



**SCOTTISH FUNDING COUNCIL:
INSTITUTIONAL SUSTAINABILITY FRAMEWORK**

*Balanced Scorecard 2008/09
Issues for Action 2009/10 - 2010/11*

March 2010

Financial Strategy

SFC Illustrative Goals	SFC Illustrative Evidence	Langside College Position Statement	Included in Audit Agencies/ Reports	Issues for Action Identified in 2009/10 and Beyond
Generate sufficient level of operating surplus to finance other key resources	Operating surplus as % of total income	<ul style="list-style-type: none"> ▪ Small (0.01% of total income) operating surplus in 2008/09 (after exceptional items*) 	✓	<ul style="list-style-type: none"> (i) challenge of insufficient student funds (ii) reduced levels of grant-in-aid in 2010/11 and beyond (iii) predicting an operating deficit for 2009/10 (before student funds are factored) (iv) challenge of high student demand
Diversify income streams	Non SFC income as % of total income	<ul style="list-style-type: none"> ▪ Non SFC income - 25% of total income 	✓	<ul style="list-style-type: none"> (i) impact of recession on local authority and private company training and development budgets (ii) impact of cessation of ESF funds
Maintain sufficient cash reserves to deal with unexpected events	Ratio of days cash to total expenditure, current ratio	<ul style="list-style-type: none"> ▪ 154 days cash to total expenditure ▪ Cash at Bank - £3.9m ▪ Net funds - £6.2m ▪ General reserves - £3.1m ▪ Current ratio 2.29 ▪ 37 days of unrestricted cash to total expenditure 	✓	<ul style="list-style-type: none"> (i) revised treatment of reserves agreed as part of 2008/09 year end audit (ii) existing 'call' on reserves for nursery, student funds and capital plans

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Service borrowings	Interest cover, long-term liabilities to total reserves, financing costs, depreciation costs	<ul style="list-style-type: none"> ▪ No borrowing ▪ Cash and current asset investments - £6.2m ▪ Days of unrestricted cash to total expenditure - 37 	✓	(i) borrowing requirement as part of new build
Recruit and retain good quality finance staff	Investment in finance function, qualifications of finance staff	<ul style="list-style-type: none"> ▪ Realignment of finance function 2008/09 including increased FTE ▪ Scope for qualifications enhancement 		(i) review of roles and responsibilities ongoing (ii) review of SMT realignment by June 2010
Efficient staff deployment	WSUMs per full-time equivalent (FTE)	<ul style="list-style-type: none"> ▪ WSUMs per FTE - 323 (2007/08 - 307) 		(i) 2009/10 - 2010/11 portfolio review
Sound budget setting and financial management arrangements	Internal, external audit reports	<ul style="list-style-type: none"> ▪ 'Clean' audits in 2008/09 ▪ Some concern expressed in external audit report with respect to readiness for audit 	✓	(i) specific internal audit exercise commissioned in February 2010 (ii) review of stringency exercise 2010
Effective risk management and scenario planning arrangements	Internal, external audit reports	<ul style="list-style-type: none"> ▪ Annual Board exercise ▪ Bi-annual review ▪ SMT planning register 	✓	(i) mid year review introduced (February 2010)
Efficient procurement practices	Delivery of efficiency gains	<ul style="list-style-type: none"> ▪ Commitment and use of APUC ▪ Efficient Government return 	✓	(i) review of Efficient Government return
Continuous improvements in business processes	Delivery of efficiency gains	<ul style="list-style-type: none"> ▪ 307-323 WSUMs per FTE ▪ £233-£240 cost per WSUM (significantly lower increase than sector average) 	✓	(i) Preparation of 2010/11 VfM strategy

* in 2008/09 the College provides for £976k for depreciation as a result of the new build

