

STRATEGIC AIM 4:

To provide a sustainable, safe and quality environment for our staff, students and visitors, which will enable our strategic aims to be met

In order to meet this aim we shall:

- Strategically manage our estate and infrastructure to maximise their potential
- Ensure that clear lines and levels of responsibility are identified and disseminated to all staff across the institution for areas such as health and safety, communication etc
- Ensure that all staff are informed and understand both the line management structure and committee structure of the NAFC Marine Centre
- Continually improve our physical environment and assets so that we add value to our core activities, and provide a pleasant, safe, healthy, accessible and fit-for-purpose environment for all staff, students and the wider community of Shetland
- Create an IT environment that enables our staff and students to maximise opportunities to incorporate cutting-edge technologies into their learning, teaching, research and commercial activities
- Explore ways in which we can reduce our carbon footprint throughout the timeframe of this plan and promote consciousness of, and policies supporting, environmental sustainability
- Promote the highest standards of health and safety
- Identify and explore ways in which the NAFC Marine Centre and Shetland College could benefit from closer collaborative working both academically and non-academically whilst each maintaining their own unique identities and curriculum offerings

STRATEGIC AIM 5:

To maintain good governance, leadership and management and ensure financial sustainability

In order to meet this aim we shall:

- Maintain the highest standards of financial, resource and risk management by complying proactively with statutory and regulatory requirements and adopting best practice in all areas of management and governance
- Prioritise, manage and monitor our financial base, taking account of the financial climate both locally and regionally and the constraints they may place on our financial stability throughout our planning cycle
- Evaluate strategic opportunities and identify and quantify future resource requirements to enable the NAFC Marine Centre to respond to funding initiatives, opportunities and general fundraising which may well impact on long-term financing
- Actively promote and encourage income generation and diversity of income sources and within the lifetime of this plan move away from the current situation of being heavily reliant on one major source of income
- Manage resources effectively in a way that satisfies external stakeholders, supports our identified strategic objectives and maximises value
- Ensure that a policy of Full Economic Costing is implemented across all areas
- Source and acquire a new financial management software package that meets the current and future needs of the organisation and produces relevant and detailed financial reports as and when required
- Provide excellent training and development opportunities for all staff in management roles, to develop and sustain our current activity within an environment that promotes good ethical behaviour and best practice
- Promote the Core Values of the NAFC Marine Centre at all times and lead by example

THE NAFC MARINE CENTRE'S 5 CORE VALUES

The NAFC Marine Centre is a “values led” organisation. The following values have been identified as being the pillars on which all of our interactions and engagements will be based. No one Core Value is any more or less important than the others. The values will be adopted and openly exhibited by all.

QUALITY

We are committed to doing the best we can in all we do

We take responsibility for setting and achieving high standards and are proud of what we are able to achieve. We value quality in others, seek to learn from our mistakes, transfer good experiences and strive to continuously improve. We deliver what we have committed to do. We meet our deadlines and keep those affected informed of our progress.

VALUING PEOPLE

We treat all people with courtesy and respect

We involve and listen to others and show consideration and empathy for their emotional and physical well-being. We value others for their contribution, irrespective of personal differences. We are honest, trustworthy and straightforward in our dealings and use time, money and resources wisely. We derive value through investing in our people, supporting their development and encouraging them to achieve their potential. We are fully committed to promoting equality and diversity in everything that we do.



CUSTOMER FOCUS

We will put our customers at the heart of what we do

By understanding our customers, we are able to anticipate and meet their needs and strive to exceed their expectations. We are committed to providing a learning experience for our students that is flexible in its delivery, tailored to their requirements and high on perceived value. We want all of our stakeholders to be delighted by their experience, proud of their achievements and become active promoters of the NAFC Marine Centre.

CHALLENGE AND INNOVATION

We create an environment which challenges all our participants to set high standards for themselves and others

We encourage and are stimulated by being challenged and challenging others in a constructive and positive fashion. We recognise that in seeking to attain the heights, some may fall and that our first response should be 'what can I/we do to help'. We will actively support staff and students. We shall encourage them to be innovative and enterprising and adopt an external business focus.

