



Strategic Plan
2018-23

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Transforming Lives

► Welcome

Fife College's talented and experienced team is dedicated to transforming the lives of our 6,000 full-time and 14,000 part-time students through education and training. We offer a wide range of inspirational learning experiences from essential skills to graduate degree programmes. With our main campuses located in Dunfermline, Rosyth, Glenrothes, Levenmouth and Kirkcaldy, we operate within the heart of Fife's communities.

We are committed to offering a dynamic and relevant portfolio of courses which supports close collaboration and seamless pathways between schools, colleges, universities and employers. Our aim is to develop stronger, deeper and added value relationships with our wide range of partners and stakeholders.

Our high quality, sector leading programmes are designed to respond to the needs of the economy and society more generally. Scotland's and Fife's economic strategies are the primary drivers for the development and design of the range of courses that we offer. The economic growth areas of care, hospitality, digital, construction and engineering will be a key focus as we continue to invest and update our facilities across the region, which includes a new campus planned for the West of Fife.

We will place our students at the forefront of all that we do, offering courses that are personalised to individuals, with a growing number of part-time and distance learning courses that, amongst other things, create the opportunity for more flexible learning that links to employability and continuous professional and personal development.

We will inspire an attitude of lifelong learning in our staff and students and ensure our staff are equipped to deliver the best for our students. We will strive to achieve a fair, inclusive and diverse community of students and staff, promoting health and well-being for all staff and students and instil a culture of integrity, performance and respect across all of our campuses.

We will support and collaborate with our award-winning students' association, enabling them to deliver their own strategic plan to promote student engagement and create a sector leading student experience.

Our ambition is to provide all of our students with transformational learning opportunities that are tailored to their own aims, aspirations and circumstances.

► Our Vision, Mission and Values

Our Vision

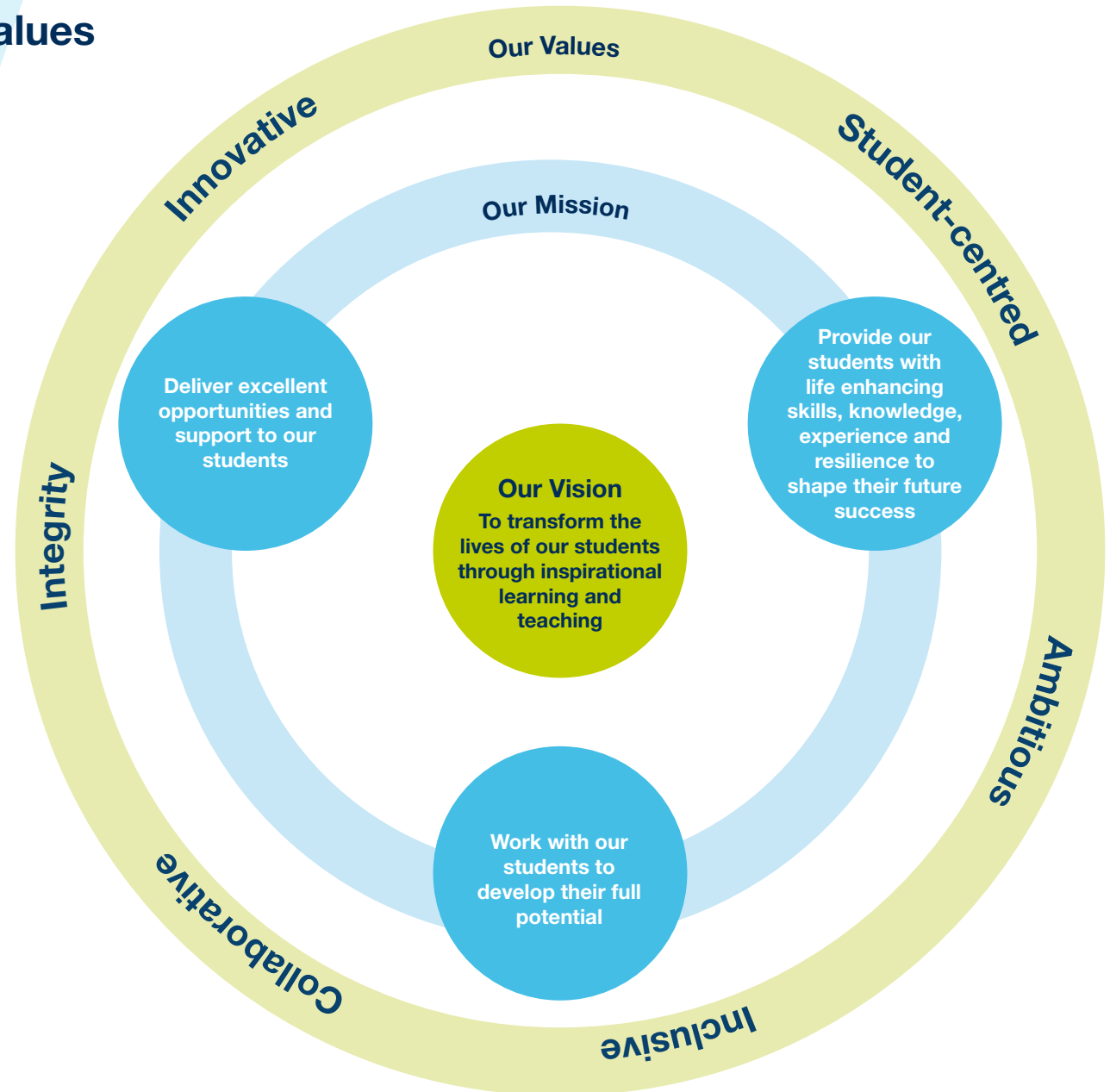
To transform the lives of our students through inspirational learning and teaching