Human Resources Strategy

SFC Illustrative Goals	SFC Illustrative Evidence	Langside College Position Statement	Included in Audit Agencies/ Reports	Issues for Action Identified in 2009/10 and Beyond
Effective staff training and development programme	Number of days per employee invested in training and development, external accreditation, appraisal system	<ul style="list-style-type: none"> ▪ 60 hours annual entitlement to CPD ▪ CPD week held annually ▪ IIP Silver Recognition achieved (top 10% only) ▪ Facilitation/review for all staff ▪ 120 hours annual entitlement to curriculum development 	✓	<ul style="list-style-type: none"> (i) review of CPD Week (February 2010) (ii) preparation for IIP re-recognition by May 2011 (iii) review scope of curriculum development
Appropriate levels of staff turnover	Leavers in last year as % total staff	<ul style="list-style-type: none"> ▪ staff turnover 10.77% (08/09) -4.9% (08/09 exc temp contracts); 11.79% (07/08); 15.41% (06/07) 	✓	<ul style="list-style-type: none"> (i) Staffing Committee to review annually
Managing levels of sickness absence	Working days per employee lost through sickness absence	<ul style="list-style-type: none"> ▪ 3.4% overall absence (2008) ▪ 3.8 days per employee lost (2008) 	✓	<ul style="list-style-type: none"> (i) regular reports to Staffing Committee (ii) review of absence management policy
Appropriately qualified teaching staff	Percentage of permanent college payroll teaching staff with a teaching qualification, HMIE reports	<ul style="list-style-type: none"> ▪ 95% of permanent lecturing staff TQ or equivalent ▪ Positive HMIE annual engagement report 		<ul style="list-style-type: none"> (i) Quality Agreement 2010
Staff input to and awareness of college strategic plan	Staff consultations, events, staff satisfaction survey	<ul style="list-style-type: none"> ▪ SMT roadshows ▪ LDT awaydays ▪ 'social partnership' model ▪ Annual staff survey 		<ul style="list-style-type: none"> (i) Report as part of Strategic Plan to full Board
Effective staff communications	Staff meetings, newsletters, staff satisfaction survey	<ul style="list-style-type: none"> ▪ Regular (structured) meetings (see schedule for 2008/09) ▪ Quarterly newsletter ▪ Annual staff survey 		<ul style="list-style-type: none"> (i) Communications Review by July 2010

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Committed and effective governing body with appropriate mix of skills and experience	Board recruitment, induction, training and succession planning arrangements, audit reports	<ul style="list-style-type: none"> ▪ Full Board membership ▪ High level of attendance ▪ 100% quorate ▪ Regular review of effectiveness 	✓	<ul style="list-style-type: none"> (i) Board Self Evaluation Report (ii) Board effectiveness survey (iii) Review of HR function by July 2010 (iv) Review of HR procedures by July 2010

Buildings and Infrastructure Strategy

SFC Illustrative Goals	SFC Illustrative Evidence	Langside College Position Statement	Included in Audit Agencies/ Reports	Issues for Action Identified in 2009/10 and Beyond
Provide high quality facilities and services for staff and students	Staff and student satisfaction surveys, estate condition data, estates strategy, ICT strategy	<ul style="list-style-type: none"> ▪ Estate strategy & ICT strategy ▪ New build on budget and on target ▪ Student/staff survey 	✓	<ul style="list-style-type: none"> (i) annual staff survey (ii) annual student satisfaction survey (iii) annual ICT user survey
Continuous investment in estate to address backlog maintenance issues and/or maintain high quality facilities	Capital and maintenance spend on estate/insurance replacement value, estate condition data	<ul style="list-style-type: none"> ▪ Estates strategy 'report' ▪ Life cycle maintenance plan drafted ▪ RoSPA Gold Award 		<ul style="list-style-type: none"> (i) quarterly reports on: <ul style="list-style-type: none"> - life cycle maintenance - sustainability measures and Actions June 2010
Efficient space utilisation	College data (seat utilisation)	<ul style="list-style-type: none"> ▪ annual report on space and seat utilization 		<ul style="list-style-type: none"> (i) review of annual report
Buildings accessible to students with profound and complex needs	Disability Discrimination Act (DDA) compliance measures and evidence of reasonable adjustments	<ul style="list-style-type: none"> ▪ Full compliance in accordance with planning and other regulations ▪ Scottish Health at Work Gold Award 		<ul style="list-style-type: none"> (i) planned adjustments to phase 2/3 of new build project
Good practice in environmental sustainability	Climate action plan, energy consumption, emissions reporting	<ul style="list-style-type: none"> ▪ Environmental strategy in strategic plan ▪ HMIE Aspect Review commendation for College ▪ Climate change action plan drafted July 2009 		<ul style="list-style-type: none"> (i) approved October 2009 (ii) implementation from February 2010 (iii) quarterly reports for June 2010

Quality and Collaborative Strategy

SFC Illustrative Goals	SFC Illustrative Evidence	Langside College Position Statement	Included in Audit Agencies/ Reports	Issues for Action Identified in 2009/10 and Beyond
Appropriate range of provision that is relevant to the needs of the community and the wider economy	Student satisfaction survey, user survey, performance against activity target, use of new learning technology, 'flexibility' of curriculum, self evaluation	<ul style="list-style-type: none"> ▪ <i>The College in Context 2008/09</i> ▪ Annual self evaluation ▪ HMIE annual engagement report 2008/09 positive 	✓	<ul style="list-style-type: none"> (i) in 2009/10 the College chose to expand its provision significantly in the light of the recession (ii) forward targets will require review (iii) very positive annual engagement report 2009/10
Appropriate levels of student achievement and attainment	Student statistics	<ul style="list-style-type: none"> ▪ SARU - 84 % (2007/08 - 78%) ▪ SOA - 90% (2007/08 - 91%)* 	✓	(i) possible reduction as a consequence of recession
Appropriate levels of student retention	Student statistics	<ul style="list-style-type: none"> ▪ SRR - 92% (2007/08 - 92%) 	✓	(i) possible (actual in 2009/10) increase as a consequence of recession
Commitment to equality and diversity of provision	Student statistics	<ul style="list-style-type: none"> ▪ SSR - 98% (2007/08 - 96%) 	✓	(i) possible increase as a consequence of new build

