



For the future you want



# EDINBURGH COLLEGE BLUEPRINT

*DELIVERING THE STRATEGIC PLAN 2017-2022*

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## *DELIVERING THE STRATEGIC PLAN 2017 - 2022*

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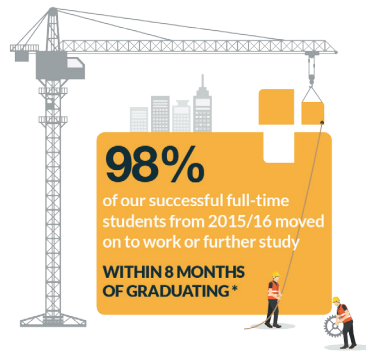
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## WHAT WE DO

OUR MOTTO:

**For the future  
you want**



## WHY CHANGE?

**Edinburgh College has developed a new Strategic Plan for 2017 – 2022. This is the second Strategic Plan since the college came into existence and comes at a vital time for Edinburgh College and the FE sector across Scotland. The Strategic Plan provides the vision, values and strategic priorities for the college for the years ahead. The Principal and the Board of Management have a clear vision that by 2022 Edinburgh College wants to be seen as a vibrant, dynamic and confident college that inspires success in its students and staff, delivers outstanding performance, and is highly regarded and sought after by partners, employers and the wider Scottish, UK and global communities.**

This Edinburgh College Blueprint presents some detail on the work required to deliver against those strategic objectives and sets out the priorities for the college in managing change through a Transformation Portfolio. The Edinburgh College Transformation Portfolio will build on the work already started through the Business Transformation Plan and be the main mechanism by which the college coordinates its strategic activities over the years ahead. The Blueprint will be updated throughout the five year period as work progresses.

In preparation for the development of the new Strategic Plan, Edinburgh College has followed national good practice and consulted widely over an extended period. The college has also examined

data regarding student demographics, previous marketing efforts and student destination analysis. It has also surveyed its faculties, Board members and stakeholders regarding their opinions of five strategic priorities and within these what initiatives and projects might drive the college forward for the future. A great deal of further detail about the college and regional contextual information is contained within the Regional Outcome Agreement.

The college has analysed information and feedback from these varied sources and is certain that future efforts must sustain and produce:

- Satisfied graduates who spread the word about the college
- Outstanding faculty members and support team members who are happy in their work
- Flexibility and improved engagement in responding to stakeholders and partners
- A robust student-centred learning model and a focus on how, when and where students would like to be engaged in learning
- Programmes and courses to meet new and changing workforce needs and the needs of the region
- Programmes and courses to increase commercial capacity and income diversification
- An improved and strong Edinburgh College brand
- College growth while assuring both high staff morale and high-quality customer service.

In addition, there will be a continued balance between supply and demand in meeting government and SFC specific priorities, including a greater focus within the regional outcome agreement on:

- Developing the young workforce
- Adult returners
- Strategic partnerships with schools, universities and local authorities

To ensure streamlined pathways are created, efficiencies are found and duplication is avoided.

As a large regional further education college and a public sector organisation, change is ever present at Edinburgh College. The Edinburgh College Strategic Plan recognises that the college has been through considerable change brought about through merger. The years ahead will provide their own challenges but there is an opportunity to manage this change positively, address any legacy issues much more positively and strengthen the college for its students and staff.

The college will have to adapt to a changing free market and global completion within the context of the UK leaving the EU and must prioritise partnership working with its strategic and commercial partners. This includes the Edinburgh and South East Scotland City Region Deal and the City Plan, with regards to developments in housing, innovation and digital technology, which will cause a sea change in expectations from a variety of external sources. The college's curriculum will need to develop in line with these initiatives.

Time is becoming a precious commodity, with flexibility and innovation expected from students and employers. A college education is increasingly being pursued in a non-linear fashion by students and the successful implementation of the Curriculum Strategy, coupled with a more innovative approach to the student experience, will better prepare learners for employment opportunities.

Students, like all consumers, have increasingly high expectations of their experience, learning and the services offered by the college, and a higher

proportion of students may need financial aid, job preparation and placement services. The college is committed to making the student experience the best it can be, with student ownership and leadership part of life here.