OPPORTUNITY AND OPENNESS

We are outwardly facing and accessible to the wider community in which we operate

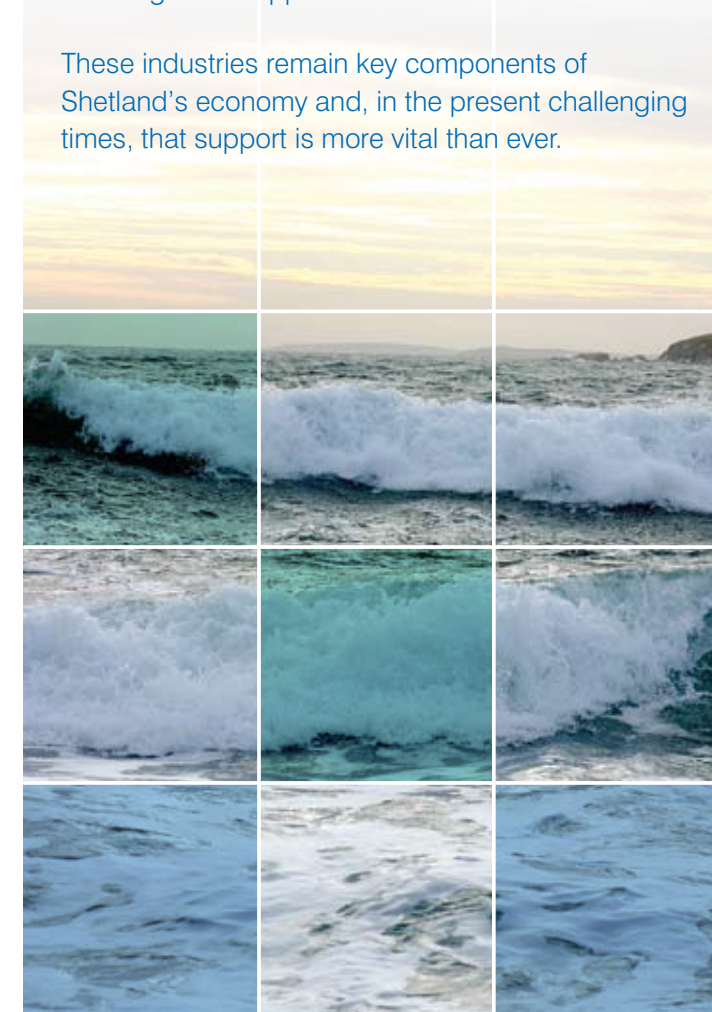
We are passionate about extending the opportunities our Centre provides to a much larger audience. We are approachable and easy to deal with. We try to make complicated things easier to understand. We create a positive and rewarding environment for all who have contact with us. We promote a team approach based on honest two-way communication and a willingness to share and include.



INTRODUCTION

The NAFC Marine Centre's core mission – 17 years since it was first opened – remains unchanged: to support Shetland's marine industries.

These industries remain key components of Shetland's economy and, in the present challenging times, that support is more vital than ever.



OUR VISION IS...

To provide a focus for education, training, research and advice in support of all the maritime activities of Shetland, with strong links to other similar centres across Europe, the North Sea and the North Atlantic regions. To act as a catalyst for innovation and entrepreneurship within the community and beyond.

OUR MISSION IS...

To be internationally recognised by industry and academia as a Centre of marine excellence. To be the service provider of choice for training, research, services and advice for the nautical, fisheries, engineering, aquaculture and food industries within Shetland and Scotland. To provide the best possible services to our clients and partners; delivering proven benefits to both customers and the wider economic area.

We will strengthen our contribution to the communities of Shetland and Scotland by:

- Offering a flexible approach to training and education for people and businesses
- Promoting and supporting the development of fisheries, aquaculture, nautical, engineering and related industries both nationally and internationally
- Encouraging innovation to encourage better, cost-effective, strategies to conserve energy, reduce waste and provide better value for money
- Forging partnerships with schools, universities, other research and training providers and others (including local and national governments, non-governmental organisations, funders, etc) to meet their needs in the most effective way
- Maintaining our commitment to provision of high quality service delivery by monitoring performance regularly and reviewing opportunities for improvement
- Encouraging social inclusion, ensuring that services, training and education are available to all and that we are fair, courteous, consistent and accountable
- Recognising the value of our staff, their professionalism, knowledge, skills and judgement and provide opportunities for their continuous development