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Commitment to widening participation	Student statistics	<ul style="list-style-type: none"> ▪ 33% students from bottom 20% (deprived) postcodes in 2009/10 and 2008/09 (31% in 2007/08) ▪ 25% of College students from outwith Scotland ▪ access programmes 13 FT in core and +66 PT in CLDU ▪ 4 fully operational community campuses ▪ Commitment to exceeding Government target for Lifelong Partners (8% of College activity) 		<ul style="list-style-type: none"> (i) may be threatened as a result of portfolio review and SFC funding model which 'rewards' FT provision (ii) stringency measures will require review of community campuses
Appropriate quality of provision	HMIE review reports, student satisfaction survey	<ul style="list-style-type: none"> ▪ Positive annual engagement report ▪ A 98% level of student satisfaction ▪ Winner of SQA national award for best learning centre in Scotland '<i>Pride o Worth</i>' ▪ Strong 'learning mix': <ul style="list-style-type: none"> 56% full time 44% part time <p>77% further education 23% higher education</p> <p>83% core 12% complementary education</p>	✓	<ul style="list-style-type: none"> (i) very positive annual engagement report 2009/10 (ii) further national awards (iii) review 'learning mix' in light of review of Glasgow college curriculum

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Productive engagement with other colleges, universities, schools and other stakeholders, including wider community	Articulation agreements, involvement in sector working groups, benchmarking groups, number of voluntary groups using college premises, shared services agreements, self evaluation	<ul style="list-style-type: none"> ▪ 75 articulation agreements ▪ Member of various sector groups (Scotland's Colleges, WoSCoP etc) ▪ High level of representation by SMT on behalf of college sector (eg <i>Curriculum for Excellence</i> Management Board, General Teaching Council for Scotland) 		<ul style="list-style-type: none"> (i) review collaborative agreements/arrangements as a consequence of both the Glasgow curriculum review, the activities of SWAH and the College's portfolio review (ii) extend representation and report annually from July 2010
Commitment to corporate and social responsibility issues including promotion of equality and diversity and public value	Corporate and social responsibility statement, audit, student satisfaction survey, self evaluation	<ul style="list-style-type: none"> ▪ Board statement of corporate responsibility in Strategic Plan ▪ Annual equalities report ▪ Participation in SFC-funded public value pilot 		<ul style="list-style-type: none"> (i) Board Seminar (June 2010) (ii) review of public value project by July 2010
Commitment to environmental sustainability	Participation in <i>Climate Change Commitment</i> , development of climate change action plan and monitoring of progress against plan	<ul style="list-style-type: none"> ▪ <i>Climate Change Commitment</i> approved ▪ Plan drafted 		<ul style="list-style-type: none"> (i) <i>Climate Change Action Plan</i> published February 2010 (ii) participation in benchmarking exercise from 2010

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Appropriate quality of support services	Staff, student satisfaction surveys	<ul style="list-style-type: none"> ▪ student satisfaction survey - 98% (2008/09) ▪ 2007/08 internal customer satisfaction surveys (bi-annually) ▪ Introduction of self evaluation process for support service areas 		<ul style="list-style-type: none"> (i) annual staff/user satisfaction survey (ii) specific self evaluation report on support services July 2010
Effective systems to monitor enrolments	Performance against WSUMs activity target	<ul style="list-style-type: none"> ▪ 53,576 WSUMs (target 52,420, 2007/08 52,502) 		<ul style="list-style-type: none"> (i) 2009/10 67,000 WSUMs (ii) 2010/11 56,000 WSUMs (iii) review revised criteria for 'fundability' introduced in 2008/09

★ this measure has been adjusted by the SFC for publicly reporting at a sector level. For the purpose of continuity of comparison students who have 'continued' on their course are consulted as having achieved a successful outcome. Under the SFC adjustment the College reports an 82% SOA (83% in 2007/08).

AGH/MW/INSSUSTAINFRAMEWORK

10 November 2009

Amended 18/02/10/MW

Amended 19/02/10/MW

Amended 22/02/10/MW

Amended 23/02/10/MW

Amended 1/3/10/MW

Amended 22/3/10/MW

Amended 31/03/10/HB