

**MAKING LEARNING WORK**

# Strategic Plan 2017-22



## INTRODUCTION

**Forth Valley College** started on a journey with a renewed mission statement of Making Learning Work in 2014. This strategic plan is a continuation of that journey, guiding the College through to 2022 and ensuring that we build on the successes of the past.

**Making Learning Work** is more than just a mission statement, it is the fundamental basis with which we place learners and their learning at the centre of a fully integrated learning “ecosystem”.

**Making Learning Work** symbolises our commitment to ensuring we provide highly successful, integrated, whole college systems, putting the right learning in the right place, providing high quality learning that leads to tangible positive outcomes and doing so in a way that is inclusive, efficient and sustainable.

We are proud to be at the forefront of college provision in Scotland.

Our position is a result of the hard work of our learners, the expertise brought by staff and the supporting, enhancing partnerships we enjoy with a wide variety of partners.

The College has undergone many positive changes in recent years and the period covered by this Strategic Plan also promises to be one of significant positive development.

With the delivery of the new Falkirk campus in 2019 completing our estates ambitions and a renewed focus on embedding creativity and digital connectivity throughout our curriculum, we will have even more opportunity to continue demonstrating how Forth Valley College is Making Learning Work.

The College plays a significant role in the lives of thousands of learners, our local community and a significant variety of businesses each year and we are committed to getting the best possible outcome for all and we invite staff, students and partners to work with us in shaping and realising the future of Forth Valley College.

“Along with the Board, I am committed to supporting the ongoing evolution of a College that is an increasingly agile interface between education, industry and our communities and recognised as an equal and vital partner to schools, businesses and universities. I am determined to ensure that we help to create as positive context as possible for Ken and his team to continue delivering their key strategic task of Making Learning Work, providing all of our students with learner journeys suitable to their own individual aims, aspirations and circumstances.”

Ross Martin  
Chair



Dr Ken Thomson | Principal



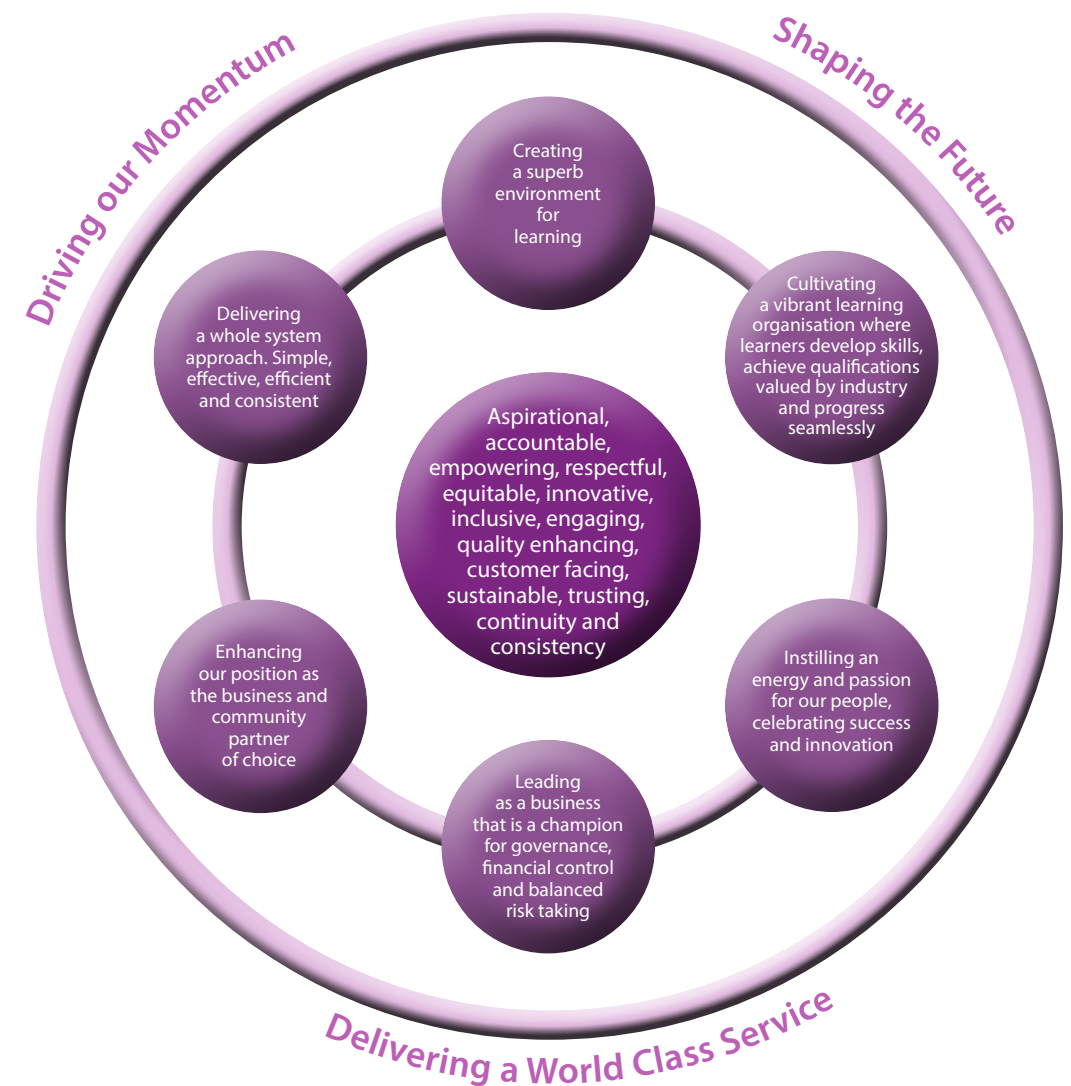
Ross Martin | Chair of the Board of Management