AIMS AND STRATEGIC OBJECTIVES 2009-2014

STRATEGIC AIM 1:

To engage all our learners in a distinctive, high-quality learning experience which will prepare them for the world of work and equip them with transferable skills in order to engage in lifelong learning and become independent learners

In order to meet this aim we shall:

- Provide our learners with an innovative and intellectually challenging educational environment that equips them with the relevant decision making, analytical, entrepreneurial and sustainable skills to achieve lifelong success either in further education and training or employment
- Constantly review and update our curriculum offer so as to provide one that is distinctive and attractive to learners at regional, national and international levels and meets the global challenges of the 21st century
- Explore opportunities to collaborate with other like-minded institutions, to share thoughts and ideas, to undertake regular benchmarking exercises and to pool resources wherever appropriate for the benefit of our learners and Shetland
- Improve learner retention on our full-time programmes by 25 per cent

- Ensure that our portfolio of educational programmes both enables and encourages progress to degree level study, whatever the starting point
- Develop and promote programmes that meet the requirements of graduate professions in all areas of the marine industries and gain professional accreditation as and when appropriate
- Make our programmes accessible and flexible utilising recent advances in information and communication technologies to increase learning opportunities and participation
- Ensure wherever possible that our research expertise informs and inspires the development, management and delivery of our learning and teaching activities, both at undergraduate level and increasingly at postgraduate level
- Ensure that our staff have the necessary skills for supporting student learning and teaching, are appropriately rewarded and have access to relevant and appropriate staff development opportunities
- Further explore opportunities arising from emerging technologies that will increase diversity in the modes of delivery for learning and teaching and extend the 'reach' of the NAFC Marine Centre beyond the region
- Remove barriers to learning and help learners reach THEIR potential



STRATEGIC AIM 2:

To be internationally recognised by industry and academia as a Centre of marine excellence and to increase our competitiveness in the global market

In order to meet this aim we shall:

- Continually monitor and improve the quality of everything we do and embrace a culture of quality enhancement through the adoption and implementation of the 'European Framework for Quality Management'
- Raise both the national and international profile of the NAFC Marine Centre, enhance our academic reputation and credibility and develop a vibrant research culture that rewards high achievement, encourages innovation and entrepreneurship and promotes excellence in everything we do
- Promote and advance multi-disciplinary and cross-disciplinary linkages through both teaching and research activities, internally and with external partners of our choice that share our common values and vision
- Link to international centres of excellence through strong partnership in our key areas of focus to further develop and enhance internal capacity and knowledge
- Increase our Knowledge Transfer and commercialisation activities by engaging proactively and building on our current good relationships with local industry to maximise the cultural, economic, educational and social benefits generated from our activities
- Implement policies to promote and develop entrepreneurship, public engagement and innovation wherever possible
- Provide excellent training and development opportunities for all of our staff, to develop and sustain our current activity within an environment that promotes good ethical behaviour and best practice



STRATEGIC AIM 3:

To attract, develop and retain outstanding staff and ensure that they have the appropriate resources to fulfil their roles and job descriptions

In order to meet this aim we shall:

- Align our staffing profile within the NAFC Marine Centre to meet our ambitions by promoting a staff recruitment policy that focuses on achieving high quality appointments of both academic and non-academic staff
- Achieve Investors in People status across the NAFC Marine Centre within the lifetime of this plan
- Embed the Core Values and principles of corporate responsibility across all of our activities and implement sustainability reporting to monitor our progress in this area on an annual basis
- Play a lead role in the economic, social and cultural life of our community and serve as a knowledge and skills repository and catalyst for innovation and change within the region, and beyond
- Measure and improve levels of staff satisfaction on a regular basis and obtain the EFQM 'Committed to Excellence' award by 2010
- Commit to ensuring clear lines of communication with all staff at regular intervals and ensuring that lines of communication flow in all directions, top down, bottom up and also across different departments and areas
- Promote partnership working wherever possible and engage more fully with our local community partners and stakeholders including schools, businesses, Shetland Islands Council, relevant subject area networks and professional bodies, committees, working groups and Sector Skills Councils
- Provide excellent training and development opportunities for all of our staff, to develop and sustain our current activity within an environment that promotes good ethical behaviour and best practice