

WEST COLLEGE  
SCOTLAND

# Collective Ambition, Pride and Passion

2015-2020



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

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SCOTLAND

# Welcome to Our College

## We want to share with you West College Scotland's Strategic Priorities.

It's important for us to do this because our Strategic Priorities are central to how we plan the future of the College.

Following a review, the College has identified 11 Strategic Priorities, designed to fulfil our core purpose: **to provide excellent education, training opportunities and services for students and customers.**

While that is our purpose, our job is to ensure students leave West College Scotland equipped with the skills and knowledge to compete in the jobs market; to make a full contribution to the wellbeing of their families, their communities and the economic growth of the country.

On a day-to-day basis, the Strategic Priorities are designed to help us all focus on those activities which achieve this most effectively.

At another level, they also assert our determination to take a leadership role in the communities we serve.

We have an important presence and deep roots in our main towns of Paisley, Clydebank and Greenock. Our "footprint" stretches from Barrhead to Oban.

As well as scope, we also have scale. We are one of Scotland's largest colleges, with 30,000 students, 1,200 staff and a turnover of £55 million. Ours is a huge organisation and a major employer, uniquely placed to help shape the West region's educational landscape and contribute to its social and economic development.

These considerations, allied to the excellence of our teaching and support services, our embrace of innovative technologies, the development of our own subject specialisms and our partnerships with industry, have all helped inform our Strategic Priorities.

West College Scotland will develop through shared ambition, pride and passion. As a College, we will commit to these eleven Strategic Priorities and deliver them in a way that is true to our values.



**Keith McKellar**

Regional Chair



*A Cumberland*

**Audrey Cumberland**

Principal and Chief Executive





## Our Values

- ◆ To ensure our students have the opportunity to achieve all that they can
- ◆ To place students and local communities at the heart of what we do
- ◆ To innovate
- ◆ To commit to professionalism and partnership
- ◆ To achieve and sustain excellence
- ◆ To have a 'can-do' attitude

**James Mckinlay**  
HND Photography Student

# Inspirational and Innovative

## STRATEGIC PRIORITIES

- 1 We will provide education and training in inspirational and innovative ways to engage and meet the diverse needs of our students.
- 2 Education and training will be delivered to students in high quality College facilities, in their place of work or through the development and use of digital technologies.

## STRATEGIC OBJECTIVES

- 1 To ensure a culture of inclusiveness is embedded throughout the College, promoting equality, appreciating diversity and giving every student the chance to reach their full potential.
- 2 To develop a culture of continuous self-evaluation, involving all staff and students, which will focus on improvement and development.
- 3 To deliver a relevant curriculum that maximises the use of innovative and engaging learning technologies, taking a whole College approach to developing the student digital experience.
- 4 To provide a flexible, user-friendly and inclusive digital environment for learning, teaching and assessment.
- 5 To provide education and training in a range of relevant, high quality facilities, in the right location, which maximises the value of our estate to support curriculum planning and community involvement.

**Great Tapestry of Scotland**  
Roy McKeag



# Supporting Success

## STRATEGIC PRIORITIES

- 3 We will provide the highest quality of teaching and tailored support to maximise our students' opportunities to achieve success and progress to employment, self-employment or further study.
- 4 We will support the development of our staff to achieve successful outcomes for themselves, our students and the College.

## STRATEGIC OBJECTIVES

- 1 To set and achieve performance standards that are not simply required to achieve and maintain national quality standards but will set us apart from other organisations.
- 2 To ensure all students have access to comprehensive, appropriate and responsive support services.
- 3 To promote the continual professional development of staff, enhancing their capacity, capabilities, skills and expertise.
- 4 To support staff to work successfully with digital technologies.
- 5 To enhance meaningful engagement of students, involving them in decisions to inform and shape provision, enhance learning and teaching, including empowering students to take responsibility for their learning.



6

To enhance the student experience through innovative and responsive learning and teaching approaches, and effective transition and progression opportunities.

7

To be an employer of choice, with positive staff relations at the heart of what we do, working in partnership with staff who are determined to make a difference and are committed to the purpose of the College.

8

To explore how the College can contribute to research opportunities, including working with partners, locally, nationally and internationally.

**Graduation Ceremony 2014**  
Clydebank Town Hall

# Skills for Work and Enterprise

## STRATEGIC PRIORITIES

- 5 We will develop our curriculum and services to ensure they align with and support Scotland's key economic sectors. We will ensure that our students are equipped with the relevant training, qualifications and essential skills they need for employment and life.
- 6 We will develop meaningful partnerships; connections and alliances with business and industry to ensure employers are directly involved and invest in educational and skills development across the West.

## STRATEGIC OBJECTIVES

- 1 To support the development of digital literacy and independent learning skills.
- 2 To develop new routes to vocational qualifications and training to provide a skilled, competitive workforce fit for the 21st century global economy.
- 3 To provide our students with the most appropriate skills, attitudes and experiences to secure future employment.
- 4 To develop and continually review the curriculum to ensure it meets the needs of students, our local communities and the wider economy.