## MISSION: MAKING LEARNING WORK

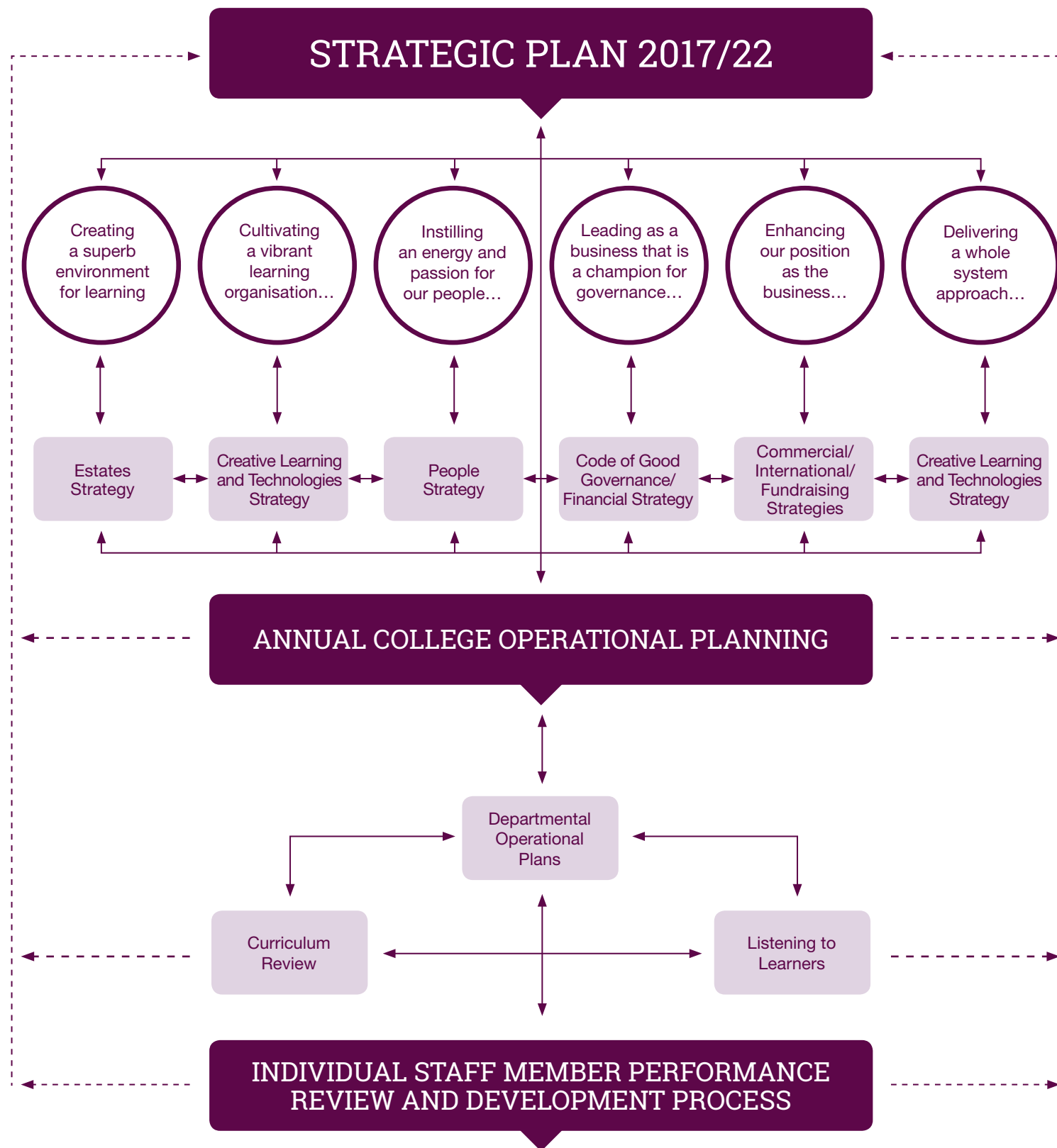
### VISION



94% of our students progress to a positive destination



# HOW WE DELIVER OUR STRATEGIC PLAN







# CREATING A SUPERB ENVIRONMENT...



# CREATING A SUPERB ENVIRONMENT FOR LEARNING

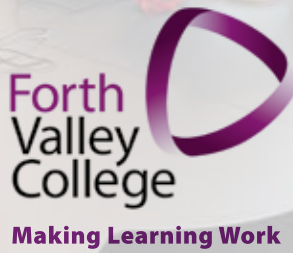
We pride ourselves on delivering the best possible experience for College users. The new campuses in Alloa and Stirling brought about a step change in the level and quality of provision we can offer our local communities and the central belt. We will build on these foundations with the delivery of a stunning new Falkirk campus which will be the crowning achievement of our ambitious estates development plan to deliver a College worthy of our students.

The new campus will provide a flexible and digitally enabled space which will support and enhance the learning experience of learners, apprentices and other users for years to come.

We recognise that a superb environment stretches beyond the mere physical and we will continue to work with staff and learners to develop the culture and ethos of the College, ensuring a welcoming, diverse, and supportive environment is accessible to all as they continue their learning journey at Forth Valley College.

The digital environment, which is becoming more and more embedded in all we do, will also be enhanced through the delivery of an ambitious Creative Learning and Technology strategy which will utilise technology as a force multiplier for learning and to embed flexibility of provision throughout the curriculum.

The new campus will also help the College to make a sustained, positive environmental contribution with dramatic reductions in our carbon footprint and via sustainable technologies embedded into the fabric of the new building.