Our Mission

We will deliver excellent opportunities for our students and work with them to develop their full potential with life enhancing skills, knowledge, experience and resilience that will shape their future success.

Our Values

- Student-centred
- Ambitious
- Inclusive
- Collaborative
- Integrity
- Innovative





We will deliver our Strategy through a strong focus on what is best for our students, a team based and creative approach to delivery and a strong emphasis on collaborative, meaningful and value added partnerships. We will measure success with a range of key performance indicators used to monitor progress, aid decision making and secure effective stewardship and accountability. We will be flexible in the delivery of this Strategy, reviewing it on a yearly basis to ensure that it remains fit for purpose.

Over the five years of this plan, our ambition is to put Fife College at the forefront of college provision in Scotland. We will improve our current baseline performance by:

- offering a dynamic and high quality curriculum portfolio with direct input from employers
- increasing our retention, achievement and progression
- building and maintaining a modern fit for purpose technological and physical infrastructure
- increasing our collaboration with key stakeholders
- improving the productivity and value that we achieve via better utilisation of our very considerable resources.



► Our Key Priority Aims

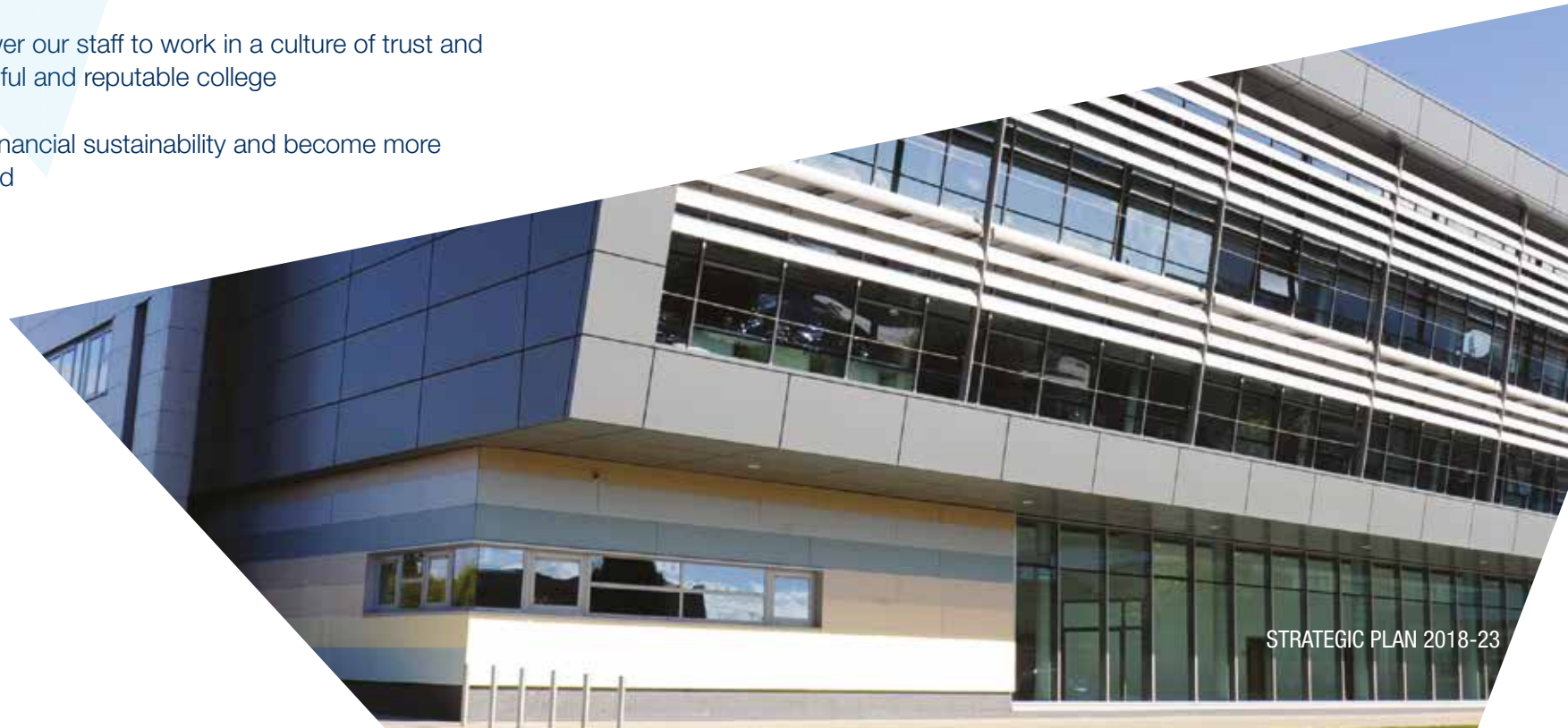
Learning and teaching is at the heart of everything we do. We recognise that delivering a relevant curriculum and an outstanding student experience is critical to our success as a College of Higher and Further Education.

