



# Strategic Plan for Colleges Scotland 2013-15

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scotland



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## OUR PURPOSE

Colleges Scotland supports the sector by ensuring that its views are heard and interests represented for the benefit of current and future learners.

The purpose of this plan is to enable Colleges Scotland to effectively represent the sector's interests, inform the public policy debate, secure strong parliamentary and media representation, and communicate with members and stakeholders in an effective way.

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## CONTEXT

Regionalisation of colleges provides an opportunity for the sector to strengthen its collective voice, and increasingly to set and shape the policy agenda. Colleges Scotland is reviewing with regional leads how best to ensure the sector maximises this opportunity.

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## OUR VALUES



### Integrity

We will operate at all times with honesty, openness and respect towards each other and those to whom we provide services. This value underpins all the values which follow:



### Passion

We are passionate advocates that Colleges Scotland can and will make a difference to all those to whom we provide services.



### Responsiveness

We will respond effectively to fulfil the requirements of all our internal and external customers.



### Imagination

We will creatively explore opportunities and solutions to the benefit of all our internal and external customers.



### Leadership

We will empower our staff to lead confidently.



### Confidence

We take pride that we have the right knowledge and skills to do the job.

# OUR DELIVERY

Colleges Scotland is the voice of the sector. Our activity aims to ensure that we effectively represent the sector's interests.

## We do this by:

- Campaigning for colleges, their staff and learners to key stakeholders
- Shaping the public policy debate
- Influencing funders to secure the best possible outcome for the sector
- Securing strong parliamentary and media representation
- Building future governance and leadership capacity
- Providing analysis, information and professional advice to our members on relevant, current and emerging issues.



# OUR OBJECTIVES

Strategic Objectives	Tactics	Impact
<p><b>Objective 1</b></p> <p>To effectively support and represent our members through research and analysis of public policy and emerging issues; and through the provision of information and advice.</p>	<ul style="list-style-type: none"> <li>• Undertake and communicate detailed environmental scanning, research and analysis.</li> <li>• Develop clear positions on policy to enable responses that are considered, timely and influential.</li> <li>• Establish mechanisms to allow the sector to deliberate and debate to make informed decisions on policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Daily monitoring alerts and reports, fortnightly policy briefing notes and yearly key facts about colleges will be issued.</li> <li>• Engagement activity with all members and regional boards will be monitored and evaluated.</li> <li>• Clear positions will be agreed at forums and working groups.</li> <li>• Responses made will be timely and lead to policy change.</li> <li>• Key reports will be published on the website.</li> </ul>

Strategic Objectives	Tactics	Impact
<p><b>Objective 2</b></p> <p>To provide strategic advice and support to chairs, principals and regional leads to enable them to shape and lead the sector and to build future governance capacity.</p>	<ul style="list-style-type: none"> <li>• Raising current and emerging issues of strategic importance and providing pertinent information.</li> <li>• Facilitate focused discussions and seminars.</li> <li>• Provide specialist advice and reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant information will be shared with college board members.</li> <li>• Regular forum meetings will have focused agendas and supporting papers.</li> <li>• There will be an annual review of key activities and outcomes.</li> <li>• Members will be aware and up-to-date with key issues.</li> </ul>
<p><b>Objective 3</b></p> <p>To effectively influence the public policy process by ensuring strong debate, parliamentary and media representation.</p>	<ul style="list-style-type: none"> <li>• Commission external public relations service.</li> <li>• Promote the contributions of the sector through effective communication mechanisms.</li> <li>• Ensure the organisation is a credible contributor through our actions and contributions to policy debate.</li> <li>• Liaise with and influence media and parliamentary representatives.</li> <li>• Produce regular briefing papers on key issues.</li> </ul>	<ul style="list-style-type: none"> <li>• There will be delivery of a public affairs and communications plan.</li> <li>• There will be regular engagement with government, MSPs and key influencers.</li> <li>• There will be representation on a wide range of cross party groups.</li> <li>• There will be contributions to relevant parliamentary consultations, committees and debates.</li> <li>• We will host an annual parliamentary reception.</li> <li>• Responses to requests for media commentary will be published on the website.</li> </ul>

Strategic Objectives	Tactics	Impact
<p><b>Objective 4</b></p> <p>To successfully engage with key stakeholders and have a robust awareness of current and emerging issues.</p>	<ul style="list-style-type: none"> <li>• Undertake and communicate detailed environmental scanning, research and analysis.</li> <li>• Implement a programme of systematic and regular engagement with major stakeholders and key influencers.</li> <li>• Develop and maintain effective key stakeholder management strategies.</li> </ul>	<ul style="list-style-type: none"> <li>• There will be provision of information from daily monitoring alerts and policy briefing notes.</li> <li>• There will be delivery of a public affairs and communications plan.</li> <li>• There will be frequent engagement with major stakeholders and key influencers.</li> <li>• There will be regular briefing and positioning papers on key issues.</li> <li>• There will be regular policy team meetings.</li> </ul>
<p><b>Objective 5</b></p> <p>To provide strategic advice and support to Colleges Scotland board members to enable them to effectively shape and lead the sector support agency.</p>	<ul style="list-style-type: none"> <li>• Raising current and emerging issues of strategic importance and providing pertinent information.</li> <li>• Provide specialist advice and reports.</li> <li>• Provide a clear purpose and remit for the sector agency.</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant information will be shared with Colleges Scotland board members.</li> <li>• Regular board meetings with focused agendas and supporting papers.</li> <li>• Membership subscriptions paid.</li> <li>• Provision of membership services booklet and strategic plan.</li> <li>• Annual review of key activities and outcomes.</li> <li>• Positive feedback from board members.</li> </ul>

Strategic Objectives	Tactics	Impact
<p><b>Objective 6</b></p> <p>To recruit and develop the staff required to deliver our objectives within a clear set of values and behaviours, supported by the appropriate funding, resources and infrastructure.</p>	<ul style="list-style-type: none"> <li>• Continually improve performance through team working.</li> <li>• Support staff and their development through effective performance management and CPD.</li> <li>• Ensure core infrastructure is fit for purpose and supports staff in the delivery of objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Membership subscriptions paid.</li> <li>• The organisation remains in good financial health.</li> <li>• Positive feedback from members.</li> <li>• Members request advice and information.</li> </ul>



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