## OBJECTIVE

## We will do this by...

<p><b>We will maximise benefit from first class facilities, resources and services</b></p>	<ul style="list-style-type: none"> <li>✓ providing flexible learning spaces and environments, delivering benefits to our students, our community and local employers</li> <li>✓ increasing flexibility in opening hours to maximise use of campuses year round</li> <li>✓ providing an effective life cycle and maintenance strategy across all our campuses</li> </ul>
<p><b>We will deliver a new Falkirk campus</b></p>	<ul style="list-style-type: none"> <li>✓ securing the funding, appointing a main contractor and managing the successful completion on time and within budget.</li> </ul>
<p><b>We will deliver fully flexible and digitally enabled campuses which are future proof and fully enabled for our learning communities</b></p>	<ul style="list-style-type: none"> <li>✓ support enhanced, flexible digital environments for students</li> <li>✓ a College wide Creative Learning and Technology strategy which is embedded throughout all campuses</li> </ul>
<p><b>We will embed sustainability, equalities and health and safety</b></p>	<ul style="list-style-type: none"> <li>✓ deploying and evaluating innovative approaches to sustainability and energy conservation, embedding technology and reducing our carbon footprint</li> <li>✓ promoting a positive record for health and well being</li> </ul>







# CULTIVATING A VIBRANT LEARNING ORGANISATION...



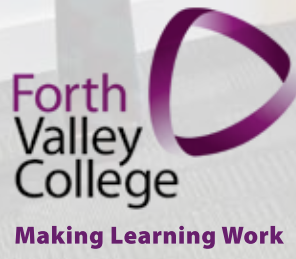
# CULTIVATING A VIBRANT LEARNING ORGANISATION WHERE LEARNERS DEVELOP SKILLS, ACHIEVE QUALIFICATIONS VALUED BY INDUSTRY AND PROGRESS SEAMLESSLY

The learner journey is incredibly important for each individual and starts long before and continues long after their time at Forth Valley College. We have invested significantly in developing and fostering links with schools and universities, working in partnership and developing best practice to ensure seamless progression along each individual’s chosen path.