Our Strategy is based on five key priorities:

- 1** Foster ambition and develop successful students ready to progress through an inspirational and high quality learning experience
- 2** Provide a first class learning environment
- 3** Provide a dynamic digital environment that will engage, empower and enhance experience
- 4** Develop and empower our staff to work in a culture of trust and respect in a successful and reputable college
- 5** Maintain long term financial sustainability and become more commercially focused

The Strategy is underpinned by and aligned to key college strategies, including our learning and teaching strategy, digital strategy, estates strategy, workforce planning and our five year financial forecasts. Priorities outlined in the Scottish Funding Council (SFC) Regional Outcome Agreement (ROA) contribute to our key priorities and objectives.

We have developed a range of performance measures that will be used to report progress to the Board and the Executive team on a regular basis throughout each year. We have identified 12 key performance indicators (KPIs) and targets that are fundamental to delivering this Strategy. In addition, we will measure and monitor success using sector wide benchmarking.





1

Foster ambition and develop successful students ready to progress through an inspirational and high quality learning experience

We are committed to providing accessible and flexible pathways to all students. We will continue to develop a dynamic and future focused curriculum, ensuring that local, regional, national and international market demands are addressed, meeting the needs of employers, with an increased focus on upscaling our higher education provision.

We will design our portfolio with businesses in mind, promoting innovation which will contribute to business productivity. We will enhance and maximise strong collaboration with business, local and regional stakeholders and national agencies to ensure that our students develop the skills and qualifications required to achieve and sustain positive outcomes in the fast moving economy.

Objectives

We will do this by:

Support economic growth by developing a highly skilled, responsive and adaptable workforce

- Developing a highly competitive and dynamic portfolio supporting regional and national priorities
- Addressing upskilling and reskilling needs, working in partnership with industry and local employers
- Prioritising and developing digital skills capability

Provide a high quality, sector leading learning experience driven by innovative teaching practice and student engagement

- Developing innovative learning and teaching approaches
- Evolving a student-centred culture, working in close partnership with the Students' Association to enhance student participation in the shaping of their learning
- Delivering sector leading attainment

Create innovative and progressive learning pathways which foster equality of opportunities and support all students to realise their potential

- Addressing identified needs through supported pathways and holistic approaches
- Increasing pathway opportunities and availability
- Creating opportunities for students from diverse background and under-represented groups to study with us and support their progression onto further study and employment
- Advancing a culture of respect and fairness

Foster and develop external partnerships which enable a forward looking curriculum, delivering efficient and highly successful learner journeys which promote skills for learning, life and work

- Preparing sought after students equipped with strong career management skills, who will be highly successful in their chosen career
- Actively engaging with external stakeholders to enhance transitions and create seamless pathways
- Maximising opportunities for work-based learning and develop a strong enterprise curriculum
- Addressing perceived barriers and developing students' resilience through enhanced integration of support for learning and strong collaborations



2

Provide a first class learning environment

We are committed to delivering the best possible experience for all at Fife College. The developments to date within our current campuses have brought about improvements in the level and quality of provision we can offer our local communities. However, the development of a new Dunfermline campus, will take the College's facilities to a new level. This will be the first phase of our estates development plan which will see the modernisation of all of our campuses, delivering a college of choice for our students.