A photograph of three students in an art studio. One student in a red shirt is on the left, another in a white shirt and black gloves is on the right, and a third in a teal shirt is at the bottom. They are painting large, rectangular panels on a table. The panels are colored teal, grey, and orange. The table surface is covered in paint splatters. A book titled 'VIBRA' is visible on the table near the student in the teal shirt. A large orange triangle is in the top right corner.

5

To identify further opportunities to involve industry in shaping, developing and delivering our provision and contributing to the enhancement of the overall student experience.

6

To provide opportunities to develop our students as global citizens, allowing them to experience different cultures, approaches and ways of learning.

# Working in Partnership

## STRATEGIC PRIORITIES

- 7 We will become a strategic resource and valued partner with our stakeholders, building relationships, leveraging resources and capabilities to design, develop and deliver our products and services.

## STRATEGIC OBJECTIVES

- 1 To further establish international, community planning and business partnerships to enhance the curriculum, skills provision and student experience.
- 2 To lead an approach which recognises opportunities for collaboration with partners for estates development and collective approaches to the use of space and delivery of the curriculum.
- 3 To continue to develop partnerships to support skills development, knowledge transfer, innovation and enterprise for a global economy.
- 4 To be critical to the success of ensuring vocational opportunities are a valued choice for all school pupils, contributing to increased positive destinations, including employment, College or University.

**James Mckinlay**  
HND Photography Student



# Securing our Future

## STRATEGIC PRIORITIES

- 8 We will proactively look for new partners and new areas of activity, which will allow us to grow and develop our income to reinvest in our core business for the benefits of our students, our staff and our communities.

## STRATEGIC OBJECTIVES

- 1 To increase alternative income streams to provide additional opportunities, resources and facilities for staff and students.
- 2 To enhance internal business processes, exploiting the use of technology where appropriate, to deliver user friendly, effective and efficient ways of working.
- 3 To ensure staffing and resources match curriculum development and support needs and meet activity targets effectively and efficiently.
- 4 To ensure technology infrastructure is flexible, responsive and fit for purpose

**Ross Glasgow**  
HND Photography Student



# Developing our Reputation

## STRATEGIC PRIORITIES

- 9 We will grow our profile and reputation both nationally and internationally. Our reputation will be based on the quality of our teaching, outcomes for our students and our willingness to strive for and set the highest standards across all areas of our work.

## STRATEGIC OBJECTIVES

- 1 To communicate our successes to a range of audiences and develop effective internal communications.
- 2 To create a distinct identity for West College Scotland and improve awareness of our impact and brand, locally, nationally and internationally.
- 3 To identify and benchmark national and international best practice in pursuit of educational, training and service excellence.
- 4 To develop strategic alliances with key agencies to enhance our activities, locally, nationally and internationally.

# The Look

## Herald Look Awards

Outstanding Contribution of the Year 2015



# Committed to our Region

## STRATEGIC PRIORITIES

**10** We are committed to taking a leadership role in the West Region and, together with our partners and stakeholders, tackle the significant social and economic deprivation, which still characterise many of our communities.

**11** We will deliver a sustainable, effective and efficient service to our communities, through the implementation of sound governance, leadership, planning and management.

## STRATEGIC OBJECTIVES


- 1** To secure a well-managed, financially and environmentally sustainable College.
- 2** To demonstrate high standards of governance and evaluation, developing the College Board and management team within an environment that is positive, supportive and challenging.
- 3** To develop and implement College operational planning processes and effective utilisation of resources to maintain strategic focus, manage risk and sustain growth.
- 4** To work with partners to ensure we play a leading and pivotal role in the regeneration of our local communities and contribute to planning and collective impact at a local and regional level.





“ West College Scotland wants to be the very best in the sector, with a reputation for innovation, enterprise and modernity. We will pioneer new ways of doing things, and bring fresh thinking and different approaches to everything we do for the benefit of our students and the communities we serve. ”