Our curriculum is continually evolving to meet the emerging needs of learners and employers and to ensure our courses remain relevant to employment and/or other positive progression routes. Colleges continue to be key economic drivers, delivering work ready individuals to fill new and emerging job markets and we will develop our sector leading role in this activity.

We will also continue to use our curriculum planning activity to ensure available resources are directed to those areas of the curriculum where they will meet demand and deliver best value.

Our learner population also reflects the changing way in which people use and consume information and our curriculum will continue to evolve to ensure a blended approach is in place which will reflect each learner’s expectations. We will enable our staff through comprehensive, ongoing CPD to deliver upon these expectations and use blended learning and emerging technologies to best effect.



## OBJECTIVE

## We will do this by...

- We will deliver streamlined and successful learner journeys**
- We will maximise creative and digital approaches to learning**
- We will prepare our students to stand out in the future job market**

- ✓ working with partners to enable effective and efficient learner journeys through the whole education system
- ✓ actively engaging employers with innovative curriculum design to meet future skills demand
- ✓ adopting and engaging, collaborating and creating blended approaches to learning
- ✓ having staff and students who are digitally competent and confident
- ✓ providing resources to support learning which are available digitally, inclusive, and accessible
- ✓ preparing successful students for positive and sustainable destinations
- ✓ developing students whose skills ensure the best opportunity in the job market
- ✓ consistently being one of the top three colleges in the Scottish FE sector for all student success







INSTALLING  
AN ENERGY  
AND PASSION  
FOR OUR  
PEOPLE...



# INSTILLING AN ENERGY AND PASSION FOR OUR PEOPLE, CELEBRATING SUCCESS AND INNOVATION

Forth Valley College enjoys a sector leading position within Further and Higher Education in Scotland. This success can be directly attributed to the motivation of our learners and the skills of our staff. We recognise and value our staff and are keen to support our continued success through investment in the development of our staff to maintain and enhance their skills.

As an agile College, responsive to the needs of our learners and employers, we must ensure our staff have the capability to meet and maximise future opportunities.

We have already started on this journey with the launch of our Creative Learning approach in 2016/17 and we will be enhancing this further with the integration of digital skills for staff to ensure they can meet learner demand and utilise new technologies to enhance all aspects of College work – working smarter, not harder.

We pride ourselves on being an organisation that recognises and values the diversity of our population. We will continue to enhance this activity, actively targeting identified areas of inequality/imbalance to redress these, maximising opportunity for all learners.

We will also increase our focus on celebrating the successes of both the College and individual learners and staff. These successes are the result of innovative and hard work and we are keen to highlight these efforts to College users and key stakeholders.



## OBJECTIVE

We will develop and empower our people as a workforce for the future

## We will do this by...

- ✓ promoting an agile workforce, embracing innovation, facilitation, mentoring and peer support
- ✓ developing future leaders ensuring effective succession planning
- ✓ engaging staff and students in the future direction of the College and providing opportunities for professional development and collaborative initiatives to support our people
- ✓ delivering the benefits of a digital environment through capacity building and CPD that embraces emerging technology and practices

We will ensure all College activities reflect the key principles of equality and diversity to achieve an inclusive organisation

- ✓ fully integrated equality and diversity

We will value staff and students by recognising and celebrating success

- ✓ ensuring everyone involved in the College has an opportunity to help set the direction of the College
- ✓ celebrating our staff and students







LEADING AS  
A BUSINESS  
THAT IS A  
CHAMPION...



# LEADING AS A BUSINESS THAT IS A CHAMPION FOR GOVERNANCE, FINANCIAL CONTROL AND BALANCED RISK TAKING

As an organisation which receives significant public investment, we must ensure these resources are used in the most effective manner to generate the best possible outcomes and return on this investment.

We are cognisant of the ongoing financial challenges facing the College sector and we will seek to develop collaborative opportunities to delivering activity as efficiently as possible. We will also continue to support Colleges Scotland in their advocacy on behalf of the sector.