The college sector must continue to address efficiency requirements, demonstrate best value and manage the impact of national pay bargaining alongside reductions in core funding. Staff are the most valued resource and there must be an increased focus on staff satisfaction and workforce development.

With expected population growth in Edinburgh, there will continue to be an emphasis in the regional workforce on lifelong learning and retraining to remain innovative and competitive in the workplace. As the regional college, Edinburgh College must work with local authorities, schools, universities, employers and strategic partners to ensure the courses on offer meet that need and the requirements of students. The college must also find new and innovative ways forward through partnership working. Students and employers will want learning experiences that cross traditional content barriers and the boundaries of credit and non-credit courses; there will also be a demand for continuous learning for older learners as the expected pension age continues to increase and people live longer.

It is likely that future funding will remain dependent on performance and learning outcomes measurements via the Regional Outcome Agreement (ROA). This may be expanded upon dependent on the outcomes of government reviews (eg. Enterprise & Skills Review 2017). The college will meet the commitments laid out in the Regional Outcome Agreement.

This is just a sample of the opportunities for the college over the next few years but it is possible to see that, in order to deliver the vision and aims of the Strategic Plan, different and innovative thinking will be required. Moreover, staff and students' involvement in the change work is vital to maintaining and improving achievement, the success of which is critical for the college.







# THE STRATEGIC PLAN 2017-2022:THE PLAN

## WHY WE ARE HERE

### OUR VISION

- Inspiring Futures,
- Transforming Lives
- Supporting Communities

### OUR MISSION

Edinburgh College will be a leading college providing excellent education through a quality curriculum. Our students will be enriched through their experience and achievements. The college will continue to support the region's economic development and enhance its reputation as a valued partner.

### OUR STRATEGIC AIM

- Delivering a superb student experience
- Providing an excellent curriculum
- Supporting & inspiring our people
- Valued in partnership & communities
- An efficient & effective college

### PRIORITY OUTCOMES (FROM OUR ROA)

- Achieve financial target
- Improve full-time further education attainment
- Maintain full-time students achieving a positive destination
- Grow commercial income and college turnover
- Achieve student recruitment target

## FULFILLING AIMS OF KEY DRIVERS

### EXTERNAL DRIVERS

- Developing the Young Workforce (DYW)
- Community planning partnerships (CPPs)
- Education Scotland's new quality framework - How Good is Our College?
- National STEM agenda

