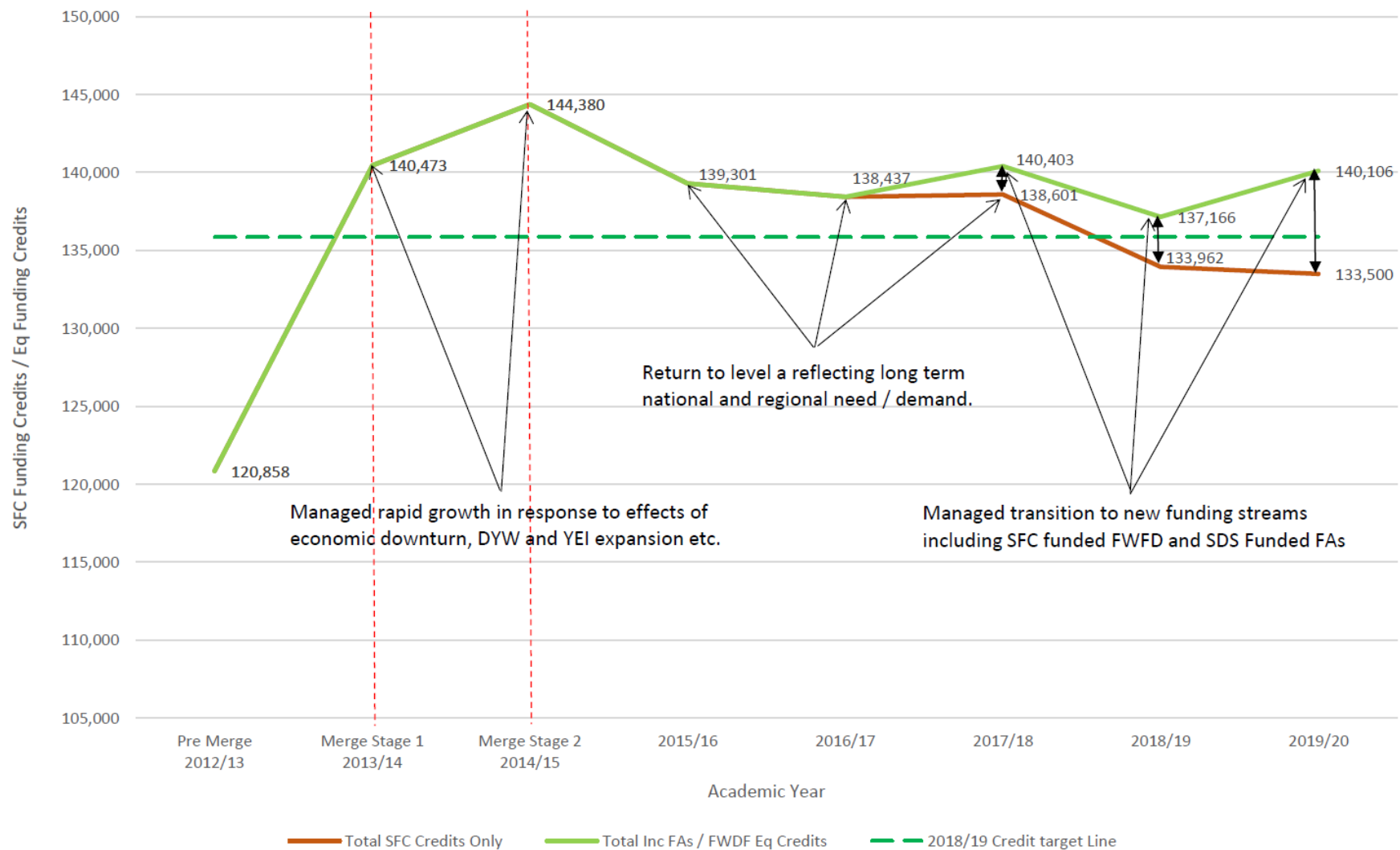


ID	Task Name	Start	Finish	2018		Qtr 2, 2018			Qtr 3, 2018			Qtr 4, 2018			Qtr 1, 2019			Qtr 2, 2019			Qtr 3, 2019			Qtr 4, 2019			Qtr 1, 2020	
				Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
41	2.2.11 training for staff on Quality Improvement Methodology	Wed 01/08/18	Mon 31/12/18																									
42	2.2.12 Set up annual review of curriculum – 'Spotlight on	Wed 01/08/18	Fri 30/11/18																									
43	2.2.13 Monitor use of Annual Evaluation of Curriculum	Sun 31/03/19	Thu 26/09/19																									
44	2.2.14 Monitor use of Evaluation of L&T	Tue 01/01/19	Sun 30/06/19																									
45	3. Workforce deployment	Mon 01/10/18	Mon 30/09/19																									
46	3.1 & 3.2 Support & teaching staff severance	Mon 01/10/18	Mon 30/09/19																									
47	3.1.1 Secure funding from SFC	Mon 01/10/18	Wed 31/10/18																									
48	3.1.2 Preparation of proposed scheme documents	Mon 01/10/18	Fri 30/11/18																									
49	3.1.3 Discussions with SMT, HoF and Heads of Support	Mon 01/10/18	Fri 30/11/18																									
50	3.1.4 Proposed scheme submitted to SFC for formal approval	Fri 30/11/18	Mon 31/12/18																									
51	3.1.5 Consultation with Trade Union representatives	Fri 30/11/18	Mon 31/12/18																									
52	3.1.6 Approval of Scheme Documentation by SFC	Fri 30/11/18	Mon 31/12/18																									
53	3.1.7 Publication of VS scheme to all staff	Mon 31/12/18	Thu 10/01/19																									
54	3.1.8 Closure of VS Scheme to applications	Thu 10/01/19	Fri 25/01/19																									
55	3.1.9 Preparation of Line Manager Statements	Fri 25/01/19	Fri 08/02/19																									
56	3.1.10 Consideration of applications	Fri 25/01/19	Mon 18/02/19																									
57	3.1.11 Confirmation to SFC of proposals and indicative cost	Fri 25/01/19	Mon 18/02/19																									
58	3.1.12 Communication with TUs regarding number of apps	Mon 18/02/19	Thu 28/02/19																									
59	3.1.13 Communication of VS decisions to all applicants	Thu 28/02/19	Fri 08/03/19																									
60	3.1.14 Processing of claim to SFC for release of funds	Fri 08/03/19	Sun 31/03/19																									
61	3.1.15 Processing of VS payments	Mon 01/04/19	Wed 31/07/19																									
62	3.1.16 Review and evaluation of scheme	Wed 31/07/19	Mon 30/09/19																									
63	4. Infrastructure	Sat 01/09/18	Fri 31/01/20																									