We will ensure that value for money continues to be embedded across all College decision making and will seek to utilise non-core grant funding in the most effective way possible to enhance the return on our investment.

Working closely with our Board of Management, we will review our risk appetite to ensure that we have a strategic approach to the use of College resource in the identification and pursuit of future opportunities.

We will engage our Board of Management more in the activity of the College, capitalising upon the wide range of skills and expertise they possess to support the work of staff and learners. We will also increase the visibility of our Board with more opportunities for interaction with staff and particularly learners.



## OBJECTIVE

We will deliver financial security and sustainability

## We will do this by...

- ✓ delivering approved budgets
- ✓ fully utilising resource allocations from SFC
- ✓ identifying new partners and activity areas to grow income for reinvestment to benefit our staff, students and the community
- ✓ having excellent financial reporting systems which support medium and long term planning and best value investment

We will maximise value for money and efficient practices

- ✓ identifying opportunities for collaboration in service and procurement
- ✓ implement efficiencies through business transformation projects

We will lead by example through strong governance

- ✓ basing our strategic decisions for investment and the use of resources on robust information and review of risk
- ✓ enabling a high performing, truly transformational learning community through sound governance, leadership and strategic planning







ENHANCING  
OUR POSITION...




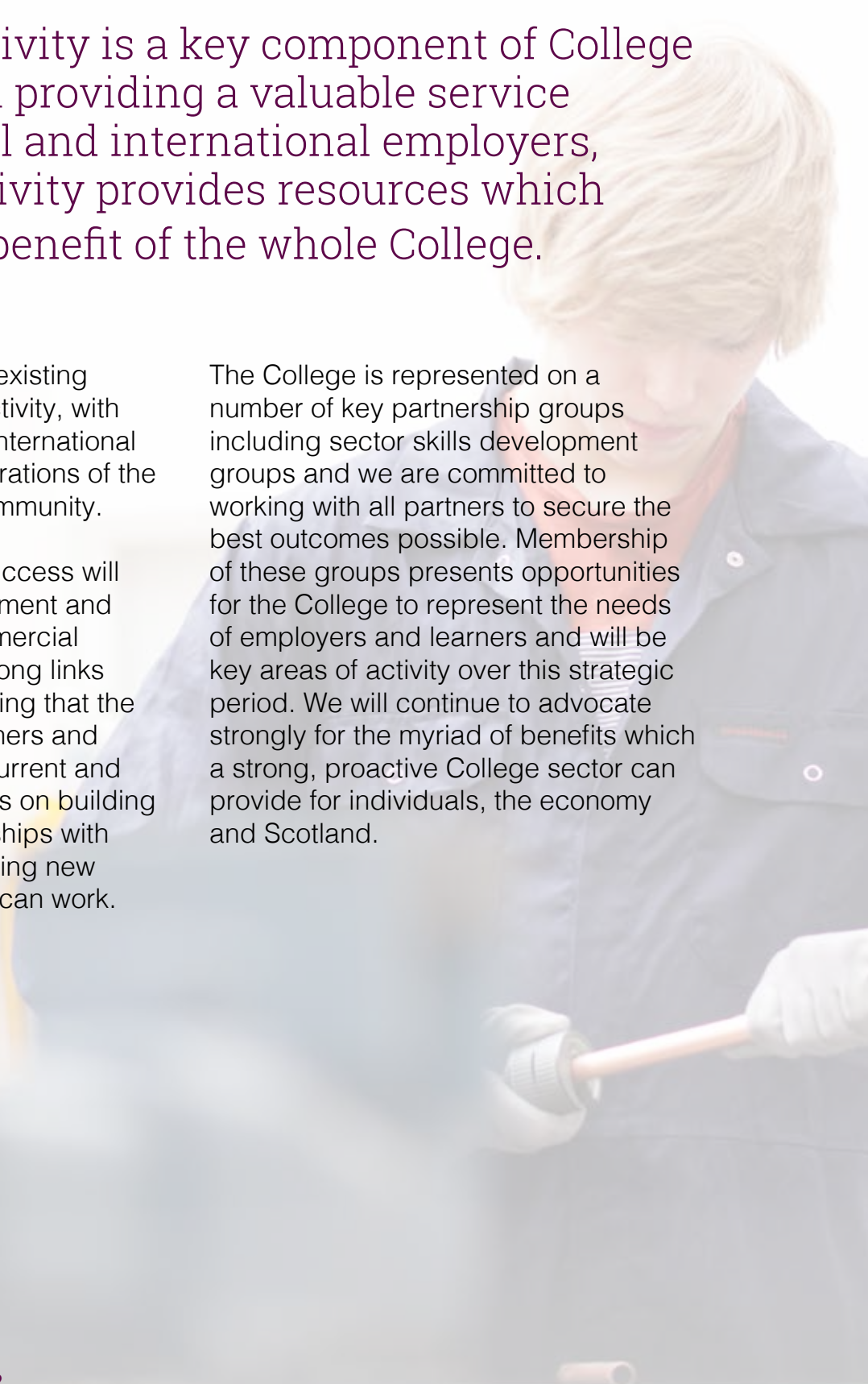
# ENHANCING OUR POSITION AS THE BUSINESS AND COMMUNITY PARTNER OF CHOICE

Commercial activity is a key component of College activity. Beyond providing a valuable service to local, national and international employers, commercial activity provides resources which are used to the benefit of the whole College.

We will expand upon our existing portfolio of commercial activity, with a particular focus on the international arena, to support the aspirations of the College and our wider community.

The key to our ongoing success will be the continued development and enhancement of our commercial portfolio. We value our strong links with our employers, ensuring that the training we deliver to learners and apprentices meets their current and future needs. We will focus on building on these existing relationships with employers and on identifying new employers with whom we can work.

The College is represented on a number of key partnership groups including sector skills development groups and we are committed to working with all partners to secure the best outcomes possible. Membership of these groups presents opportunities for the College to represent the needs of employers and learners and will be key areas of activity over this strategic period. We will continue to advocate strongly for the myriad of benefits which a strong, proactive College sector can provide for individuals, the economy and Scotland.



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# OBJECTIVE

We will maximise commercial opportunities

- ✓ operating a successful international model and being recognised in the international arena
