UHI | PERTH

UHI Perth Strategy
2022 - 2027

Contents

Foreword

Welcome to the UHI Perth strategic plan 2022-2027

Our new strategy was developed through extensive consultation with our staff, our learners and all other key stakeholders and it reinforces our commitment to continuously enhance the learner experience.

Although we acknowledge the uncertainty of times and the significant challenges facing the college sector, every change we make will be underpinned by a resolute and intense focus to achieve our goal.

Our strategy has clear objectives, aligned to achievable targets, and built on the foundation of our values. We will work in partnership with our staff, our learners, our community, and our academic partners within UHI to ensure the future of UHI Perth and the transformational impact it has for our learners.

The Board of Management and the Senior Management Team

College Vision

To empower our learners to achieve their full potential through a transformational student experience

Excellence in Learning and the Learner Experience

College Growth and Ambition

Partnerships and Collaboration

Sustainability

UHI Perth Strategy 2022 – 2027

Values

We will act with integrity in everything we do

Student Centred

Innovative

Ambitious

Respectful

Inclusive

Collaborative

An Introduction to the new UHI Perth Strategy

UHI Perth is proud of the transformational impact we have on our students' lives and the service we provide to our community and beyond. We take great pride in the levels of inclusivity, support and nurturing of our students and the innovation, dedication, and professionalism of all our staff.

The college has a student-centred approach and everything we do is in synergy between the professional services and academic staff to support our students in their aspirations, educational goals, and career. This interdependence is key to the success of our students.

As we enter a period of recovery after two years of unprecedented challenges, our aims and ambitions for the next five years are clear.

- We will continue our journey to excellence in all aspects of supporting and enhancing the learner experience and student wellbeing

- We will continue to adapt, innovate, and enhance our learning and teaching

- We will prioritise the empowerment of our staff, and actively promote their wellbeing

- We will aim to address our challenges surrounding sustainability; social, economic, environmental, and financial, through rigorous planning and targeted actions

- We will position the college to respond to local and national priorities, themes, and aspirations

- We will continue to play a pivotal role within UHI and work with our partners to further develop educational innovation and delivery

- We will continue to collaborate within UHI and with other external stakeholders to further develop research and scholarship opportunities for our students and the wider community

- We will strengthen and improve our systems and processes to meet the evolving needs of all our stakeholders, to ensure our college is agile, effective and efficient, and add significant value to the learner experience

- We will encourage diversity, inclusion and social equality, and challenge bias and inappropriate behaviours

This strategy sets out the key objectives relating to our aims, these are linked by the common themes of communication and collaboration, enabling all our staff, students, and wider stakeholders to contribute to the collective college vision as we continue our journey to excellence. We recognise that this strategy is dynamic and will continue to evolve throughout its five year period; as circumstances change, we will adapt.

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Context

UHI Perth delivers courses at its main campus in Perth and in secondary schools across Perth and Kinross.

We support work-based learning across a wide area, as well as collaborating with UHI in the ongoing development of its use of digital technology, providing access to expertise and curricula across Perth and Kinross, the Highlands and Islands and to our national and international partnerships.

The city of Perth is located within 50 miles of 90% of Scotland's population, in the local authority of Perth and Kinross. The population of Perth and Kinross in 2021 was 151,900, a 0.1% increase from 2016. Unemployment rates are at 3.4% (below the Scottish average of 4.2%) and its five year business survival rate is higher than the Scottish average. The **2021 Annual Participation Measure** showed that 93.6% of 16–19-year-olds were in education, employment or training and personal development. UHI Perth is proud to serve the needs of its local area, as well as the wider Highlands and Islands Region and beyond.