**Audrey Cumberford**  
Principal and Chief Executive

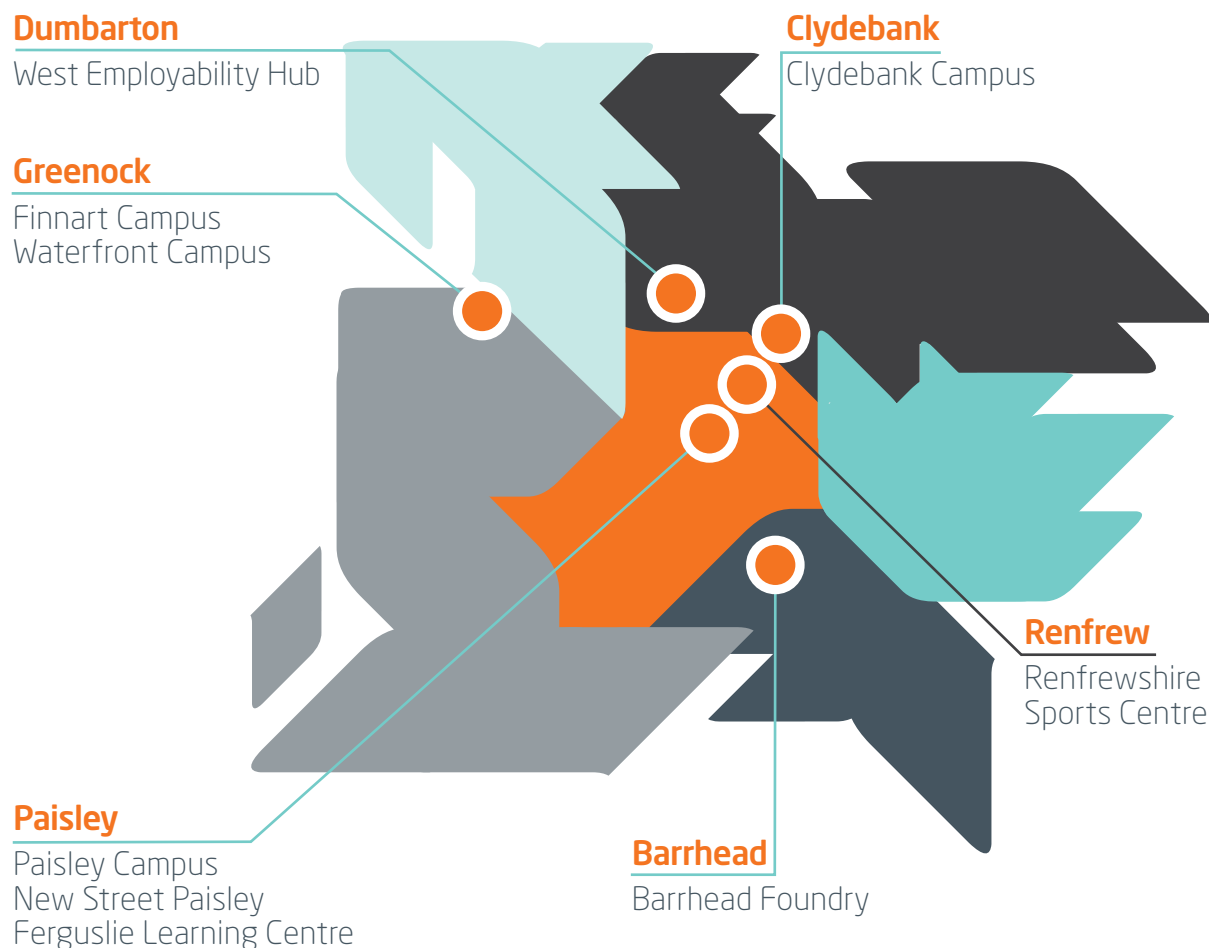
A photograph of two women sitting at a table in a bright, modern setting. The woman on the left, with dark hair in braids and wearing a yellow jacket and a patterned scarf, is smiling and looking towards the other woman. The woman on the right, with long brown hair and wearing a leopard print top, is seen from the back. They are sitting at a table with several papers and books on it. The background shows large windows and a potted plant. The image is partially obscured by a white diagonal shape on the left side, which contains text.

// Our College is committed to delivering the education and training our students and the region need to prosper. These Strategic Priorities will help every member of staff know their unique role in achieving this. //

**Keith McKellar**  
Regional Chair

# At A Glance

## Our Campus Locations



## About us

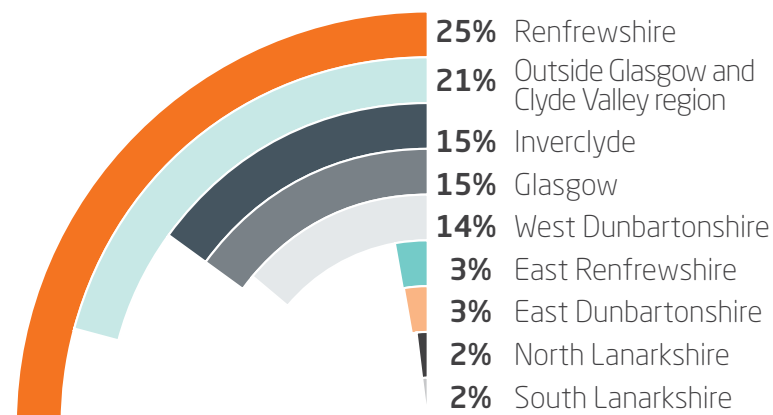
Employing  
**1,200**  
People (800 FTES)

Serving  
a Regional Population of  
**1.2million**

Teaching  
**30,000**  
Students

Base  
**3** Main Towns  
Greenock, Paisley  
and Clydebank

## Our Students Come From







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