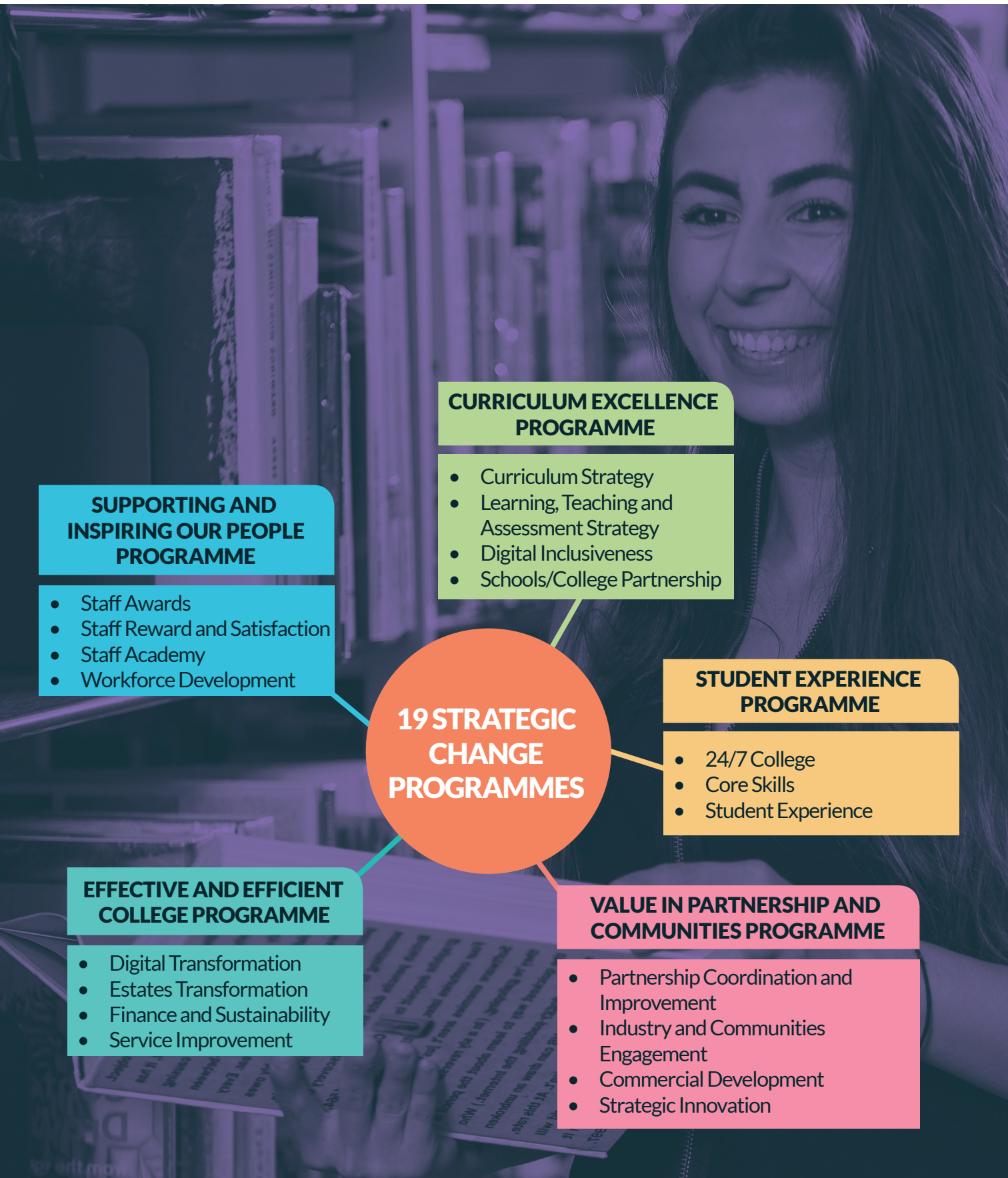
### INTERNAL DRIVERS

- STEM Manifesto
- Regional Outcome Agreement
- NEW Equality Outcomes 2017-21
- College departmental strategies including: Curriculum; Learning, Teaching and Assessment; Commercial; Student Experience; Estates
- Gender Action Plan



# ON A PAGE

## HOW WE DO IT



### SUPPORTING AND INSPIRING OUR PEOPLE PROGRAMME

- Staff Awards
- Staff Reward and Satisfaction
- Staff Academy
- Workforce Development

### CURRICULUM EXCELLENCE PROGRAMME

- Curriculum Strategy
- Learning, Teaching and Assessment Strategy
- Digital Inclusiveness
- Schools/College Partnership

### STUDENT EXPERIENCE PROGRAMME

- 24/7 College
- Core Skills
- Student Experience

### EFFECTIVE AND EFFICIENT COLLEGE PROGRAMME

- Digital Transformation
- Estates Transformation
- Finance and Sustainability
- Service Improvement

### VALUE IN PARTNERSHIP AND COMMUNITIES PROGRAMME

- Partnership Coordination and Improvement
- Industry and Communities Engagement
- Commercial Development
- Strategic Innovation



# THE TRANSFORMATION PORTFOLIO

This Edinburgh College Blueprint is intended as a high-level description of the major areas of change that will be worked on in support of the strategic objectives. It also presents a high-level model of the desired governance required to manage the change alongside day-to-day business. It can also be viewed as the college's target operating model or the ideal end state for the strategic period 2017-2022. Overall, this work will be described as the Transformation Portfolio.

The detail of the Transformation Portfolio, mapped against the college's strategic aims, will contain five high-level change programmes that will be led by members of the college's Executive team. Each of these suggests some high-level recommendations for change and describes the ideal position the college wants to be in by 2022.

