

Strategic Aims and Objectives

2009 - 2014 FINAL VERSION: Board of Management updated 11/10/10

1	2	3	4	5	6	7	8
Deliver a portfolio of contemporary learning opportunities to meet the needs of our learners, employers and key industry sectors.	Create and deliver access to high quality Higher Education.	Act as an effective, enabling partner with local communities and chosen partners.	Keep quality for our customers at the heart of our decision making, our systems, our processes and procedures.	Develop dynamic, high quality learner services to meet our learners' needs.	Sustain academic, financial and organisational success (Sustainable Organisational Trajectory) and ensure Carnegie College's presence as a key player for Scotland's future.	Advance organisational development through staff engagement, development and positive culture change	Invest in the development of robust information systems, intelligence gathering and knowledge management.
Objectives	Objectives	Objectives	Objectives	Objectives	Objectives	Objectives	Objectives
1.1 To integrate the four capacities of the Curriculum for Excellence and progress our Learning Skills and Assessment Strategy within all appropriate curricula. <i>LTA Strategy Learning Skills Strategy</i>	2.1 To strengthen our partnership with Edinburgh Napier University and other universities for future strategy in support of customer needs. <i>HE Strategy Commercialisation & KT Strategy</i>	3.1 To work with partners and stakeholders in support of community and economic priorities which align with our Mission. <i>Community Strategy Industry Strategy Commercialisation & KT Strategy</i>	4.1 To integrate our internal policies and drive forward key strategies across the organisation including Carnegie Enterprise. <i>Quality Enhancement Strategy</i>	5.1 To frame all quality developments within our Balanced Scorecard to identify and deliver quality using a range of indicators. <i>Quality Enhancement Strategy</i>	6.1 To achieve our recruitment, full cost, international and commercial targets as set within our Academic Plan. <i>Commercialisation & KT Strategy Academic Plan</i>	7.1 To attract high quality, skilled, qualified applicants to all vacancies including BoM vacancies. <i>HR&OD Strategy</i>	8.1 To continue to develop our websites in response to our own strategic priorities and our customer / stakeholder needs. <i>Commercialisation & KT Strategy Web and Digital Services Strategy</i>
1.2 To further develop the quality academic portfolio at all levels to meet the needs of our learners and stakeholders. <i>LTA Strategy Learning Skills Strategy Corporate Affairs Strategy</i>	2.2 To enhance the quality of our infrastructure and delivery of the FE and HE portfolio through continuous portfolio review of academic and support issues. <i>HE Strategy</i>	3.2 To improve our focus upon key priorities for Fife communities and businesses in the context of the Fife Community Plan and Opportunities Fife Strategy. <i>Opportunities Fife Strategy</i>	4.2 To develop further our framework for good governance incorporating the requirements of developing legislation. <i>Single Equality Scheme</i>	5.2 To ensure effective transitions and pre-entry on-course and exit guidance for all students including school leavers. <i>Guidance and Transitions Strategy ICT Strategy</i>	6.2 To progress our dynamic resource allocation model that allocates resource according to need and priority, both short and long term. <i>Finance Strategy ICT Strategy</i>	7.2 To streamline HR and Development processes to deliver an efficient strategic and operational service. <i>HR&OD Strategy</i>	8.2 To utilise effective information exchange and customer focused teamwork to minimise duplication, rework and wastage. <i>ICT Strategy Commercialisation & KT Strategy</i>
