

# Strategic Development Committee

## Agenda

**Meeting reference:** Strategic Development 2024-25/01

**Date:** Tuesday 17 September at 5.00pm

**Location:** Boardroom (Braham Room 019)

**Purpose:** Scheduled meeting

\*Denotes items for discussion/approval.

Members should contact the Clerk in advance of the meeting if they wish to request an item be starred.

	Agenda Items	Author	Led by	Paper
1	Welcome and Apologies		Chair	
2	Additions to the Agenda		Chair	
3	Declaration of Interest in any Agenda Item		Chair	
4	Minutes of the meeting held on: 12 May 2024		Chair	Paper 1
5	Actions arising from previous minutes		Chair	
6	<b>Items for Discussion</b>			
*6.1	UHI OBC		Chair	Verbal
*6.2	Strategic Plan – monitoring & review	Clerk	Clerk	Paper 2
*6.3	Review of Committee Terms of Reference	Chair	Chair	Paper 3
7	<b>Date and time of next meeting:</b> • Tuesday 12 November 2024		Clerk	
8	<b>Review of Meeting</b> (Committee to review Terms of Reference, and to ensure all competent business has been covered)		Clerk	Paper 4

UHI Perth is a registered Scottish charity, number SC021209

**We will act with integrity in everything we do**

Student Centred + Innovative + Ambitious + Respectful + Inclusive + Collaborative

# Strategic Development Committee

## DRAFT Minutes

**Meeting reference:** SDC 2023-24/04

**Date:** Wednesday 22 May 2024

**Location:** Boardroom (Braham Room 019)

**Members present:** Jenny Hamilton, Board Member (Chair)  
Elaine Piggot, Board Member  
Derek Waugh, Board Member  
Margaret Cook, Principal & Chief Executive  
(left the meeting at 6.25 pm)

**In attendance:** Lorenz Cairns, Depute Principal  
Veronica Lynch, Vice Principal (External)  
Lynn Murray, Depute Principal (Operations)  
Catherine Etri, Vice Principal (Academic)  
Isobel Syme, PA to Principal and Chief Executive

**Apologies:** Michael Buchanan, Board Member  
Rebecca Bond, Student Board Member  
Jill Elder, Sector Development Director

**Chair:** **Jenny Hamilton**

**Minute Taker:** Isobel Syme

**Quorum:** 3

## Minutes:

Item		Action
1.	<b>Welcome and Apologies</b>  Chair welcomed all present to the meeting, and apologies noted.	
2.	<b>Additions to the Agenda</b>  There were no additions to the Agenda.	
3.	<b>Declaration of Interest in any Agenda Item</b>  There were no declarations of interest.	
4.	<b>Minutes of Meeting held on 7 March 2024</b>  The minutes were agreed as being an accurate record of the meeting.	
5.	<b>Matters Arising from Previous Minutes</b>  Glossary of acronyms to be circulated.	Clerk
6	<b>Items for Discussion</b>	
6.1	<b>UHI Perth Sustainability Proposals</b>	

Chair noted that we will be looking at this strategically rather than operationally. We need to ensure that the College meets its financial obligations.

Principal advised that our financial situation has now moved to a better position.

Depute Principal Operations talked through a summary presentation.

Savings required – position in January 2024		Savings required – position in May	
	£m		
Forecast shortfall to end of July	1.7	Forecast shortfall to end July	
Proposed pay award – 2024/25	0.8	Proposed pay award – 2024/25	
	2.5		
<b>Estimated reductions in funding</b>		<b>Approved Funding allocations</b>	
FE	0.7	FE – no reduction	
HE	0.5	HE - increase	
FWDF	0.3	FWDF	
<b>Total savings required</b>	<b>4.0</b>	<b>Total savings required</b>	

Noted that our FE funding has not been reduced and we received an increase in our HE funds.

With regard to the pay awards, Unison are out to ballot and if this is accepted this may be paid out in the July salaries. It has been flagged to UHI that we do not have the money for these pay awards or for the VS money that will be required and that we will need loans to meet our obligations.