The estates development plan will ensure consistency across the estate, providing adaptable and digitally enabled spaces in all of our campuses which will support and enhance the experience for our students, staff and stakeholders today and in the future.

We are committed to promoting sustainable behaviours in our college population and beyond, reflecting on how our learning and teaching and operations contribute towards creating a more sustainable society.

Objectives

We will do this by:

Deliver a new Dunfermline campus

- Securing with our partners the necessary revenue funded investment
- Jointly procure the new campus through the revenue funded HUB model
- With our partners, appoint a Design, Build, Fund, and Maintain contractor and manage the successful completion of the new build on time, within budget and to the require specification

Ensure consistency across the estate – providing first class facilities, resources and services

- Reviewing and implementing the Estates Strategy providing an effective life cycle and maintenance plan
- Providing adaptable learning spaces and environments, delivering benefits to our students, staff and stakeholders
- Delivering learning and teaching spaces that support more accessible learning approaches
- Increasing flexibility of our opening hours to maximise use of campuses all year round

Deliver fully adaptable and digitally enabled campuses

- Providing an enhanced and adaptable digital environment for all
- Supporting the College Learning and Teaching and Digital Strategies which are embedded throughout all campuses

Promote sustainability, equalities and health and safety

- Deploying and evaluating innovative approaches to sustainability and energy conservation, embedding technology and reducing our carbon footprint
- Engaging our students and staff in our sustainable programmes on offer
- Promoting a positive and proactive approach to health and well-being



3

Provide a dynamic digital environment that will engage, empower and enhance experience

Our digital environment will be modern, flexible and easily accessible. It will engage students, empower staff and underpin evidence based decision making. To achieve our potential, we recognise the importance of a digital environment that is embedded in all that we do, and which is structured to support the delivery of dynamic and innovative learning and teaching practices in order to offer flexibility across our curriculum.

Objectives

We will do this by:

Deliver an excellent experience

- Developing innovative systems and services that are simplified and accessible
- Evaluating our systems and services on a regular basis and seek feedback from our users

Be digital by design

- Developing our procedures and processes to be efficient and straightforward, eliminating paper wherever possible
- Developing processes and links between our systems and services, eliminating the need for users to repeatedly provide the same information

Offer flexibility and freedom of choice

- Developing our systems and services so that they are inclusive, supportive and accessible
- Adopting a technology platform agnostic approach to the design and development of systems and services

Foster the development of digital capabilities

- Actively supporting users in identifying and developing the range of digital capabilities that they require in order to be successful
- Actively supporting and encouraging the sharing of best practice within the sector

Prioritise cyber security and resilience

- Adopting a risk-based approach to balancing security with ease and freedom of user access
- Developing a culture where data quality is validated and verifiable so that we are able to quickly identify and respond to cyber incidents

Use systems and process improvement to drive efficiency

- Developing a culture, capability and toolset which encourages and supports our users to engage in process improvement and system development activities
- Using a business impact approach when prioritising projects



4

Develop and empower our staff to work in a culture of trust and respect in a successful and reputable college

Our staff are critical to the success of Fife College, and as the landscape of tertiary education continues to change, our people must be equipped to deliver the best learning experience for our students and stakeholders, working together to make Fife College the most successful college in Scotland.

We aim to be a socially progressive employer.

We believe that everyone should have the opportunity to grow and achieve their potential, therefore, we will develop and invest in our staff. We will lead, inspire, and empower with effective succession planning that will develop and promote talent within our organisation.

We will continue to promote a culture of positivity, integrity and respect, fostering ambition and empowerment, with a shared understanding of our Vision, Mission and Values which will contribute to our success.