1.3 To deliver excellence in learning through technologically enabled models for learning, teaching and assessment. <i>LTA Strategy Learning Skills Strategy Web and Digital Services Strategy ICT Strategy</i>	2.3 To improve access opportunities for learners and continue to market exciting progression opportunities to HE at Carnegie. <i>LTA Strategy Learning Skills Strategy Web and Digital Services Strategy Corporate Affairs Strategy</i>	3.3 To develop and engage in locally based events showcasing student and staff talents through this medium. <i>Corporate Affairs Strategy Web and Digital Services Strategy</i>	4.3 To target our investment in key strategic and operational projects whose success is measurable through their results. <i>Carnegie Development Programme</i>	5.3 To continue to embed Health and Safety throughout the organisation evidenced by regular audit. <i>H&S Strategy</i>	6.3 To deliver our finance strategy by maintaining the financial shape of the organisation and establish an investment fund to deliver the aspiration of our estates developments in the future. <i>Finance Strategy</i>	7.3 To continue to develop the Carnegie Development Programme with staff engagement for organisational development, innovation and cultural enhancement. <i>HR&OD Strategy</i>	8.3 To progress the integration and interoperability of different information systems and processes including the implementation of our CRM system. <i>Commercialisation & KT Strategy</i>
1.4 To work with key industry sectors: engineering, renewables, construction, health, and business to support economic growth and prosperity for Fife and Scotland. <i>Industry Strategy Commercialisation & KT Strategy</i>	2.4 To lead in innovative models of HE delivery, including on-line, work-based and bespoke company solutions for HE/CPD. <i>HE Strategy Guidance and Transitions Strategy Web and Digital Services Strategy</i>	3.4 To continue to sustain an appropriate level and range of community-based activities in our communities including Business Start-Up Support. <i>Community Strategy Corporate Affairs Strategy</i>	4.4 To continue to improve our quality and enhance targeting support for continuous process improvement. <i>Quality Enhancement Strategy Sustainability Strategy</i>	5.4 To optimise student funding in support of retention and achievement for learners. <i>Student Funding Strategy Corporate Affairs Strategy</i>	6.4 To deliver a robust sustainability strategy to address sustainability themes of Campus, Community, Culture and Curriculum. <i>Estates Strategy Learning, teaching and assessment strategy Finance Strategy HR and OD Plan</i>	7.4 To continue to invest in the growth and development of staff and managers through focused and targeted developmental initiatives including a continued focus on non GIA activities. <i>HR&OD Strategy</i>	8.4 To successfully complete the development of internal communications tools (examples include our strategic information databases and our staff intranet). <i>Communications Strategy Web and Digital Services Strategy</i>
1.5 To deliver the three key priorities of the Scottish Government: (School – College Partnership; More Choices, More Chances; Knowledge Transfer). <i>Industry Strategy Commercialisation & KT Strategy</i>		3.5 To continue to focus on addressing equality and diversity issues in all of our activity, internally and with partners. <i>Single Equality Scheme</i>	4.5 To develop a new framework for business process management in order to ensure fitness of purpose of our procedures for our future success. <i>Commercialisation & KT Strategy</i>	5.5 To redesign our internal support services to ensure fitness for purpose for modern learning experiences and evaluate annually. <i>Operational Plans (All)</i>	6.5 To engage in strategic dialogue and agreed development activities with a range of key partners for the future of our Estates Strategy. <i>ICT Strategy Estates Strategy</i>	7.5 To develop and enhance good management practices and policy frameworks that reflect changing needs of the business and legislative requirements. <i>HR&OD Strategy</i>	8.5 To improve upon the quality and reporting of management information via effective use of ICT tools and technologies. <i>QI Strategy ICT Strategy</i>
1.6 To continue to consolidate the curriculum, ensuring its quality and sustainability for the benefit of learners. <i>LTA Strategy Learning Skills Strategy</i>				5.6 To continue to refine our Academic Planning process to enhance information flows, decision-making processes and the appropriate allocation of resources. <i>Academic Development Strategy</i>	6.6 To continue to seek best value in procurement and stock management through newly established channels and internally by analysis of efficiency and effectiveness in service delivery. <i>Finance Strategy</i>	7.6 To effectively contribute to the wellbeing of staff by providing comprehensive health information and delivering relevant well-being initiatives. <i>HR&OD Strategy</i>	