Chair queried the pay awards and the VS payments regarding the cash situation and a Board Member queries how we maintain a breakeven position. It was clarified that irrespective of any decision around the total savings now required, we simply do not have sufficient cash to meet the likely upcoming pay awards and VS payments. In this respect the two issues are separate (although related).

Depute Principal Operations advised that best, worse and mid-case scenarios have been undertaken. VS will need to be paid and we have factored this in to our 3-year projections.

The £1.5 million estimated VS costs were discussed and the Principal advised that historically we have asked EO and the Scottish Funding Council to fund this. However, we have been told that this will not be funded and we have now asked for a loan. More information is being asked for from the SFC. Pay awards monies can be drawn down from the SFC so that we can continue to operate, however there are no guarantees at the moment. We need to get to break even by 2024/25.

Chair noted that if we don't get the loan then it is not clear what the implications will be going forward, and how this related to accounting forecasting.

We continue to note that we pay £5 million top slice to the UHI each year.

Depute Principal Academic advised that there is a cutoff point where this will seriously impact our ability to provide a good student experience.

Board Member asked what happens if we do not make enough savings through VS.

Principal explained that we do not have permission for compulsory redundancies at the moment. We will need to do this in case we need to make compulsory redundancies in the future, however we will continue to use VS where we can. It was noted that the VS cutoff date is past, and this will then feed into the data that the Depute Principal Operations is working with. By the end of the week we will know how many people have accepted VS. There is also a number of redeployment opportunities.

Meetings are scheduled with various politicians over the next couple of days with the Senior Leadership Team. Nine meetings have taken place to date with trade unions and these have been extended into next week. We have scheduled various engagement meetings for staff and students.

On the issue of whether to proceed with the £4 million of cuts, the Chair noted that we should present our views to the Board and state our concerns for them to consider.

Board Member stated that the paper has carefully considered where the cuts can be made while still allowing the college to continue to operate.

Principal responded that in reality we cannot take this amount of savings out and not have an impact. We are looking at minimising the detrimental impact as much as we can. In light of the changes with regard to our financial position we will be looking at what we may want to revise later this week. Principal noted that we pay around £5 million pounds to UHI through the top slice.

Board Member noted the impact regarding the stress and anxiety of going through this year on year if finances continue to be problematic and the need for adequate resources in Finance to ensure information is relevant and up to date. The Depute Principal Operations stated that even if we were to make the £4m cuts, given the state of the funding provided to the sector it is not possible to state that we will not have to go through this exercise again next year or years thereafter.

Depute Principal Operations explained that the interim Head of Finance is continuing to get a better understanding of our financial situation, however this will be at a high level. The Union consultation process has taken priority and we currently have limited capacity within the team.

Deputy Principal Academic advised that we should not underestimate the impact on our students. We are suffering reputational risk. Students are making decisions about whether they want to continue to study with us and we have higher level of students looking elsewhere. This situation will also impact on

	<p>withdrawals and our overall student experience will be lower. The impact on our KPIs will be different moving forward.</p> <p>Principal reiterated that none of this is risk free. We are going back in to talk to the trade unions on Monday next week. There is 9 days of industrial action coming up with EIS as well as ASOS (action short of a strike). We are not the only college who are making cuts – this is happening across the sector. We will be revising the proposals but to what degree remains to be seen.</p> <p>Depute Principal Operations noted that there will be pay awards in future years – however we are getting no more funding. We need to be realistic that we will probably need to do this again in the future and we need to be better at planning over a period of time.</p> <p>Chair noted that we made a commitment to staying in UHI. However we may need to revisit this in line with the extent to which the top slice affects our financial situation.</p> <p>Principal responded that we have been instructed by the funding council that we cannot come out of UHI. Thanks given to the committee for their views.</p> <p>Board members thanked the Senior Leadership Team for all the hard work done to date and for the continuing work needed.</p> <p>Thanks given to Vice Principal External for all her contributions in respect of the UHI Perth Sustainability Proposal.</p> <p>Discussion concluded.</p>	
<b>6.2</b>	<p><b>UHI Perth Financial Sustainability Project – Workstream 5 (Commercial)</b></p> <p>Vice Principal External spoke to the paper highlighting key areas to the committee noting that this workstream looked at profitable income streams including ASW, international and business development and potential growth opportunities within these areas. This workstream also included the Nursery however we could not find a way to make this profitable.</p> <p>The proposals are to make investment in International, consolidate the business development activity and to retain the ASW as a commercial entity.</p> <p>Chair noted that other commercial opportunities including community engagement are not within this paper.</p> <p>Vice Principal External advised that we do need to consider capacity and be realistic to ensure we can deliver before we consider any additional commercial income streams.</p> <p>Board Member agreed that we would need to invest before we can take on any additional projects, however very supportive of this paper.</p> <p>Vice Principal External noted that a number of conversations have already taken place regarding philanthropy and fundraising and the UHI central team are willing to support this and take on the scholarship work that we undertook previously.</p>	

