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1. Introduction

Fife College has aspirations to deliver an excellent learner experience both within and outwith the classroom, to improve the operational effectiveness of the organisation, to support the innovative delivery of our curriculum and to expand opportunities for our learners, staff and partners to engage with us.

The college recognises the role digital channels can play as an enabler and catalyst for change and has signalled the value it places on making progress in this area through the formation of the Digital Services Directorate in November 2017.

We view our digital environment as a key enabler that can offer a point of differentiation. It can engage learners, empower staff and underpin evidence based decision making. For us 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.

This Digital Strategy, the first to be published by the college, spans the period 2018 – 2021. The short duration of the strategy recognises the need for a tailored strategic approach during this period of substantive change for the organisation and highlights the importance of frequently revisiting our strategic objectives during this period.

As the college progresses along its digital journey we will actively expand our use of digital approaches. Throughout this process the Digital Strategy will be reviewed and, where necessary, updated to reflect the longer term outlook of the organisation. These future updates will incorporate the underlying principles defined in this initial strategy document to ensure they remain an integral part of our future strategic direction.

2. Vision

Digital Services will provide a coordinated, user-centric approach to the development and delivery of high quality, cost effective ICT systems and services and end user support functions. We will do this by working across the college with colleagues, learners and external partners to support and enable meaningful and sustained improvements to all aspects of our operation.

3. Strategic Aims

The strategic aims underpinning the Fife College Digital Strategy are:

- 3.1** To Deliver an Excellent Experience – our end users should expect, and receive, an excellent digital experience in every interaction they have with us.
- 3.2** To Be Digital by Design – our procedures and processes will be designed to be digital, with a sharp focus on meeting the needs of our end users.
- 3.3** To Offer Flexibility and Freedom of Choice – our end users will be empowered to make choices about how and when they interact with us.
- 3.4** To Foster the Development of Digital Capabilities – we recognise the importance of digital skills in the modern workplace as evidenced by our Digital Skills Strategy and will actively support the development of the digital capability of our end users.
- 3.5** To Prioritise Cyber Security and Resilience – we will embed cyber security and resilience at the core of our approach to developing and delivering systems and services to our end users.
- 3.6** To Use Systems and Process Improvement to Drive Efficiency – we recognise the role that systems and processes can have in delivering operating efficiencies and will use them to improve our organisational effectiveness.

4. Strategic Objectives

The strategic objectives which will address the strategic aims of the Fife College Digital Strategy are:

To meet Aim 1:

- a. We will adopt agile development practices and engage with our end users to understand their evolving needs and will involve them in the process of designing, developing and testing leading edge solutions to meet those needs.
- b. We will develop innovative systems and services that are simple to access, easy to understand and which adopt cutting edge and/or best of breed technologies.
- c. We will provide relevant, timely and easy to access support services to assist end users in using our systems and services and will respond to end user feedback in a positive, constructive manner.
- d. We will evaluate our systems and services on a regular basis and proactively solicit feedback from our end users.

To meet Aim 2:

- e. We will develop our procedures and processes to be efficient and straightforward, eliminating paper and print output wherever possible.
- f. We will develop business processes and links between our systems and services which eliminate the need for our end users to provide the same information multiple times and which include automated data validation and verification checks which will be carried out during data input, transfer and reporting activities.
- g. We will actively engage with our partners and third parties to maximise our use of existing datasets to eliminate the need to ask our end users to provide information we can obtain through other means.
- h. We will, where appropriate, default to using digital communications channels when we engage with our end users.

To meet Aim 3:

- i. We will develop our technical infrastructure to be flexible and sector leading, adopting best practice and conforming to all relevant technical standards.
- j. We will develop our systems and services so that they can be accessed from any Internet connected location on any modern, standards compliant device.
- k. We will adopt a technology platform agnostic approach to the design and development of systems and services which is directed by the needs of the college curriculum.
- l. We will be open and transparent with our end users so that they can make informed decisions: They will know how their data will be used and understand the actions that they are expected to take and when they are expected to take them.

To meet Aim 4:

- m.** We will positively engage with the Scottish Government, sector representative bodies, peer organisations and relevant third parties to develop and adopt an appropriate digital skills framework which will form the core of our Digital Skills Strategy and be used to underpin our approach to fostering development of digital capabilities within the college.
- n.** Within the context of a digital skills framework we will actively support end users in identifying and developing the range of digital capabilities that they require in order to be successful.
- o.** We will routinely engage with end users to identify emerging gaps in digital capabilities within the college and work closely with the Human Resources and Organisational Development department and Faculty teams to address these gaps.
- p.** We will operate in an open and collaborative way within the sector, actively supporting the sharing of best practice to the mutual benefit of all involved.

To meet Aim 5:

- q.** We will actively engage with the Scottish Government, sector representative bodies and peer organisations to share threat intelligence and will work in partnership to adopt and/or develop sector relevant approaches to cyber security informed by industry best practice.
- r.** Acknowledging that the technology landscape in the Further and Higher Education sector is unique we will adopt a risk-based approach to balancing security with ease and freedom of end user access; different models will be implemented for different systems based on the quantity and sensitivity of the data processed by each system and the perceived impact of a breach to the organisation.
- s.** We will develop a culture where data quality is validated and verifiable; we will enable end users to quickly and easily flag possible data quality issues for investigation and will build functionality within our systems to perform automated periodic data quality checks so that we are able to quickly identify and respond to possible cyber incidents.
- t.** We will develop mechanisms to ensure that data consistency is maintained across all our systems and services so that our end users can have confidence in the information that is presented to them.

To meet Aim 6:

- u.** We will develop a culture, capability and toolset which encourages and supports our end users to actively engage in process improvement and system development activities.
- v.** We will strive towards a process of continual improvement led by our end users and supported by the professional services departments within the college.
- w.** We will actively engage our end users in determining and agreeing the development priorities of our systems and services.
- x.** We will use a business impact approach when prioritising projects to ensure that we put the needs of our end users at the centre of our decision making process.

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