Our strategic aims drive forward the **Highlands and Islands Regional Outcome Agreement** as well as ensuring full participation in **Perth and Kinross Single Outcome Agreement measures and Community Planning priorities.** The college works in partnership with relevant local and regional stakeholders to ensure the provision of high-quality curricula and sector engagement within the **Regional Skills Assessment area of Tayside**, but also shares common overall goals with the **Regional Skills Assessment of the Highlands and Islands.**

Areas in common include:

- The need to increase the quantity and quality of local jobs
- To create a culture of employer investment
- To meet the skills needs of employers, including a need for workplace progression routes and pathways
- A need for flexible skills provision

These common goals are reflected in the **Highlands and Islands Regional Outcome Agreement.**

The Tay Cities Deal incorporating Dundee, Angus, Perth and Kinross and North Fife, is taking forward regional investments to focus on inclusion, innovation and connectedness ensuring delivery of a smarter and fairer region. Within the Tay Cities Deal, the college is working on key projects in engineering, aviation, hospitality, creative industries, and digital resilience.

The college provides a broad curriculum base with access to study at SCQF levels 2 to 12 in areas of local, regional, and national need. Subjects are grouped into four sector areas (Business, Management, Computing and Leisure; Creative and Cultural Industries; Science, Technology, Engineering and Maths; Applied Life Sciences). The college also delivers a range of Modern Apprenticeship programmes supported by Skills Development Scotland (SDS), industry bodies and a range of commercial Vocational Qualifications (VQ).

School-college partnership provision is linked to relevant vocational pathways, and includes Foundation Apprenticeships in Business, Creative and Digital Media, Early Years, Engineering and Health Care.

"UHI Perth is proud to serve the needs of its local area, as well as the wider Highlands and Islands Region and beyond."

Regional Context

UHI Perth is one of the largest partners in the University of the Highlands and Islands (UHI).

UHI is an integrated university encompassing both further and higher education and part of a new breed of tertiary institutions, the only one in Scotland and one of only a few in Europe.

A diverse and flexible partnership serving their communities and connected to their needs offering flexible and supported learning from access level to PhD.

UHI have 31,000 students at the heart of the partnership and routinely exceeds student activity targets and surpasses many sector benchmarks of performance.

College Sector Context

Scotland's colleges have implemented the most profound set of public sector reforms in Scottish tertiary education for more than a generation.

The reformed college sector is improving people's life chances and generating the skilled workforce needed for economic growth by focusing on job-related skills.

Colleges have built on their tradition of serving the most disadvantaged and those furthest from the workplace. They continue to serve our most deprived communities, as well as those with additional support needs; older learners and women; care-experienced students; and those from a Black and Minority Ethnic background. With equality sitting at the heart of the college sector, there are further ambitions in relation to looked after children and the gender imbalance found in particular subject areas.

Strong partnership working has led to the development of Regional College Outcome Agreements that reflect the economic and skills needs in each region. Colleges are also crucial to Developing the Young Workforce; preparing young people for employment by offering them more choice and flexibility in their learner journey. The Scottish College Sector is instrumental in the Scottish Government's ambition to support learners, widen access to education, close the attainment gap, provide a platform of skills provision for inclusive growth and to aid the national economic recovery.*

Scotland's Colleges: delivering for all - a policy paper setting out the college sector in Scotland

College Sector Challenges

As highlighted by Audit Scotland in its Scotland's Colleges 2020 report, the deficit gap between colleges' total income and expenditure has grown to £54 million.

This is forecast to continue due to costs outwith the sector's immediate control, such as pensions and depreciation of assets.