	<p>Chair noted the lack of development of micro-credits and digital initiatives along with short courses.</p> <p>The lack of support regarding Marketing and social media from UHI discussed.</p> <p>Depute Principal Operations noted that there needs to be an investment of time and resources to take the other income streams forward. A costing model and business case to focus on profit to ensure these are viable proposals is being looked at.</p> <p>The top slice and the financial difficulties of individual partners noted.</p> <p>The Committee noted their support for the approach within this paper and noted that UHI need to play their part in this.</p> <p>Discussion concluded.</p>	
<b>6.3</b>	<p><b>Balanced Scorecard/KPI Review</b></p> <p>Depute Principal Academic provided an update to the Committee including the very successful Education Scotland visit recently. All the workstream leads had advised that the KPIs were still relevant. It was noted that this is year 3 of this 5-year strategy.</p> <p>The Balanced Scorecard KPIs gone over in relation to percentages and figures.</p> <p>Board Members advised that a commentary and actual numbers would be helpful and when analysing the risks we will need to be a bit more realistic around the targets.</p>	Depute Principal
<b>7</b>	<p><b>Date and Time of next Meeting:</b></p> <p>Thursday 12 September 2024 (tbc)</p>	
<b>8</b>	<p><b>Review of Meeting</b> (Committee to review Terms of Reference, and to ensure all competent business has been covered)</p> <p>Chair noted that this will be put on the agenda at some point – possibly at next meeting.</p>	Clerk

**Committee Cover Sheet**

Paper No. 2

<b>Name of Committee</b>	Strategic Development Committee
<b>Subject</b>	Strategic Plan – monitoring & review
<b>Date of Committee meeting</b>	17/09/2024
<b>Author</b>	Ian McCartney, Clerk to the Board of Management
<b>Date paper prepared</b>	13/09/2024
<b>Executive Summary</b> Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	<p>UHI Perth is now into the 3<sup>rd</sup> year of the 2022-27 Strategic Plan.</p> <p>Progress toward achievement of the Plan is monitored via a number of Key Performance Indicators, each owned by a KPI Owner. 13 of these KPIs have been identified as “Strategic KPIs” and are monitored by the Board of Management through a Balanced Scorecard approach.</p> <p>It is important that the remaining identified KPIs are also effectively monitored, and this draft paper outlines the process by which it is proposed to undertake this monitoring in 2024/25.</p>
<b>Committee Consultation</b> Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	This draft will be discussed at a future Perth Leadership Group meeting to ensure the respective KPI Leads are able to attend/deliver meaningful input at the nominated Strategic Development Committee.
<b>Action requested</b>	<input type="checkbox"/> For information <input checked="" type="checkbox"/> For discussion <input checked="" type="checkbox"/> For endorsement <input type="checkbox"/> For approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)

