



NEW COLLEGE LANARKSHIRE

Staff Development Strategy



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Bringing Education Closer



Introduction

New College Lanarkshire's (NCL's) Staff Development Strategy (SDS) details our ambition to transform lives through innovation and achievement by recognising that our staff are our greatest asset and providing them with outstanding opportunities for personal growth and professional development while creating an environment where they are empowered to deliver an outstanding college experience our students expect and deserve.

The Staff Development Strategy is informed by a shared purpose and values aligned to NCL's strategic priorities. By developing the portfolio of skills within our workforce we will transform the way we work.

Delivering high quality educational experiences in the dynamic, fast-paced and changing landscape of further education is co-dependent on providing learning opportunities for our students. Staff are the difference between a good and a high-quality student educational journey. The experience, drive and ambition of our staff is intrinsically linked to students' academic success and the safe, secure, and nurturing environment that is provided to them whilst studying at NCL.

Aim

The SDS is informed by NCL's strategic priorities – Recruitment, Retention, Attainment and Progression (RRAP). To achieve this, NCL is committed to an excellent employee and student experience, maximising organisational capacity that is supportive of NCL's values.

Purpose

NCL's SDS serves to empower employees, support organisational goals, and drive sustained success and competitiveness in today's dynamic educational landscape. Aligned to this is a commitment to advancing staff qualifications and competencies.

Scope

NCL's SDS is tailored to meet the specific needs of the college, its students, and its workforce, with a focus on promoting continuous learning, growth and excellence.

Vision

The SDS will cultivate a future-fit workforce, equipped with advanced digital and occupational expertise, innovative teaching practices and the ability to strategically utilise a range of technologies which meet the evolving learning, and skills needs of our Region.





Strategic Goals:

Supporting Professional Services (PS) Staff Development Opportunities

- Through evidence-based data, identify gaps in professional services staff qualifications and experience to ensure tailored staff development;
- Facilitate the attainment of higher-level qualifications amongst professional services staff for future readiness;
- Enhance skills to strategically and operationally embrace advances in technology;
- Monitor, review and enhance the staff induction process for new professional services staff for knowledge and skill acquisition;
- Promote leadership development across all levels of professional service disciplines;
- Develop core digital capabilities in modern practice.

Supporting Academic Staff (AS) Development Opportunities

- Through evidence-based data, identify gaps in academic staff qualifications and experience to ensure tailored staff development;
- Supported by NCL's Professional Practice Unit promote contemporary learning and teaching practices which are aligned to the General Teaching Council for Lecturers in Scotland's Colleges;
- Facilitate the attainment of higher-level qualifications amongst academic staff for future readiness;
- Enhance skills to embrace advances strategically and operationally in technology;
- Empower staff with skills in digital content creation for learning and teaching;
- Monitor, review and enhance the staff induction process for new academic staff for knowledge and skill acquisition;
- Promote leadership development across all levels of academic staff;
- Develop core digital capabilities in modern academic practice;
- Strengthen vocational skills through placement activities.

The strategy is framed around two broad themes:

- Maximising Organisational Performance;
- Excellence in Student Experience and Outcomes

Maximising Organisational Performance

NCL will promote talent management and succession planning to facilitate a strategic workforce.

*Impacts on PS and AS, ** impacts on AS.

To achieve this NCL will support staff to:

- Engage in career discussions prompted by **Professional Development Discussions** where staff are accountable for their own professional development; *
- Deliver a customer focussed operating model that supports a self-driven and shared service culture that delivers exceptional value and satisfaction to customers while empowering employees to contribute to their success; *
- Embrace NCL's **Employer Engagement Strategy** by affording staff upskill/reskill opportunities to achieve currency in knowledge and skills, promoting continuous learning and adaptation in a dynamic educational landscape; *
- Develop digital capability to include digital literacy, fluency and creativity to remain competitive and ensure equitable access to the opportunities afforded by digital technologies; *
- Promote leadership development across all levels of staff via **Leading NCL's Future** supporting NCL's leaders in the development of management, mentorship, coaching and leadership skills to ensure business and educational governance; *

- Engage in leadership and financial governance qualifications, which may include qualifications developed and SCQF levelled by NCL and/or validated by an awarding body to enhance leadership skills and support career enhancement; *
- Attain higher-level qualifications for future readiness. *
- Develop micro credentials to support future readiness building credit capacity. *
- Attain micro-credentials to support professional development. *





Excellence in the Student Experience and Outcomes

Through NCL's **Education Strategy**, our **Learning and Teaching Strategic Group** and our **Recruitment** and **Retention Strategies** we promote contemporary evidenced based practice that is driven by our obligation to meet the needs of our students.