64	4.1 ICT optimisation for delivery of L&T	Sat 01/09/18	Fri 31/01/20																									
65	4.1.1 Achieve Cyber Essentials Plus accreditation	Sat 01/09/18	Wed 31/10/18																									
66	4.1.2 Standardise the College desktop experience	Sat 01/09/18	Wed 31/10/18																									
67	4.1.3 Ensure that all desktops and servers are secured	Sat 01/09/18	Wed 31/10/18																									
68	4.1.4 Conduct asset review of ICT estate	Sat 01/09/18	Sun 31/03/19																									
69	4.1.5 Cost reduction based on review of assets.	Sun 31/03/19	Sun 30/06/19																									
70	4.1.6 Identify financially sustainable alternative ICT	Sat 01/09/18	Tue 30/04/19																									
71	4.1.7 Make initial recommendations for low cost solutions.	Tue 30/04/19	Sun 30/06/19																									
72	4.1.8 Pilot of recommendations	Sun 30/06/19	Fri 31/01/20																									
73	4.1.9 Infrastructure support for L&T	Sat 01/09/18	Fri 30/08/19																									
74	5. Financial sustainability	Wed 01/08/18	Wed 31/07/19																									
75	5.1 Financial analysis and planning	Wed 01/08/18	Wed 31/07/19																									
76	5.1.1 Review financial policies, processes and procedures	Wed 01/08/18	Wed 31/07/19																									
77	5.1.2 Further develop financial	Wed 01/08/18	Wed 31/07/19																									
78	5.1.3 Engage fully in the Regional Finance Review	Wed 01/08/18	Wed 31/07/19																									
79	5.1.4 Review existing mainframe and budgetary reporting	Wed 01/08/18	Wed 31/07/19																									
80	5.2 Non SFC income	Sat 01/09/18	Fri 24/05/19																									

Project: Project1
Date: Thu 14/03/19

Task		Project Summary		Manual Task		Start-only		Deadline	
Split		Inactive Task		Duration-only		Finish-only		Progress	
Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
Summary		Inactive Summary		Manual Summary		External Milestone			

Total Learner Activity - SFC Funding Credits / Eq Funding Credits



KPI Review Summary – 25 March 19:

Target 1: Credit delivery

Table 1

	2017-18		2018-19			2019-20		2020-21		2021-22		2022-23	
	TGT	Actual	TGT	Revised TGT*	Revised Actual*	TGT	Actual	TGT	Actual	TGT	Actual	TGT	Actual
Lanarkshire	187,470	187,638	184,715	183,715	99%	184,715		184,715		184,715		178,887	
NCL	138,849	138,601	135,862	133,962	99%	135,862		135,862		135,862		132,362	
SLC	48,621	49,037	48,853	49,753	99%	48,853		48,853		48,853		46,525	

* Due to increased FWDF and Foundation Apprenticeship Activity the Region has agreed an internal redistribution of credits from NCL to SLC of 900 Credits.

