



Strategic Plan

2030+

For the future we want

For the future we want





# Introduction

---

I'm delighted to present our Strategic Plan for 2026 to 2030 and beyond.

This document sets out where we want our college to be and the journey we'll be taking over the coming years to get there.

By clearly setting out our vision, mission, ambitions and values, we hope to provide not only a guide for staff, students and stakeholders on where we are going as a college, but also what drives us in our work to transform the lives of all those who study here.

This document has been formed by the people who make our college what it is. It is the result of extensive engagement with staff, students and stakeholders to ensure that it reflects the future that we all want to see for Edinburgh College.

We are already building on strong foundations of success that we have experienced over the past few years. Our students are amongst the most successful in Scotland and our campuses are deep rooted in our communities as we deliver across the city in schools, libraries and community settings.

But we're eager to do more – and with this strategy, and the support of our staff, students and partners, I'm certain that we have all we need to create an exciting future for our college.

**Audrey Cumberland MBE FRSE**  
Principal and Chief Executive



This Strategic Plan has been shaped by the people who make Edinburgh College what it is -our staff, students and partners. It reflects a shared ambition for the College and the important role we play in transforming lives, supporting communities and contributing to the economic and social success of Edinburgh, the Lothians and Scotland.

We are entering a period of significant change. Rapid technological development, the transition to a lower-carbon economy and changing patterns of work are reshaping the skills our economy needs. Demand for upskilling and reskilling continues to grow, alongside expectations for deeper employer engagement and more responsive provision.

Our ambition is not simply to respond to these changes but to help shape the future. Over the next five years, we will strengthen Edinburgh College's role as a leading anchor institution, building stronger partnerships with employers, schools and communities to create opportunities for learners and support inclusive economic growth.

We will support our staff and students to embrace digital innovation, data and AI to enhance learning, improve their experience and prepare for a changing world of work.

Our priorities are deliberately aligned with Scottish Government priorities and national strategies, from widening access and tackling poverty to supporting economic transformation and future skills, while remaining rooted in our region's distinctive needs.

As a Board, we are ambitious for Edinburgh College to lead, collaborate and innovate and to be recognised for the difference we make to students, employers, communities and future regional prosperity.

**Nora Senior CBE DL**  
Chair of the Edinburgh College  
Board of Management



# Vision

---

Inspiring every student to thrive, progress and achieve their ambitions through excellent, future-focused education and skills.

# Mission

---

Transforming lives, strengthening communities and powering regional prosperity in Edinburgh and the Lothians.





# Ambition

---



Student  
success



Diversity of  
delivery models



Financial  
sustainability



Enhanced  
staff skills and  
capacity



Alignment  
to regional  
demand and  
priorities



Income growth



Enhancement  
of reputation



Collaboration  
models delivering  
improved  
outcomes/impact

# Values

---

## **Student-centred**

Putting students at the heart of everything we do.

## **Collaborative**

We support each other and value our partnerships.

## **Responsible**

We work professionally and take pride in our work.

## **Trustworthy**

We act with integrity and reliability.

## **Respectful**

We value and respect every individual and community.



# Strategic Pillars

---

1.



## **Supporting Student Success**

We will enhance our inspiring, inclusive, accessible experience where all students can achieve, feel they belong, and progress confidently.

2.



## **A Curriculum for the Future**

We will advance our modern, future-focused curriculum, aligned to regional and national economic priorities.

3.



## **Strengthening People and Partnerships**

We will act as a regional anchor — strengthening community links, deepening employer partnerships, and supporting our colleagues to play an active role in all that they do.

4.



## **Future-Focused Resilience**

We will elevate our modern, efficient, financially resilient College with leading technological innovation and environmentally sustainable operations.

# What we will do

## Supporting Student Success

- Supporting student journeys
- Building a sense of belonging, wellbeing and community
- Providing excellent learning and teaching, support and guidance
- Developing a 'students as partners' model

## A Curriculum for the Future

- Advancing the curriculum for the future
- Building collaborative opportunities with employers
- Innovative, student-centred pathways
- Refining business support models

## Strengthening People and Partnerships

- Elevating staff skills
- Developing a staff partnership model
- Deepening community and employer partnerships
- Creating spaces and places for belonging

## Future-Focused Resilience

- Ensuring financial resilience
- Enhancing our digital estate
- AI technology supporting our work
- Meeting NetZero ambitions
- Revitalising our estate