To achieve this NCL will support staff to:

- Adopt digital leadership to equip staff to plan effective digital transformation to improve customer satisfaction and sustainable growth; *
- Deliver an outstanding experience to support a diverse student body to achieve their goals; *
- Deliver a curriculum which is andragogically and pedagogically progressive, maps meta skills achievement and offers clear FE and HE pathways to support articulation to **NCL's Undergraduate School**; **
- Use AI to personalise support and learning: using data to create individual support and learning pathways providing learners with tailored experiences that meet their individual needs, preferences, and goals; *
- Capture and interpret data to inform future investment decisions identifying patterns, correlations, and trends to support decision making and actions; *
- Acquire skills in digital content creation to support learning and teaching and digital curriculum development promoting **NCL's Digital College**; *
- Engage in NCL's staff induction to create a positive, supportive workforce culture; *
- Engage in all parts of the **Learning and Teaching Development Pathway** (induction, TICT, PDA, TQFE and Professional Practice) to support NCL to enhance professional values, knowledge and academic practice through contemporary evidence-based andragogy and pedagogy, **
- Achieve qualifications to ensure compliance with regulatory and awarding bodies. *

Monitoring and Evaluation

By 2026 NCL will have;

- A robust up to date register of staff academic and experiential qualifications;
- A record of staff who have engaged in upskilling opportunities aligned to NCL's Education Strategy;
- A departmental professional learning plan which will inform departmental Professional Learning needs;
- An academic workforce that understands and supports the value of meta skills;
- A workforce that has a credit portfolio accrued via the engagement of micro-credentials;
- A workforce which is increasingly confident in the use of artificial intelligence to improve organisational performance and excellence in student experience;
- A robust staff induction process that supports success and engagement within the organisation;
- An academic workforce demonstrating excellence in learning and teaching;
- Highly skilled leaders, managers, and mentors to create a positive, supportive workforce culture aligned to NCL's values;
- Staff with digital skills to develop curriculum development promoting NCL's Digital College;
- A workforce with digital literacy relevant to their position/post.



All staff development will be impact assessed against NCL's RRAP priorities.

- Key performance indicators: NCL will achieve its credit target within the 2% Scottish Funding Council threshold for academic year 2024/25. This will be reviewed in AY 2025/26.
- Key performance Indicators: combined early, and further withdrawals will improve by 1% in academic year 2024/25. This will be reviewed in AY 2025/26.
- Key performance indicators: as a minimum student attainment will improve by 1% in academic year 2024/25. This will be reviewed in AY 2025/26.
- Key performance indicators: as a minimum student partial success will reduce by 3% in academic year 2024/25. This will be reviewed in AY 2025/26.
- Key performance indicators: as a minimum student progress will improve by 1% in academic year 2024/25. This will be reviewed in AY 2025/26.