The Region has also made 1,000 Credits available to the sector for redistribution by the SFC.

This is expected to have NO MATERIAL IMPACT on support or teaching Staff deployment or net I&E. This therefore offsets any material variance from the Business Plan

Target 2a: Support Staff reduction - New College Lanarkshire

Table 2

	2017-18		2018-19			2019-20		2020-21		2021-22		2022-23	
	TGT	Actual	TGT	Accepted	Job sizing	TGT	Actual	TGT	Actual	TGT	Actual	TGT	Actual
Staff FTE	-14	-14	-5	-4.6	circa -2	0		-6		-9.5		-1	
Staff Costs	-£620k	-£620k	-£166k	-£181k	circa -£65k	£0k		-£208k		-£335k		-£36k	
Cumulative	-£620k	-£620k	-£786k	-£801k	circa -£866k	-£786k		-£994k		-£1,329k		-£1,365k	

Target 2e: Teaching Staff Reduction - New College Lanarkshire

Table 6

Teaching Staff	2017-18		2018-19			2019-20		2020-21		2021-22		2022-23	
	TGT	Actual	TGT	Accepted	Natural turn	TGT	Actual	TGT	Actual	TGT	Actual	TGT	Actual
Staff FTE	-15	-15	-13	-9.91	-1.00	-4		-15.5		-14		-16	
Staff Costs	-£796k	-£796k	-£682k	516k	circa -£54k	-£214k		-£846k		-£779k		-£908k	
Cumulative	-£796k	-£796k	-£1,478k	-£1,312k	circa -£1,366	-£1,692k		-£2,537k		-£3,316k		-£4,224k	

Cumulative Teachin and Support	-£1,416k	-£1,416k	-£2,264k	-£2,113	circa -£2,232								
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(Variance c-£32k)

KPI Review Summary – 25 March 19 (Continued):

Target 2c: Average class size increase - New College Lanarkshire

Av Class Size	2017-18		2018-19		2019-20		2020-21		2021-22		2022-23	
	TGT	Actual	TGT	Actual	TGT	Actual	TGT	Actual	TGT	Actual	TGT	Actual
	13.7	13.7	13.9	14.2	14.4		15		15.5		16	

Target 2d: Early withdrawal reduction - New College Lanarkshire

% Improvement	2017-18		2018-19		2019-20		2020-21		2021-22		2022-23	
	TGT	Actual	TGT	Actual	TGT	Actual	TGT	Actual	TGT	Actual	TGT	Actual
Further Education Full Time (FEFT)	2.00%	2.50%	1.25%	-0.70%	1.25%		1.25%		1.25%		0.00%	
Higher Education Full Time (HEFT)	0.50%	1.30%	0.75%	0.40%	0.75%		1.00%		1.00%		0.00%	
Further Education Part Time (FEPT)	1.00%	-1.30%	1.00%	1.10%	1.00%		0.00%		0.00%		0.00%	
Higher Education Part Time (HEPT)	1.50%	-1.10%	1.50%	0.50%	1.50%		0.00%		0.00%		0.00%	

Target 2b: Credit delivery per FTE Teaching Staff - New College Lanarkshire

		2017-18	2018-19
Maximum class contact per year	860 hrs	✓	✓
Maximum planned, timetabled class contact per week	23 hrs	✓	✓
Teaching weeks per year	36 wks plus one flexible delivery wk	✓	✓
Standard timetabled slots	1 hr 55 min	✓	✓
Semesters	2 Semesters	✓	✓
Average class contact per unit (equivalent to 1 SFC Credit)	35 hrs 25 mins	✓	✓

Target 5b: Achieve real term reduction in non-Staff costs

Maintain non-Staff costs year on year increases at an average of 1.5% per annum.

	Y-T-D Actual	Y-T-D Budget	Y-T-D Variance
Available Dec 19 Management Accounts extract for information	£	£	£
Other Operating Expenses :	5,085,364	5,479,445	394,081

KPI Review Summary – 25 March 19 (Continued):

Target 6: Achieve Regional efficiencies

Table 7

	2017-18		2018-19		2019-20		2020-21		2021-22		2022-23	
	TGT	Actual	TGT	Actual	TGT	Actual	TGT	Actual	TGT	Actual	TGT	Actual
Procurement	c200k	c200k	c205k	Dec-19	c210k		c215k		c220k		c225k	
Shared services	c20k	c20k	c20k	Dec-19	c21k		c21k		c22k		c22k	