## 1. The Student Experience Programme - Supporting Strategic Aim One

Delivering a superb student experience is a strategic aim and driver for the college. It is a day-to-day reality and ever-present business-as-usual requirement, which is at the heart of college life. For the Transformation Portfolio, the college sees major opportunities for further work on issues of learning support and mental health alongside improvement and further development of student ownership and leadership in college life. The key areas of change are:

### 1.1 The 24/7-College Programme

Edinburgh College will be a different, more flexible, college by 2022. The college is committed to stretching the academic experience beyond the walls, timetables and conventions of the traditional college.

The college will find innovative approaches to:

- When, where and how students learn
- When, where and how students receive the support they require in order to succeed

This programme will also ensure that the college's approach to customer service and engagement is enhanced, flexible and appropriate to all those who engage with Edinburgh College.

**OUR AMBITION:** The college will be open to students when and where they want

### 1.2 The Cutting-Edge Essential Skills Programme

Edinburgh College will continue to develop and deliver high-quality and vocationally specific knowledge and skills. The college will ensure students develop essential skills for lifelong learning, skills for employability and essential skills for learning that are the backbone of a successful education experience. By 2022, Edinburgh College will demonstrate sector-leading practice that contextualises these skills to vocational areas and develops the learners' skills for study, work and life beyond college.

**OUR AMBITION:** Our students will have essential skills for lifelong learning

### 1.3 Student Experience Project

At Edinburgh College, engaging with learners is the key to providing an outstanding learning experience and maintaining a focus on equality and continuous improvement. Edinburgh College Students' Association (ECSA) is at the heart of this work and the aim of the project is to ensure that the learner voice is heard throughout all aspects of the learner journey, i.e. from application through enrolment to successful completion and progression. The project will concentrate on the stages of student experience (first contact and admissions; pre-arrival; travel, arrival and orientation; induction; reorientation, reinduction and outduction) and the themes of student experience (curriculum and assessment; pedagogy; support; finance; employment).

**OUR AMBITION:** Provide a second-to-none learning experience for our students



## 2. Curriculum Excellence Programme - Supporting Strategic Aim Two

The delivery of an excellent curriculum is a vital part of college life and dedicated staff are working every day across the college to deliver this. As a strategic aim and part of an approach for longer-term change and improvement, the college has embarked on an ambitious journey. This is best exemplified through the development of a new Curriculum Strategy and a Learning, Teaching and Assessment Strategy. Successful implementation of these strategies and the commitments contained within the college's Regional Outcome Agreement is also central to this area of work. The major areas of work over the years ahead for the Curriculum Excellence Programme are:

### 2.1 Curriculum Strategy Implementation

An excellent curriculum will be underpinned by a Curriculum Strategy, initially for the time frame 2017-2020, and will be superseded at that point using a fresh analysis of the skills needs of the region and student demand. The Curriculum Strategy 2017-2022 has identified that key areas for development of the curriculum will be in the areas of Developing the Young Workforce, STEM course development, widening access to college, and providing pathways throughout the curriculum to further study. Within curriculum delivery there is a need to measure and increase employer engagement through work placements and industry-led mentoring. Additionally, essential skills, entrepreneurship skills and sustainability education will be planned into curriculum delivery.

**OUR AMBITION: To deliver an innovative and pioneering student-centered curriculum**

### 2.2 Learning, Teaching and Assessment Strategy Implementation

Students at Edinburgh College can expect to learn in a vibrant 21st century learning environment, with access to a variety of digital technologies and online tools to enhance their learning experience. Learning spaces will be planned to be flexible and designed to enable students to engage in active learning in a setting that fosters collaboration, experimentation and creativity. Where possible, realistic work environments will be provided to better prepare

students for the world of work. The college will consistently meet the support needs of all students by developing an enhanced model of support for learning.

The college will utilise accurate, useful and current information to identify good practice and inform change. In doing so, it will continue to develop and improve the capacity to evaluate the quality of learning, teaching and assessment. The college will ensure that effective measurement of success criteria, along with an evaluative improvement and enhancement plan, will contribute to meeting the targets set in its Regional Outcome Agreement.