## Committee Cover Sheet

<p><b>Strategic Impact</b></p> <p>Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: <a href="#">Strategic-Plan-2022-27.pdf</a></p> <p>If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.</p>	<p>Monitors staged progressed towards achievement of the Plan</p>
<p><b>Resource implications</b></p> <p>Does this activity/proposal require the use of College resources to implement?</p> <p>If yes, please provide details.</p>	<p>No</p>
<p><b>Risk implications</b></p> <p>Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk?</p> <p>If yes, please provide details.</p>	<p>No</p> <p>Click or tap here to enter text.</p>
<p><b>Equality &amp; Diversity</b></p> <p>Does this activity/proposal require an Equality Impact Assessment?</p> <p>If yes, please provide details.</p>	<p>No</p>
<p><b>Data Protection</b></p> <p>Does this activity/proposal require a Data Protection Impact Assessment?</p> <p>If yes, please provide details.</p>	<p>No</p> <p>Click or tap here to enter text.</p>
<p><b>Island communities</b></p> <p>Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?</p>	<p>No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>



## Committee Cover Sheet

<b>Status</b> (ie confidential or non-confidential)	Non-Confidential  If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld:  Click or tap here to enter text.
--	--

## Freedom of Information

Please note that **ALL** papers will be included within 'open' business unless a justifiable reason can be provided.

Please select a justification from the list, below:

Its disclosure would substantially prejudice a programme of research	<input type="checkbox"/>	Its disclosure would substantially prejudice the effective conduct of public affairs	<input type="checkbox"/>
Its disclosure would substantially prejudice the commercial interests of any person or organisation	<input type="checkbox"/>	Its disclosure would constitute a breach of confidence actionable in court	<input type="checkbox"/>
Its disclosure would constitute a breach of the Data Protection Act	<input type="checkbox"/>	Other [please give further details] Click or tap here to enter text.	<input type="checkbox"/>

Further guidance on application of the exclusions from Freedom of Information legislation is available via:

<http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp>

and

[http://www.itspublicknowledge.info/web/FILES/Public\\_Interest\\_Test.pdf](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

**Strategic Development Committee – KPI Reporting Schedule 2024/25**

KPI Ref	KPI	Data Owner	Data Source	KPI Owner	Month Data Available	Reporting Committee	Reporting Cycle
<b>Excellence in Learning and the Learner Experience</b>							
<b>SO1: The Learner Experience</b>							
<b>1.</b>	Increase staff participation rates (in student support cpd activities) by 10%	Director of HROD	Ciphr	Director of HROD		SDC	4
<b>3.</b>	Increase FE to HE progression by 6%	Director of Student Experience	Management Reports	Director of Student Experience		SDC	3
<b>7/8.</b>	<b>Increase student response rates to learner surveys</b> Student Early Survey (Oct/No) Student End of Year Survey (Mar/Apr)	Director of TLQE	Student Surveys	Director of TLQE		SDC	4
<b>9.</b>	Increase the proportion of classes with a Student Voice representative	Director of TLQE		Director of Curriculum (Christiana)		SDC	3
<b>10.</b>	Increase the number of courses holding Student Forums	Director of TLQE		Director of TLQE		SDC	4

KPI Ref	KPI	Data Owner	Data Source	KPI Owner	Month Data Available	Reporting Committee	Reporting Cycle
11.	Increase the number of students undertaking work related experiences			Director of Curriculum (Nicky)		SDC	3
<b>SO2: Co-Creative and Progressive Curricula</b>							
13	Increase the number of courses using DEIP (Digitally Enabled Innovative Pedagogy)	Director of TLQE	Course frame-works	Director of TLQE		SDC	4
<b>SO3: Industry Focused</b>							
14	Increase percentage of courses adapted in response to employer feedback	Directors of Curriculum (Nicky)/ Student Experience/ International Partnerships	?	Director of Curriculum (Nicky)		SDC	3
<b>SO5: Research and Scholarship</b>							
16	Increase the number of research publication outputs	Director of TLQE	TLQE	Director of TLQE		SDC	4
<b>College Growth and Ambition</b>							
<b>SO1: Our Culture:</b> Staff Survey results are improved in the following areas							
17.	Staff survey results from 2021 are improved in the following areas (next survey to take place in 2024): college values	Director of HROD	HROD	Director of HROD		SDC	2