Scottish Colleges cost pressures:

Cost of living pay awards

Impact of Covid-19 pandemic

Employers pension contributions

Maintaining College Estates
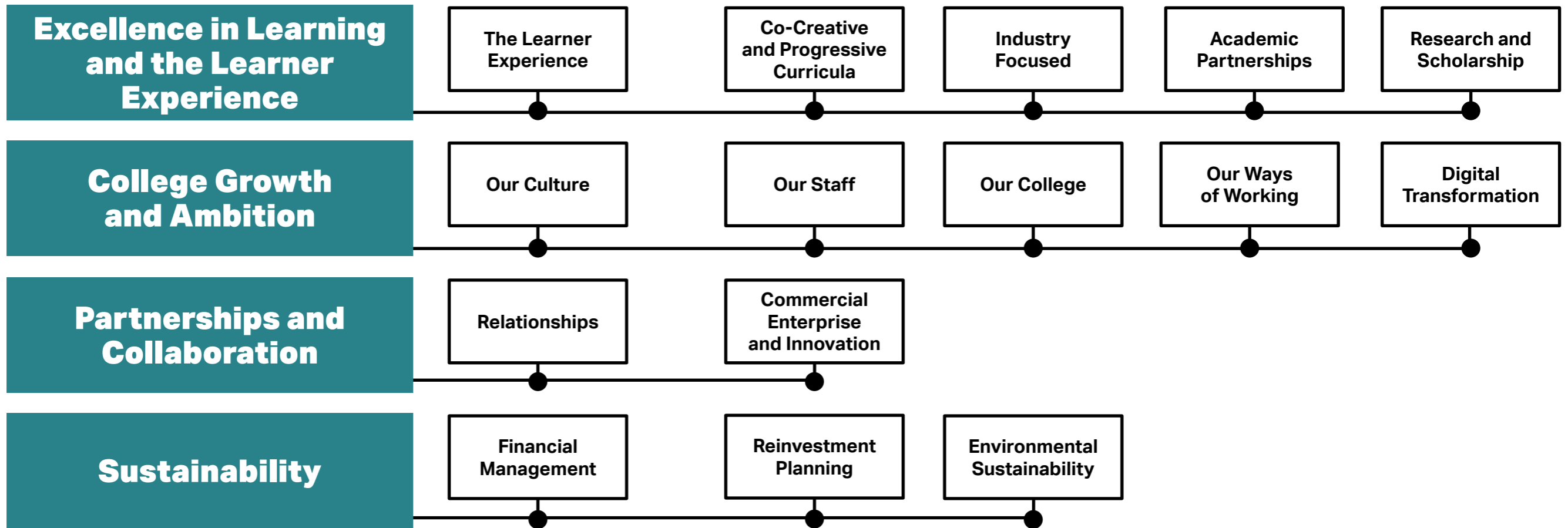
Responding to the Climate emergency

UK's exit from the European Union

Robust long-term financial planning by colleges will be critical to achieving financial sustainability and to delivering balanced budgets in the future.

"The reformed college sector is improving people's life chances and generating the skilled workforce needed for economic growth by focusing on job-related skills."

Strategy Map

Excellence in Learning and the Learner Experience

| The Learner Experience | Co-Creative and Progressive Curricula | Industry Focused | Academic Partnerships | Research and Scholarship |

College Growth and Ambition

| Our Culture | Our Staff | Our College | Our Ways of Working | Digital Transformation |

Partnerships and Collaboration

| Relationships | Commercial Enterprise and Innovation |

Sustainability

| Financial Management | Reinvestment Planning | Environmental Sustainability |

UHI Perth Strategy 2022 – 2027

Strategic Objective 1:
The Learner Experience

We will work in partnership with HISA (Highlands and Islands Student Association) to proactively engage with the learner voice, and to ensure that all our learners have access to exceptional student services that support their education and their wellbeing. This will result in a distinctive and sector-leading learner experience. Our learners will be empowered, supported and inspired to positively shape and influence their learning experiences to prepare them for the world of tomorrow.

KPIs

1. Raising awareness and promoting health and student wellbeing/safety by ensuring staff have the skills and knowledge to respond effectively to the range of student circumstances, experience and aptitudes –

Increase participation rates by 10% over 5 years

2. Increasing retention, attainment, achievement, progression and student satisfaction to sector-leading levels before 2027.