**OUR AMBITION: To reach unprecedented levels of success for our students**

### 2.3 Schools/College Partnership Programme

To create positive destinations for school pupils and better opportunities for progression to employment, the college will work with local authorities and schools to pioneer new ways of working which include improved on site delivery, development of distinctive pathways, greater collaboration and sharing of resources. New models of schools/college partnership working will be built to facilitate.

**OUR AMBITION: To provide a seamless transition from school to college**

### 2.4 Advancing Digital Inclusiveness Programme

Data and digital technology will drive much of the business intelligence of the college over the next five years. This specific programme will explore ways in which the student experience can be enhanced through use of this data. All students have a digital footprint as they enrol into the college, and their engagement can be measured digitally, not only through the curricular work that they engage with online but through attendance monitoring and progress made through specific outcomes. Using this data will allow the college to better support students with interventions when required. Digital data hubs will also allow the college to better plan the curriculum through shared knowledge of students several years in advance of entry to college.

### 3. The Supporting and Inspiring Our People Programme - Supporting Strategic Aim Three



Recognising the challenging nature of ongoing change, the importance of being a great place to work and the need for positive and improved industrial relations are at the heart of the Edinburgh College Strategic Plan. There is a strong desire to learn from the last five years, to move forward and improve. This change programme is fundamental to the success of the college, providing a greater voice for staff, rewarding staff and reshaping the workforce. This is focused on equality and modernising the college in support of students and curriculum delivery. Four distinct change programmes or workstreams will deliver the required change and improvements over the next three to five years. They are:

#### 3.1 The Edinburgh College Awards Programme

This is an aspirational programme of work designed to ensure that by 2022 Edinburgh College can clearly demonstrate the highest possible level of organisational practice in staff management and support. It will do this by securing accreditations that reflect its continuing improvement as an employer and as a great place to work.

**OUR AMBITION: To be a college that is recognised for cutting edge practice**

#### 3.2 The Staff Reward and Satisfaction Programme

This programme will focus on the staff experience and will ensure that by 2022 Edinburgh College offers an innovative and hugely popular set of benefits and rewards. This aims to retain and attract the very best people for the organisation. Central to this programme will be baselining, benchmarking and improving staff morale and satisfaction.

**OUR AMBITION: To be an employer of choice**

#### 3.3 Edinburgh College Staff Academy

The development of a staff academy is intended to enhance learning and teaching within the college as well as the wider staff development needs of all college staff including leadership and management. The staff academy will support the sharing of excellent practice and engagement in pedagogy and research, through collaborative working and consultation, and professional development opportunities. A range of online courses and tools will be developed to support staff in the college environment. The academy will produce regular briefing updates, present training events and provide opportunities for staff to gain qualifications, undertake one-to-one coaching and explore innovative practices within the sector.

**OUR AMBITION: To help staff keep up with sector changes, be in touch with all the latest technology developments, maintain knowledge and skills, and take advantage of training opportunities to assist their career advancement**

#### 3.4 The Workforce Development Programme

The Business Transformation Plan demonstrated that management restructuring can take place rapidly, deliver improved management control and deliver financial efficiencies. The challenges and opportunities for the college and the sector as a whole will require further change and reshaping of the workforce over the next five years. By 2022 the workforce of Edinburgh College will be more flexible, with increased professional development and, in general, different to the one from 2017.

**OUR AMBITION: To have a versatile, flexible and highly skilled workforce**



## 4. The Valued in Partnership and Communities Programme – Supporting Strategic Aim Four

As the regional further education college, Edinburgh College has enormous potential to improve the outcomes for the communities and people of the region. The college's role and reputation as an outward-facing community planning partner will be greatly enhanced. College staff will be leaders and advocates of community planning and community engagement.

In addition, Edinburgh College's commercial activity will be further enhanced. Partnership will be key to the strategic growth plans for commercial and international growth from 2017-2022. The college will work in partnership across the region, as well as nationally and internationally, with individual businesses and business associations to leverage its reach. The college will be informed by regional skills data, its Regional Outcome Agreement and partners/stakeholders. Most significantly, the college will work and co-design with partners, stakeholders, industry and its faculties to meet and anticipate requirements. Commercial revenues will increase by the development of a product portfolio for courses, responding to workforce development, lifelong learning and retraining needs, focused on the training requirements of apprenticeship levy payers and international demand. Commercial revenues and other funding sources will allow us to expand our non-SFC funding.