Objectives

We will do this by:

Ensure organisational structure is fit for purpose

- Supporting continuous review of roles, synergies of teams and partnerships to support effective learning

Develop and invest in our colleagues to promote a college of talent and great leaders

- Increasing our CLPL opportunities and engage our staff to further develop
- Providing clear career progression routes with effective succession planning with more opportunities to recruit from within
- Encouraging staff to embrace technology to their advantage and to improve the student experience

Promote Fife College as a socially progressive employer through increased colleague engagement, promoting of healthy and flexible work life balance and instilling a culture of positivity, integrity and respect

- Improving staff satisfaction and engagement
- Recognising and celebrating success
- Actively promoting Fife College as a place to learn and work through colleague engagement
- Promoting, encouraging and empowering our staff to be creative and to provide a solution focused environment
- Promoting healthy working lives
- Offering flexible agile working opportunities

Encourage staff engagement with our strategy and values

- Endorsing the Vision of the College through more user friendly communications
- Improving our Business Planning process which links to key strategies/plans



5

Maintain long term financial sustainability and become more commercially focused

The college sector in Scotland faces ongoing financial challenges with downward pressure on public funding and a rising cost base, which are impacting the financial sustainability of the sector as a whole. Ensuring all resources including our finances, staff, assets and information are managed efficiently and effectively is crucial to us securing financial sustainability and realising our overall objectives.

To continue to improve the learning experience of our students and the working environment for our staff we are required to generate surpluses to cover our operating costs as well as also providing cash for reinvestment in our staff and our physical and technological infrastructure. We will strive to achieve this through robust financial management, securing best value for money and return on investments within the allocation of our resources, ensuring we continue to seek out efficiencies within our business processes, encouraging innovative business solutions and operations.

We will seek out income generating activities, promoting enterprise and innovation to generate surpluses that can be invested to help achieve our ambitions.

We will create a commercial and corporate culture that embeds flexible, proactive and reactive delivery models to meet employer needs. We will be innovative in building upon our commercial offering while working with partners and employers to identify current and future training requirements.

Objectives

We will do this by:

Achieve our commercial income targets

- Identifying our key commercial products and unique selling points and creating detailed sales and marketing plans for each curriculum area
- Creating flexible and reactive delivery models

Identify further commercial income opportunities

- Developing and providing an evidence base of current and potential markets, products, customers and competitors

Continue to build strategic partnerships to deliver opportunities in securing funding sources and developing commercial opportunities

- Participating in key partnership groups
- Seeking to build upon and expand client base

Maintain a secure financial position

- Monitoring our budget positions with timely responses to variations in performance in order to achieve our target
- Working in partnership across the College to ensure robust financial decisions
- Implementing excellent financial reporting systems and processes providing short and long terms financial plans

Achieve best value for money in committing college funds

- Having effective and efficient procurement support in place
- Having tight contract management procedures
- Identifying opportunities for collaboration and partnership working

Ensure efficient practices across the College

- Achieving optimum delivery models and teaching hours
 - Investing in business process improvement/transformation
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► Realising Our Ambitions

The delivery of our Strategy will be a college wide responsibility. Our staff will be critical in its successful delivery, working together to achieve our agreed priorities.

We will monitor and measure our performance through a combination of quantitative measures (KPIs) and narrative reports that will best illustrate the changes taking place and progress made towards achieving our success. Some measures will be cross-cutting over various departments, who will work together to achieve their targets. We will continue to encourage a continued student-centred culture, working closely with the Students' Association to enhance the student experience.

Our Board will be informed of the progress made towards our key targets, through Business Reporting, which will allow them to focus on how these will impact the plan, along with highlighting any high risk areas.

The table below outlines our Key Performance Indicators and targets, which are aligned with Scottish Government priorities.

KPI No.	KPI	Current	Target
1	Students successfully achieving recognised qualifications	65%	80%
2	Students successfully achieving HNC/HND qualifications	62%	75%
3	Full-time college qualifiers in work/training and/or further study 3-6 months after qualifying	65%	78%
4	Students from the MD (multiple deprivation) 10 areas participating in college courses	9%	20%
5	Students from the MD (multiple deprivation) 10 areas successfully achieving a recognised qualification	61%	74%
6	Volume of credits used for Higher Education programmes	30%	40%
7	Student satisfaction response rate	14%	40%
8	Students satisfied with their college experience	80%	92%
9	Proportion of SFC credits used to provide STEM courses	30%	35%
10	Operating surplus as a % of total income	-3%	3%
11	Total other income as % of total income	28%	32%
12	Reduction of carbon emissions	3,957 tCO ₂ e	reduce by 38%





Transforming Lives

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