	SO2: Our Staff: Staff Survey results are improved in the following areas:						
19/20/22	Staff survey results from 2021 are improved in the following areas (next survey to take place in 2024): staff wellbeing; communication; cpd	Director of HROD	HROD	Director of HROD		SDC	2
	SO3: Our College						
23	Increase the percentage of positive coverage locally, regionally, nationally, internationally to 80%	Director of Information Services	Informat-ion Services	Director of Information Services		SDC	2
	SO4: Our Ways of Working						
24.	Efficiency/time saved(days/hours/ minutes)	Director of Information Services	Informat-ion Services	Director of Information Services		SDC	2
25.	Develop an Effectiveness and Efficiency Strategy	Director of Information Services	Informat-ion Services	Director of Information Services		SDC	2
	SO5: Digital Transformation: Percentage staff/learners with improved digital skills						
27	Percentage staff with improved Digital Skills: Baseline +10%	Director of Information Services	Informat-ion Services	Director of Information Services		SDC	2

29	JISC Digital Competence tool completion by staff ; 50% by July 2023, 75% by July 2024, 90% by July 2025	Director of TLQE	JISC	Director of Information Services		SDC	2
30	Develop maker spaces/innovation hubs to enable staff to improve their digital capability	Director of Information Services	Information Services	Director of Information Services		SDC	2
<b>Partnerships and Collaboration</b>							
<b>SO1: Relationships</b>							
32.	Percentage customer satisfaction with quality of commercial courses	Director of Curriculum (Nicky)	?	Director of Curriculum (Nicky)		Strategic Development	3
<b>Sustainability</b>							
<b>SO2: Reinvestment Planning</b>							
34.	Enhancement of financial forecasting	Director of Finance	Finance	Director of Finance		SDC	4
35.	Cost/income ratios: Staff/Non-Staff/Investment	Director of Finance	Finance	Director of Finance		SDC	4

**Committee Cover Sheet**

Paper No. 3

<b>Name of Committee</b>	Strategic Development Committee
<b>Subject</b>	Strategic Development Committee – Terms of Reference Review
<b>Date of Committee meeting</b>	17/09/2024
<b>Author</b>	Jenny Hamilton, Chair, Strategic Development Committee
<b>Date paper prepared</b>	04/09/2024
<b>Executive Summary</b> Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	<p>The UHI Perth Board of Management are required to regularly review the Terms of Reference for its Committees.</p> <p>The current Terms of Reference for Strategic Development Committee were last revised in 2022.</p> <p>This draft is intended to more accurately reflect the overall proactive role of the Board, and to be consistent with the recently-revised Code of Good Governance for Scotland's Colleges.</p> <p>If endorsed, this paper will be presented to the Board of Management for approval.</p>
<b>Committee Consultation</b> Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	n/a
<b>Action requested</b>	<input type="checkbox"/> For information <input checked="" type="checkbox"/> For discussion <input checked="" type="checkbox"/> For endorsement <input type="checkbox"/> For approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)

## Committee Cover Sheet

<p><b>Strategic Impact</b></p> <p>Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: <a href="#">Strategic-Plan-2022-27.pdf</a></p> <p>If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.</p>	<p>n/a</p>
<p><b>Resource implications</b></p> <p>Does this activity/proposal require the use of College resources to implement?</p> <p>If yes, please provide details.</p>	<p>No</p>
<p><b>Risk implications</b></p> <p>Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk?</p> <p>If yes, please provide details.</p>	<p>No</p> <p>Click or tap here to enter text.</p>
<p><b>Equality &amp; Diversity</b></p> <p>Does this activity/proposal require an Equality Impact Assessment?</p> <p>If yes, please provide details.</p>	<p>No</p>
<p><b>Data Protection</b></p> <p>Does this activity/proposal require a Data Protection Impact Assessment?</p> <p>If yes, please provide details.</p>	<p>No</p> <p>Click or tap here to enter text.</p>
<p><b>Island communities</b></p> <p>Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?</p>	<p>No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>

**Committee Cover Sheet**

<b>Status</b> (ie confidential or non-confidential)	Non-Confidential  If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld:  Click or tap here to enter text.
--	--

**Freedom of Information**

Please note that **ALL** papers will be included within 'open' business unless a justifiable reason can be provided.

