

On 25 January 2010, the Chairs' Congress of Scotland's Colleges agreed goals to guide the work of the Congress over the next three years. The goals are:

1. To promote the **reputation and status** of Scotland's college sector.
2. To secure sustainable **funding** streams for Scottish colleges to enable them to serve the ambitions of Scotland's learners and the demands of Scotland's employers.
3. To ensure that **resources** are allocated to Scottish colleges according to agreed criteria by processes that are transparent and fair.
4. To make sure all Scottish colleges operate to the highest standards of **governance**.
5. To work with the Scottish Government and its agencies advocating a 'light touch' approach to **regulation** of Scottish colleges.

This document is a plan detailing actions and objectives for the three years ahead.

Reputation and Status

Actions	Objectives	Measures of Success
Continue to fight for parity of esteem between colleges and universities.	Ensure that colleges are always mentioned whenever universities are discussed and that major government strategies include colleges.	<ul style="list-style-type: none"> Increasing mentions of colleges in Parliament year on year Evidence of greater recognition of colleges on an equal footing with universities.
Attend party conferences and continue to actively lobby politicians in all the relevant Parliaments.	Increasing mentions of colleges by politicians and the media and a greater understanding by politicians of the role of the college sector.	<ul style="list-style-type: none"> Greater recognition of Scotland's Colleges within political parties Increasing turn-outs at Scotland's Colleges fringe events Increasing references to colleges in Parliament More visits by MSPs to local colleges.
Engaging positively with the business community in Scotland, producing more publications on the impact that colleges have on Scotland and its economy.	A wider awareness of the role of colleges and their impact on Scotland's economy to Scotland's business community.	<ul style="list-style-type: none"> Greater business awareness of colleges More joint work between Scotland's Colleges and business organisations Stronger references to colleges in economic development strategies.
Communicate the activities of colleges to a wider audience.	Build a reputation of well governed sector, vital to the future success of Scotland.	<ul style="list-style-type: none"> Greater public awareness of colleges More media articles on colleges Increase in Scotland's Colleges media enquiries.
Continue to raise serious concerns about the issue of bogus colleges.	Ensure that the parties in Westminster put tackling bogus colleges in their election manifestos and the Scottish Government and media keep up the pressure for this to happen.	<ul style="list-style-type: none"> Bogus colleges becoming an election issue Legislation on bogus colleges enacted Cross-party support for tackling bogus colleges.
Demonstrate the added value of Scotland's Colleges as a support agency.	Build a reputation of an agency that is vital and relevant to a modern Scotland.	<ul style="list-style-type: none"> Greater awareness of the role of Scotland's Colleges Improved links with civic Scotland The added value of Scotland's Colleges measured and communicated.

Funding

Actions	Objectives	Measures of success
Lobby for a funding model that promotes growth in the college sector.	Recognition of the need to fund colleges adequately.	<ul style="list-style-type: none"> Improved funding model under development Scotland's Colleges plays a central role in development of a funding model Any new model is acceptable to all colleges.
Demonstrate the importance of a well-funded college sector to the Government and opposition parties.	Ensure that college funding remains a high priority for the Government and Parliament.	<ul style="list-style-type: none"> Regular mentions of college funding in Parliament Cross-party support for a well-funded sector Funding impact document produced Evidence of public opinion in favour of greater support for colleges.
Build a network of external organisations who state publically their support for a well-funded college sector.	Public awareness of the impact Government funding to colleges (including the extra £28.1 m) has on Scotland as a whole.	<ul style="list-style-type: none"> Organisations signed up to support the college sector Development of a coalition of supporters Increasing public awareness of the value for money of the college sector.
Ensure that the college section of the 2010 draft Government budget is approved in the Parliament.	A positive funding settlement for 2010.	<ul style="list-style-type: none"> Approval of the current budget in Parliament.
Continue to push the importance of a financially secure college sector, even in a time of Government spending cuts.	Continued budgetary increases throughout the duration of this plan.	<ul style="list-style-type: none"> Funding increases in future budgets Continued public and political support for a well-funded college sector Recognition of the economic benefit of colleges Financially secure colleges.

Resource Allocation

Actions	Objectives	Measures of Success
Demonstrate the significant variation in college provision and operating conditions across Scotland.	The development of a funding settlement that recognises the diverse nature of colleges across Scotland.	<ul style="list-style-type: none"> • Discussion of complexities of college funding at Funding Council level • Recognition of the varying costs of delivery across the sector.
Detail the cost implications of new Government and Funding Council policy initiatives and strategies on colleges.	Greater awareness of the problems arising from a heavily audited sector and the financial impact of new initiatives.	<ul style="list-style-type: none"> • Wider acknowledgement of the cost of new audits and initiatives • A reduction in the total audit requirements.
Update the public funds versus economic benefit multiplier for the college sector.	Up-to-date knowledge and awareness raising of the financial benefit of colleges.	<ul style="list-style-type: none"> • An independently verified and well-publicised multiplier.

Governance

Actions	Objectives	Measures of Success
Continue to keep the governance guide for college board members up-to-date.	Ensure that colleges live up to the highest standards of public sector governance.	<ul style="list-style-type: none"> • Up-to-date governance guide • Public acknowledgement of colleges' high standards of governance.
Promote the high standards of governance in colleges to meetings of the Scottish Parliament's Audit Committee.	Ensure that college governance is not a cause for concern amongst politicians.	<ul style="list-style-type: none"> • Significant reduction in the reporting of and political questions referring to poor governance in colleges.
Share best practice in college governance with colleagues across the UK.	Develop UK-wide good practice.	<ul style="list-style-type: none"> • Closer working with other UK bodies • Good practice document produced.

Regulation

Actions	Objectives	Measures of Success
Develop a model for the regulation expected to enable the sector to operate effectively.	Reduce the overall burden of regulation on the sector.	<ul style="list-style-type: none">• Reduction in regulation• Public recognition that colleges do not need such regulation
Analyse and publicise the impact of a high level of central regulation on the sector.	Ensure that no new regulation is imposed on the sector.	<ul style="list-style-type: none">• Public awareness of the negative impact of regulation• Publication highlighting college regulation• No new regulation on colleges
Develop a mechanism for more efficient collection of data from colleges.	Colleges spending less time responding to requests for information from Government.	<ul style="list-style-type: none">• New data collection mechanism developed• Reduction in time colleges spend reporting back