- ✓ delivering our commercialisation strategy
- ✓ implementing a marketing and communications plan which fully supports the commercialisation plan

We will collaborate with employers and our community to develop and deliver training and skills requirements

- ✓ fully engaging with employers to recognise the value and benefits of college delivery in terms of developing the skills of their workforce
- ✓ developing and growing our Modern Apprenticeship activity

We will grow and influence strategic partnerships

- ✓ ensuring our place as a prominent partner in supporting a region wide skills development and economic strategy
- ✓ being recognised as active leaders in business and community; providing ideas, resource and influence
- ✓ continuing to build strategic partnerships to deliver opportunity in securing funding sources and developing commercial opportunities



Making Learning Work

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# DELIVERING A WHOLE SYSTEM APPROACH...



# DELIVERING A WHOLE SYSTEM APPROACH. SIMPLE, EFFECTIVE, EFFICIENT AND CONSISTENT

Effective and efficient systems form the bedrock for all areas of College activity. We have invested significantly in this area in recent years and will maintain our focus on providing an environment that supports the needs of all our users.

The prevalent nature of digital technologies presents a range of challenges and opportunities to the College and we are committed to delivering first rate support for all College users to ensure they receive the maximum impact from ongoing College investment in this area.

Beyond infrastructure, we recognise that the best way to secure the maximum benefit from digital technologies is to ensure our staff and learners have the skills necessary to utilise these resources effectively and to take control of the digital environment.

Successful delivery of our Creative Learning and Technology Strategy will be a key determinant in ongoing success with digital integration across the curriculum.

We will utilise the significant amount of data generated across the College to support effective and proactive decision making in all areas of College activity.

We recognise that the pace of change in the digital environment is a challenging one however the College is committed to ensuring the effective identification and deployment of new technology as it becomes available.



## OBJECTIVE

We will deliver a safe, robust and agile IT infrastructure

## We will do this by...

- ✓ identifying, planning and deploying new technology and system developments to be sector leading
- ✓ providing a long term investment plan to modernise IT equipment, resources, infrastructure and support in response to staff and student expectations

We will enable and support students and staff to take full advantage of IT

- ✓ providing our students and staff with excellent support standards and based on best practice in industry
- ✓ enabling and supporting staff and students to use their own IT devices within the College

We will make information work for us

- ✓ realising the benefit of strong marketing and communication for internal and external engagement
- ✓ developing and modernising a "One College System" ensuring all processes are digital
- ✓ using learner analytics to enable us to more effectively utilise our data to support students





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