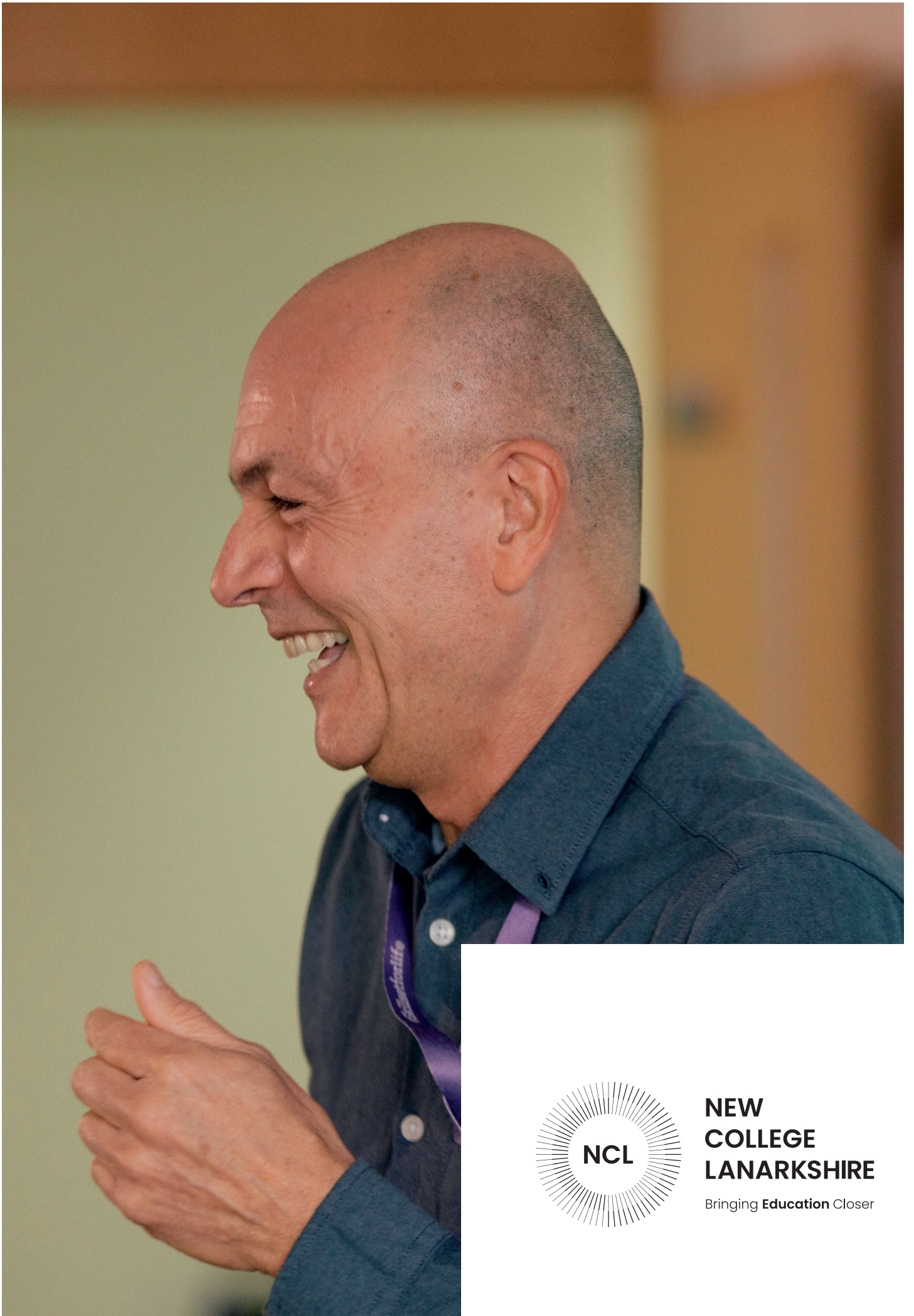
The impact of staff development will also be measured and reviewed over a three-year period via:

- Staff satisfaction on completion of professional learning development opportunities: benchmarking overall satisfaction at 80% or above;
- Staff development completion rates: benchmarking overall staff development completion of **All Staff Essential Learning** at 90% or above for all staff;
- Succession planning, staff promotion and career enhancement: 90% of all promoted posts are realised via internal postings;

- Leadership pipeline development: all staff in promoted posts undertake leadership, mentorship, or management training by 2025;
- By 2026, as a minimum 40% of staff in promoted posts to have achieved a validated leadership qualification, which may include qualifications developed and SCQF levelled by NCL and/or validated by an awarding body;
- By 2026 all staff aspiring to gain a promoted post will have the opportunity to undertake a validated leadership qualification.
- The Staff Development Academy to provide development opportunities for two future digital champions from each academic department, for them to develop digital qualifications. This will be reviewed subject to demand.
- The Staff Development Academy will provide development opportunities for two credit rated unit writers from each academic department to support the development of units, modules and micro-credentials. This will be reviewed subject to demand.

This SDS outlines a comprehensive approach to enhancing staff qualifications and capabilities in line with digital advancements. Through a focused effort on developing digital and vocational skills, embracing AI, and fostering leadership, the Staff Development Academy will ensure college staff are equipped to meet the challenges and opportunities of the future.





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