Edinburgh College will expand the range and variety of partners and stakeholders it engages with so that it will improve on its position as a sought-after and valued commercial partner. The college will consolidate the best of what it offers and will develop new ways to ensure it has the capacity to sustain a new product portfolio for growth regionally, nationally and internationally. The college will look at planning better methods of marketing and communication to promote the commercial opportunities of the college. In addition, we will look closely at our own systems, investment and strategic allocation of resources to support growth.

### 4.1 The Partnership Coordination and Improvement Programme

This change programme will drive integrated partnership coordination across the college and ensure that from 2017-2022 the college does not miss any opportunity to add value to local and regional community planning. Partnership activity will be given a very high priority across all departments and built into the corporate performance of the organisation. Opportunities will be sought in line with all Blueprint programmes.

**OUR AMBITION: To engage in partnerships that enhance the business of partners as well as the college**

### 4.2 The Edinburgh College Industry and Communities Engagement Programme

In 2017 the college is the regional college for Edinburgh and the Lothians, with buildings across the region. Around 19,000 students attend the college from a diverse range of communities across (and outside) the region. This change programme will look to increase and improve the way the college engages with people and communities. From the provision of outreach services, advancing the Developing the Young Workforce activity, providing support for social responsibility and community participation, by 2022 the college will demonstrate national best practice in community engagement and further education.

**OUR AMBITION: To support and create vibrant and cohesive communities**

### 4.3 Edinburgh College Commercial Programme

The college Commercial Programme will aim to double its annual amount of commercial income by 2022. The college will consolidate the current commercial product portfolio, developing mechanisms to continually review, evaluate and improve what is on offer in close partnership with industry and faculty. The college will engage in extensive research as well as consult widely through employer engagement and faculty employer councils, to establish levels of demand and to devise programmes to suit and anticipate industry requirements. The college will develop and co-design bespoke courses between its faculties and industry that are fit for purpose and future proof.

Looking to shorter courses developed with industry partners and creating a suite of online products across our strategically important sectors will make the Edinburgh College product available to national and international audiences. The development and continued support of our partners will be instrumental in delivering on a modern apprenticeship programme that will expand its reach in terms of sector. This will be done in conjunction with a continuing focus on foundation apprenticeships and look to opportunities to partner and deliver graduate-level apprenticeships. The college will investigate and develop further partner relationships, particularly for international growth. These will aim to develop commercial and international faculty teams engaged in the co-development and delivery of an ambitious programme to secure more significant in-country income.

The college will promote the training and consultancy around our English for speakers of other languages (ESOL) programmes – the flagship of our international operation – as well as build and analyse the vocational training provision offer linked to our strategic sectorial strengths and expertise. The college will monitor and anticipate opportunities and changing requirements ahead of and throughout Brexit, and maintain our Tier 4 status for international recruitment. It will do this by working increasingly closely with other colleges, universities, training providers, Scottish Development International, the Department for International Trade, chambers of commerce, the British Council and British embassies, to map our geographical and sectoral range from 2017-2022.

**OUR AMBITION: To create sustainable and profitable ventures**

#### **4.4 Strategic Innovation Workstream**

A dedicated innovation workstream, managed through the change portfolio, will seek to develop new processes, practices and ways of working throughout the organisation. This is to ensure that the college is equipped to take full advantage of emergent trends and opportunities while retaining the ability to quickly adapt to internal and external changes in the operating environment.

**OUR AMBITION: To create a culture of innovation that runs throughout the organisation**

## **5. The Effective and Efficient College Programme – Supporting Strategic Aim Five**

Through the Edinburgh College Business Transformation Plan, the college – with support from the Scottish Funding Council – made a range of rapid improvements and was able to make significant savings over a two-year period. The college will have to make further savings over the period 2017-2022 and the Principal is determined to move towards a balanced budget. In addition to financial savings, the college will also introduce ambitious digital and estates transformation programmes alongside corporate and wider services improvement programmes.