Please select a justification from the list, below:

Its disclosure would substantially prejudice a programme of research	<input type="checkbox"/>	Its disclosure would substantially prejudice the effective conduct of public affairs	<input type="checkbox"/>
Its disclosure would substantially prejudice the commercial interests of any person or organisation	<input type="checkbox"/>	Its disclosure would constitute a breach of confidence actionable in court	<input type="checkbox"/>
Its disclosure would constitute a breach of the Data Protection Act	<input type="checkbox"/>	Other [please give further details] Click or tap here to enter text.	<input type="checkbox"/>

Further guidance on application of the exclusions from Freedom of Information legislation is available via:

<http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp>

and

[http://www.itspublicknowledge.info/web/FILES/Public\\_Interest\\_Test.pdf](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)



## Strategic Development Committee - Terms of Reference

### Membership

No fewer than 3 Independent Members of the Board of Management

~~College Principal & Chief Executive~~

1 Staff Member of the Board of Management

~~1 Trade Union Member of the Board of Management~~

2 Student Members ~~of the Board of Management, to be nominated by HISA Perth~~

Formatted: Font color: Red, Strikethrough

Formatted: Font color: Red

Formatted: Font color: Red

Formatted: Font color: Red, Strikethrough

### In attendance

~~Depute Principal (Academic)~~

~~Depute Principal (Operations)~~

1 Director of Curriculum, to be nominated by Perth Leadership Group

~~Vice Principal (Academic)~~

~~Vice Principal (External Engagement)~~

~~Vice Principal (Operations)~~

Formatted: Font color: Red

Formatted: Font color: Red, Strikethrough

### Quorum

The quorum shall be 4 members

### Frequency of Meetings

The Committee shall meet no less than three times per year.

### Terms of Reference

- ~~To actively offer guidance and direction to the Board on the College's vision, strategic direction and priorities;~~

Formatted: Font color: Red

- ~~To actively engage in the development, review and monitoring of the College's Strategic Plan;~~

Formatted: Indent: Left: 1.27 cm, No bullets or numbering

- ~~To actively keep under review the regional and national economy and market trend (including threats and opportunities) to help advise on the alignment of the curriculum;~~

Formatted: Font: (Default) Arial, 12 pt

Formatted: Indent: Left: 1.27 cm, No bullets or numbering

Formatted: Font color: Red

- To consider and approve other appropriate College Strategies, in particular those that seek to grow non-SFC income for the College;

- To consider and actively monitor matters relating to community outreach and the participation of the college in the delivery of major partnership projects;

Formatted: Font color: Red

- To keep under review the regional and national economy and market trends to help advise on the alignment of the curriculum;

Formatted: Underline, Font color: Red

- To actively monitor risks associated with commercial and international income and make appropriate recommendations to the Audit Committee;
- The Strategic Development Committee shall meet jointly with Finance & Resources Committee on an annual basis to ensure there is sufficient scrutiny of resource implications of potential proposal and recommendations taken forward by Strategic Development Committee.

Formatted: Font color: Red

~~To R~~ Reviewed January 2022September 2024

Formatted: Font color: Red

## **Strategic Development Committee - Terms of Reference**

### **Membership**

No fewer than 3 Independent Members of the Board of Management

College Principal

1 Staff Member of the Board of Management

2 Student Members, to be nominated by HISA Perth

### **In attendance**

Depute Principal

Vice Principal (Academic)

Vice Principal (External Engagement)

Vice Principal (Operations)

### **Quorum**

The quorum shall be 4 members

### **Frequency of Meetings**

The Committee shall meet no less than three times per year.

### **Terms of Reference**

- To actively engage in the development, review and monitoring of the College's Strategic Plan;
- To consider and approve other appropriate College Strategies, in particular those that seek to grow non-SFC income for the College;
- To consider matters relating to community outreach and the participation of the college in the delivery of major partnership projects;
- To keep under review the regional and national economy and market trends to help advise on the alignment of the curriculum;
- To monitor risks associated with commercial and international income and make appropriate recommendations to the Audit Committee;
- The Strategic Development Committee shall meet jointly with Finance & Resources Committee on an annual basis to ensure there is sufficient scrutiny of resource implications of potential proposal and recommendations taken forward by Strategic Development Committee.