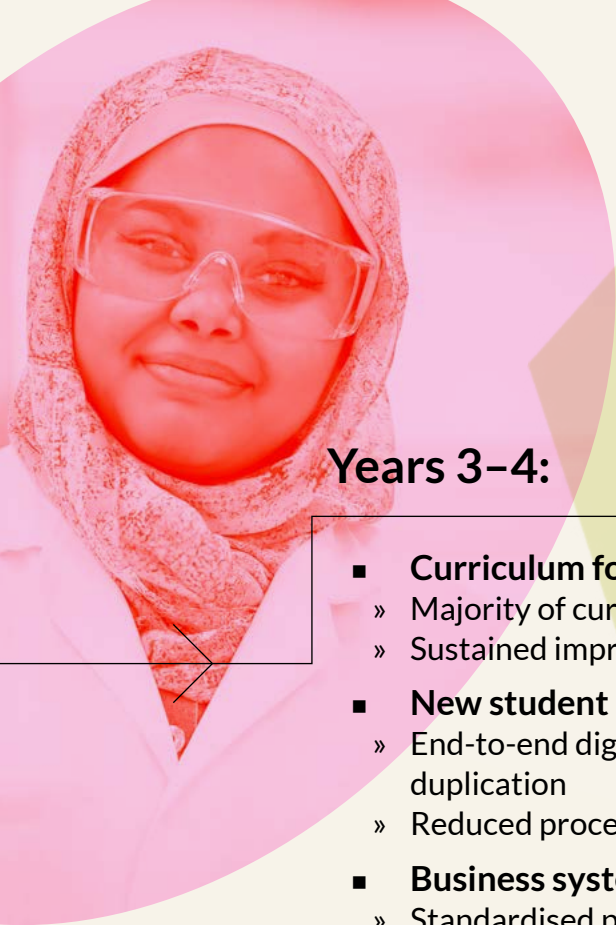


# Strategic Roadmap

## Years 1–2:

- **Enhance our digital estate through implementing a new student information system**
  - » Select new system and ensure core platforms operational across priority services
  - » Improve student access to new system and reduce manual processing time
- **Curriculum for the Future pilot programmes delivered and evaluated**
  - » Pilot outcomes formally assessed and scalable models agreed
  - » Evidence of improved student engagement and retention in pilot areas
- **Business support model refined and implemented**
  - » New structure in place with defined roles, responsibilities and management
  - » Agile response to pipeline opportunities and contribution margins clearly reported
- **Revitalise campus social spaces**
  - » Refurbished spaces operational and utilised
  - » Increased student satisfaction with campus environment
- **Workforce planning model developed and embedded in annual planning cycle**
  - » Model actively informing recruitment and capacity to deliver decisions
  - » Improved alignment between staffing and curriculum demand





## Years 3–4:

- **Curriculum for the Future implemented at scale**
  - » Majority of curriculum aligned to future model design principles
  - » Sustained improvement in course viability and meeting regional demand
- **New student information systems fully integrated across services**
  - » End-to-end digital student journey all in one system with minimal duplication
  - » Reduced processing times and improved student satisfaction metrics
- **Business systems and processes optimised**
  - » Standardised processes supported by enabling technologies
  - » Measured efficiency gains and reduction in administrative overheads
- **Campus revitalisation programme completed**
  - » Estate aligned to modern digital learning, social and environmental standards
  - » Improved utilisation rates and student experience scores

## Year 5:

- **Curriculum for the Future fully embedded**
  - » All provision aligned to regional and national skills priorities
  - » Further improved student outcomes, progression, and employer alignment
- **Integrated digital ecosystem fully operational**
  - » Seamless data flow across academic, student support and corporate systems
  - » Data-driven decision-making and improved organisational agility
- **Estate improvements delivered in line with NetZero ambitions**
  - » Carbon reduction milestones achieved in line with targets
  - » Demonstrable reduction in emissions and alignment with Students' Association priorities
- **Staff partnership model implemented with workforce fully aligned to strategic priorities**
  - » Skills, roles and structures reflect future operating model
  - » Improved productivity, reduced skills gaps and enhanced staff engagement



# Strategic Context

Over the next five years, Edinburgh College will deliver a bold transformation that positions the institution as a sector leader in innovation, inclusion, and student experience. Our overarching ambition is to deliver a person-centred curriculum that is innovative, enterprising, and work ready. It offers broad, flexible pathways that expand opportunity, prepare students for their next step, and for the key growth sectors in our region and beyond. This ambition builds on national, regional and college level priorities set out in the Curriculum Strategy, which calls for a curriculum that is dynamic, flexible, inclusive, digitally enabled, and aligned to economic needs.

To realise this ambition, the College began a comprehensive Transformation Programme – a co-ordinated portfolio of projects covering curriculum innovation, workforce and culture development, apprenticeship growth, digital and data modernisation, campus revitalisation and organisational reform.

Going forward, we will refine this into a new Blueprint for Edinburgh College to deliver our major projects and pillar strategies. These refreshed strategies will be Curriculum, Commercial, Finance, Digital, Estates and People. They will contain all of the operational objectives relating to this overarching strategy.



Our Culture and People will be at the centre of all our strategic work.

Underpinning every aspect of this strategy is the Tertiary Quality Enhancement Framework (TQEF) alongside the sparqs Student Learning Experience (SLE) model, ensuring that students and staff are active partners in shaping the curriculum, in enhancing the learning environment, and in improving support, belonging, assessment, digital accessibility and progression. Our partnerships with employers are also key for driving bespoke short courses needed to rapidly upskill and reskill workers into new roles. Our partnerships with our local authorities, Edinburgh, East Lothian and Midlothian, will support our 'community anchor' ambition, both through shared community wealth building, and increasing earned income to tackle poverty.

Through this strategy, Edinburgh College will further strengthen outcomes for students, deliver a modern and cohesive curriculum, empower its people, revitalise its campuses and digital systems, and build sustainable, resilient operations. The result will be an inclusive, inspiring, future-ready College that delivers greater opportunity for all learners and plays a leading role in the prosperity of the region.



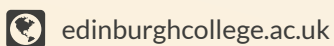
# Strategic Plan 2030+

For the future we want

**Follow us:**



**For more information please visit:**



Edinburgh College is a registered charity in Scotland. Charity number SCO21213

Finished reading? Please recycle or share it.