Increase student retention (over 5 years)

• FE by 7% (to 80%)

• HE by 5% (to 92%)

Increase student progression (over 5 years)

• FE to HE by 13% (to 85%)

Increase student achievement (over 5 years)

• FE by 12% (to 74%)

• HE by 9% (to 80%)

3. Increase Student satisfaction

Student Early Survey (Student Forum1)

• FE by 2% (to 98%) over 5 years

• HE by 7% (to 98%) over 5 years

Student End of Year Survey (Student Forum 3)

• FE by 6% (to 98%) over 5 years

• HE by 9% (to 98%) over 5 years

4. Increase student response rates to learner surveys

Student Early Survey (Student Forum1)

• FE by 20% (to 60%) over 5 years

• HE by 10% (to 70%) over 5 years

Student End of Year Survey (Student Forum 3)

• FE by 13% (to 65%) over 5 years

• HE by 20% (to 60%) over 5 years

5. Increase proportion of classes with a Student Voice Representative FE and HE

By 20% (to 60%) over 5 years

6. Increase the number of Student Forums

By 20% (to 80%) over 5 years

7. Our student experience will offer transformational opportunities and we will continue to enable our learners to

• Challenge and question what they believe to be true

• Be open to change and interpret information more critically

• Consider pursuing options for advancement that they instinctively or historically considered impossible

• Bring their perspectives to the learning environment to influence and enhance their learning experience

• Apply their skills and knowledge in real-world practice and challenge strongly held beliefs and opinions

• Recognise observable differences, from before, during and on completion of the learner journey.

"Our learners will be empowered, supported and inspired to positively shape and influence their learning experiences to prepare them for the world of tomorrow."

Strategic Objective 2:
Co-Creative and Progressive Curricula

We will co-create and co-develop inclusive, coherent tertiary education opportunities in partnership with our learners and stakeholders to expedite sector-leading achievements in learning and teaching. Our curricula will be innovative, delivering effective learner journeys which promote skills for learning, life and work.

KPIs

1. Strengthen and develop an agile, innovative and dynamic portfolio with pathways that respond to the regional and Scottish Governments priorities and key sector needs

• Continue to annually review the curriculum portfolio and increase overall redesign of our courses by 25% (to 75%) over 5 years.

2. Informed by industry, increase the number of digitally enabled innovative pedagogies (DEIP) which respond more dynamically to current and future learner needs

• Continue to increase the number of courses using DEIP by 35% (to 95%) over 5 years.

Strategic Objective 3:
Industry Focused

We will work in collaboration with our industry partners, growing our strategic relationships to ensure that our curricula are responsive and meet the needs of employers.

KPI

Increase percentage of courses adapted in response to employer feedback – from 50% to 70%, over 5 years

Strategic Objective 4:
Academic Partnerships

We value our UHI partnership and will play a key role in our shared strategic goals. We will create synergy, ensuring the best outcomes for our learners, our staff and our stakeholders through collaborative partnerships, nationally and internationally.

KPI

Value/leverage (£) by partnership (margin/revenue – College overhead recovery +1% by year 5)

Strategic Objective 5:
Research and Scholarship

We will embed a culture of research, knowledge transfer and scholarship that will enhance our capacity to deliver high impact outputs and inform a high-quality learner experience.

KPI

Increase number of staff leading projects with research time allocated, from 6 to 12 over 5 years

Supporting measures

• Research funding generated

• 20% Successful bids/bids submitted increasing 2% pa

• IP protected and 10% commercialised increasing to 20% by year 5

• No of professorships gained – two in 5 years

"Our curricula will be innovative, delivering effective learner journeys which promote skills for learning, life and work."

Strategic Objective 1:
Our Culture

Through embedding our values, we will develop a culture that drives high-performance behaviours enabling us to advance our journey to excellence.