### **5.1 The Digital Transformation Programme**

Digital transformation will continue the work started as part of the Business Transformation Plan and deliver new business models and advanced digital services for students and staff. The delivery of successful digital transformation is a key and cross-cutting enabler of strategic change.

**OUR AMBITION: To demonstrate sector-leading innovation in the use of ICT and high standards of customer satisfaction**

### **5.2 The Estates Transformation Programme**

Over the next five years the Estates Transformation Programme will deliver the recommendations of the Edinburgh College Estates Review. In all aspects of managing the college estate and future developments, sustainability will be a key priority. Estates developments will embody the principles of sustainability and will continue to develop systems to monitor and improve environmental performance through its buildings, implementing projects to reduce carbon footprint, and embedding within the curriculum.

**OUR AMBITION: To demonstrate best value in the management of the current college estate and continue the delivery of longer-term modernisation proposals**



### 5.3 Finance and Sustainability

It is fundamental to the success of the Strategic Plan that sufficient resources are allocated to achieving its aims and that the sustainability and financial benefits across the portfolio are monitored closely and reported effectively. This will be done at first through the final stages of the existing Business Transformation Plan and then applied to the 2017-2022 Transformation Portfolio. Of particular importance is working to address efficiency requirements and ensuring that the Commercial Programme and industry partnerships provide the financial benefits included with the financial targets. The Finance function itself will need to be innovative to develop and implement staffing and reporting systems that meet the requirements of the programmes. The financial implications of the long-term Financial Strategy will need to be strictly monitored and regularly updated and reported. This will include prioritisation of programmes in the phased approach described above and continual assessments of the risks and sensitivities associated with each. The six-year financial forecasts that have been prepared for the Transformation Plan and SFC will need to be continually updated and rolled forward. These show the level of savings that we have to make and the sensitivities and risks associated with the plan.

**OUR AMBITION: To be financially secure and have a sustainable future**

### 5.4 Edinburgh College Service Improvement Programme

By 2022 this programme will ensure that formal continuous improvement is adopted and embedded across the entire college in line with the Education Scotland How Good is Our College? improvement framework. This will allow the college to demonstrate the highest possible standards in governance, compliance, information management, communications, business intelligence, shared services, business continuity, risk and financial management.

**OUR AMBITION: To demonstrate the highest quality in all that we do**





## THE NEXT STEPS

**The Transformation Portfolio for 2017-2022 will follow the same principles as the Business Transformation Plan with business as usual managed through the Executive team, the Senior Management Group and various departments. This will be managed alongside the change portfolio, through the Executive team and Transformation Board, and into specific programme and project boards.**

Governance of the Transformation Portfolio will be reported to the college Executive team and Board of Management through a Transformation (Portfolio) Board. This Transformation Board will be made up of the programme leads and specific experts and partners as required in order to make the strategic decisions regarding the entire Transformation Portfolio.

Programme boards will be established for each of the change programmes. Given the complexity of each programme described above, each element will be viewed and managed as a programme within its own right. Simply, each area of work will contain multiple projects and require input from a broad range of staff, students and partners in order to deliver over time.

The ambition described within this Blueprint and the amount of work required over the next five years to deliver the strategic aims also mean that not everything can be done at once. While it will be possible to work on a range of change programmes at the same time, not everything can be done together. Edinburgh College will take a phased approach to delivering the range of work proposed allowing for focus, best use of existing resources, clear evidence of progress and annual reviews. Also, the college will ensure that there is appropriate capacity of staff asked to lead programmes and projects, with appropriate support from the programme management office to support them.

Edinburgh College will prioritise and establish a clear benefits framework for the different programmes of work. In addition, the programmes chosen to start first will be planned in detail, with the variety of projects necessary to move the programme forward identified. The success of this work and the work that follows it will require the engagement and inclusion of a variety of staff, students and partners. This work will take place alongside the final stages of the existing Business Transformation Plan.

The Blueprint will be reviewed and updated as required on an annual basis as part of the ongoing management of the Transformation Portfolio, with progress regularly reported to the Board of Management.





For the future you want

# EDINBURGH COLLEGE BLUEPRINT

## *DELIVERING THE STRATEGIC PLAN 2017-2022*

For more information please visit:

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