KPIs

1. Staff survey results from 2021 are improved in for the following areas over the next 5 years (next survey to take place in 2024)

• Staff have a clear understanding of the College's values. Increase to 90% (2021 result 72%)

• Values of the College are relevant to my work. Increase to 90% (2021 result 76%)

2. Monthly initiative around one of the values

Strategic Objective 2:
Our Staff

Our staff are the foundation of the learner experience. Through a shared sense of purpose, we will engage with and develop our staff to empower them, actively enhance their opportunities to reach their full potential and support their resilience and wellbeing. We will cultivate an empowered team, agile, and creative, responsive to our local and national educational priorities and challenges.

KPI

Staff survey results from 2021 are improved on for the following areas (next survey to take place in 2024)

• I believe the College support the health and wellbeing of staff

Target 80% - current 54%

• I am kept informed about what is happening in the College

Target 85% – current 71%

• The leadership team provide clear direction and guidance

Target 80% - current 42%

• Through the Professional Review process, I feel my training needs and ambitions are discussed, identified and actioned where possible

Target 80%- current 64%

Strategic Objective 3:
Our College

We will positively showcase our outstanding learner experience, and the benefits of engaging with UHI Perth our local community, regionally, nationally and internationally.

KPI

Increase the percentage of positive coverage (locally, regionally, nationally, internationally) to 80% by year 5

Strategic Objective 4:
Our Ways of Working

We will enhance and improve our systems and processes, driving high quality outcomes. This will address our evolving ambitions to ensure we are innovative, agile, and distinctive in a way which adds significant value to our learners, staff and communities.

KPI

Efficiency/time saved (days/hours/minutes)

Supporting Measures

Creation of an Effectiveness and Efficiency Development Strategy

Number Services/ Processes Improved -right first time

July 2023 – 4

July 2024 – 8

July 2025 – 12

Strategic Objective 5:
Digital Transformation

We will improve the digital capability of all our staff. This will positively impact on their resilience and the sustainability of our college.

KPI

Percentage staff/learners with improved Digital Skills (baseline +10% pa)

Supporting Measures

Identify digital competence framework for each job role – baseline created

Digital JISC competence tool completion by staff and students

• 50% by July 2023

• 75% by July 2024

• 90% by July 2025

Develop Maker Spaces/Innovation Hubs to enable staff to improve their digital capability

"We will cultivate an empowered team, agile, and creative, responsive to our local and national educational priorities and challenges."

Partnerships and Collaboration

Strategic Objective 1:
Relationships

We will continue to build and strengthen our external partnerships and be responsive to opportunities that provide significant mutual benefits to our community, staff, learners and stakeholders.

KPIs

1. Percentage strategic partnerships v proportion of external engagements – increase from 5% by 1% pa

2. Percentage learner/customer satisfaction with overall quality of courses – 97% over 5 years

Strategic Objective 2:
Commercial Enterprise and Innovation

We will maximise the benefits of our commercial, international and research opportunities to enable investment in projects that improve the learner experience. We will reduce reliance on core grant funding by ensuring our commercial businesses deliver an acceptable level of return.

KPI

Commercial AOP / Commercial Income (per college area) – Gross Overhead +1% by Year 5

"We will maximise the benefits of our commercial, international and research opportunities to enable investment in projects that improve the learner experience."

Sustainability

Strategic Objective 1:
Financial Management

We will further develop our financial management information to be more future focused and support decision making.

KPI

Enhancement of financial forecasting:

• Year 1 - budget plus one financial forecast.

• Year 2 - budget plus 2 financial forecasts.

• Year 3 - budget plus 3 financial forecasts.

• Year 4 - rolling forecasts.

Strategic Objective 2:
Reinvestment Planning

We will set aside a proportion of income each year for development projects that enhance the learner experience. We will do this through managing our operational costs more effectively.

KPI

At the end of the strategic cycle (assuming 5 years) we will have the following cost/income ratios.

• 1. Staff Cost / Income 70%

• 2. Non-Staff Cost / Income 21%

• 3. Investment Cost / Income 5%

Strategic Objective 3:
Environmental Sustainability

The college is committed to embedding environmental sustainability into all our activities to lessen our impact on the environment.

KPI

Percentage gross carbon footprint reduction – 2% pa (10% over 5 years)

"We will set aside a proportion of income each year for development projects that enhance the learner experience."

Excellence in Learning and the Learner Experience

Strategic Objective	Supporting Strategy	National Strategy
SO1	International Strategy Learning and Teaching Strategy*	Skills: shared outcomes framework Putting Learners at the Centre: Towards a Future Vision for Scottish Education
SO2	International Strategy Business Development Strategy ICT and Digital Transformation Strategy Estates Strategy* Learning and Teaching Strategy*	Skills: shared outcomes framework Putting Learners at the Centre: Towards a Future Vision for Scottish Education
SO3	International Strategy Business Development Strategy	Skills: shared outcomes framework Scotland's National Strategy for Economic Transformation College Sector Statement of Ambition 2021 to 2026
SO4	International Strategy Research and Scholarship Strategy*	UHI Daring to be Different Strategy Scotland's National Strategy for Economic Transformation CDN International Ambitions College Sector Statement of Ambition 2021 to 2026
SO5	International Strategy Research and Scholarship Strategy* Learning and Teaching Strategy* ICT and Digital Transformation Strategy	Research Excellence Framework SFC Knowledge Exchange and Innovation

* currently under review

UHI Perth Strategy 2022 – 2027

College Growth and Ambition

Strategic Objective	Supporting Strategy	National Strategy
SO1	Communications Strategy* ICT and Digital Transformation Strategy	Perth and Kinross Economic Wellbeing Plan 2020-28 Scotland's National Strategy for Economic Transformation
SO2	ICT and Digital Transformation Strategy	Perth and Kinross Economic Wellbeing Plan 2020-28 Scotland's National Strategy for Economic Transformation
SO3	International Strategy Business Development Strategy Communications Strategy* ICT and Digital Transformation Strategy	Tay Cities Region Economic Strategy 2019-2039 Scotland's National Strategy for Economic Transformation Colleges International Ambitions College Sector Statement of Ambition 2021 to 2026
SO4	ICT and Digital Transformation Strategy	Digital Ambition for Scotland's Colleges Jisc FE and Skills Strategy 2020-2023 Tay Cities Region Economic Strategy 2019-2039 Scotland's National Strategy for Economic Transformation

* currently under review

Partnerships and Collaboration

Strategic Objective	Supporting Strategy	National Strategy
SO1	International Strategy Business Development Strategy Development Trust Strategy Research and Scholarship Strategy*	Perth and Kinross Economic Wellbeing Plan 2020-28 Tay Cities Region Economic Strategy 2019-2039 Scotland's National Strategy for Economic Transformation
SO2	International Strategy Business Development Strategy	Tay Cities Region Economic Strategy 2019-2039 Scotland's National Strategy for Economic Transformation SFC Coherence and Sustainability Review

* currently under review

Sustainability

Strategic Objective	Supporting Strategy	National Strategy
SO1	International Strategy Business Development Strategy Estates Strategy* Development Trust Strategy	Tay Cities Region Economic Strategy 2019-2039 Scotland's National Strategy for Economic Transformation SFC Coherence and Sustainability Review
SO2	Financial Strategy* International Strategy ICT and Digital Transformation Strategy Estates Strategy* Business Development Strategy Development Trust Strategy	Tay Cities Region Economic Strategy 2019-2039 Scotland's National Strategy for Economic Transformation SFC Coherence and Sustainability Review
SO3	ICT and Digital Transformation Strategy Environmental Strategy* Estates Strategy* Learning and Teaching Strategy*	Scotland's Climate Change Plan Climate Emergency Skills Action Plan Scotland's National Strategy for Economic Transformation SFC Coherence and Sustainability Review

* currently under review

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