




University of the
Highlands and Islands
Perth College

Vision 2021

Strategic Plan 2016-21



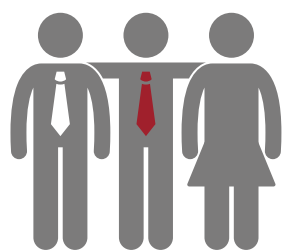
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www.perth.uhi.ac.uk

Perth College UHI is a successful, high performing, and thriving tertiary institution providing a wide range of learning opportunities to local, regional, national and international learners: from Access courses to opportunities for study at postgraduate level, encompassing vocational and professional training and skills development opportunities. Perth College UHI delivers courses at the main campus in Perth, at Learning Centres and in secondary schools across Perth and Kinross. We support work-based learning across a wide area, as well as contributing to the University's innovative and progressive use of technology, providing access to expertise and curriculum across the Highlands and Islands and beyond.

Perth College has its main campus in the city of Perth which is located within 50 miles of 90% of Scotland's population, in the fast growing local authority of Perth and Kinross. It is proud to serve the needs of its local area, as well as the wider Highlands and Islands Region and beyond. Perth College UHI is one of the largest partners in the University of the Highlands and Islands (UHI), a unique tertiary institution and growing university. 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 student profile of Perth College UHI has seen considerable growth over the past 4 years. Growth in higher education and especially degree provision has seen the balance of full-time students increase by 27.4%. In this same period, we have maintained our further education provision with a continued focus on part-time opportunities. Our broad curriculum base and more specialist curriculum, is closely linked to the needs of our communities and businesses, and the wider economy. As well as being informed by Perth and Kinross and wider Tayside employment and skills needs, our curriculum also directly supports the needs of the Highlands and Islands region. Our students come from within the region, from across Scotland and the UK, and with diverse international representation.



Our broad curriculum base and more specialist curriculum, is closely linked to the needs of our communities and businesses, and the wider economy.

Our Strategic Plan 2016-21 aligns to the UHI Strategic Vision and Plan 2015-20 and the Highlands and Islands Regional Outcome Agreement to ensure a strong and ambitious contribution to the success of Perth and Kinross, our wider region and University, and beyond.



Margaret Munckton
Principal and Chief Executive

Grant Myles
Chair of the Board of Management

As the Chair of the Board of Management and the Principal and Chief Executive of Perth College UHI, we are pleased to present our Vision 2021: Strategic Plan 2016-21.

Vision 2021 articulates our ambition for the next 5 years and beyond, building on and enhancing our strengths and adding to the successes we have already enjoyed. We are ambitious for the students, the businesses and the communities that we serve and measure our success by their achievements.

Such success reflects the hard work, talent, skill and dedication of all our staff whose contributions make the vital difference in the support of our students in raising their aspirations and achieving their potential. We are also proud of the positive impact of our partnership working across all sectors and know that this will continue to flourish.

Vision 2021 presents our Vision, Mission, Values and Strategic Aims which are the product of extensive consultation with students, staff, partners and community groups. We look forward to working with you to make our vision happen.



Vision

To be an inspirational partner in economic and social transformation.

Mission

To change lives through excellence in education, research and innovation, developing knowledge and skills and the experience to succeed.

Values

Ambition, Integrity and Respect.

Strategic Aims

- 1** Inspire and empower our students, regardless of background, to recognise and achieve their potential.
- 2** Work in partnership to foster and drive positive change and growth in local, regional, national and international economies.
- 3** Provide dynamic learning and research experiences within a curriculum that meets economic and societal needs and aspirations.
- 4** Optimise the sustainable use of our systems, processes and resources to provide the best possible student experience and outcomes.
- 5** Have talented, confident and inspirational staff who contribute to and make a vital difference to the success of students, the life of the College, the University and our communities.



**Javier Eguren,
NC Childcare and Early Education**

Javier, from Tenerife, has made Perth his home for the last two years. He originally came to work in Scotland in order to improve his level of English and he spent the first year working at the Crieff Hydro Hotel. A colleague recommended Perth College UHI.

“I have always enjoyed working with children and worked for the hotel’s Kids Club. A ‘Men in Childcare’ course arranged by Perth & Kinross Council and Perth College UHI led me to enrolling onto this wonderful course. It has provided me with a great qualification that is recognised across the whole UK and allows me to work within nurseries and schools. My heart is set on continuing my studies to become a teacher in the future. Since October 2015 I have been working as a pupil support assistant for Perth & Kinross Council’s Navigate that provides education to young people with social, emotional and behavioural difficulties. The lecturers were so supportive throughout the year. It was really easy to approach them with doubts, questions, or new ideas you wanted to bring to the table.”



**Coleen Greig,
BSc Hons Aircraft Engineering**

Coleen Greig is a former winner of an Arkwright Scholarship in Engineering (sponsored by BP Ltd) and a Perth College UHI Alumnus of the Year. After Completing a BSc degree in mathematics and starting

to train to become an accountant, Coleen realised that this was not the career that she wanted and joined BEng Hons Aircraft Engineering at Perth College UHI in Year 3. She graduated with a 1st Class BEng (Hons) in Aircraft Engineering.

While she was a student Coleen was head hunted by Expro North Sea Ltd to join their Graduate Scheme, was employed as a subsea engineer, and has progressed with several promotions since joining. Coleen has also completed an MSc in Computational Fluid Dynamics and is working towards her mathematics and engineering Chartership (CEng).

Aim

1

Inspire and empower our students, regardless of background, to recognise and achieve their potential.

At Perth College, we are working towards the achievement of our Vision and Mission by offering inclusive access to the means to build knowledge, skills and resilience to ensure our students make informed and positive choices to meet ever changing employment opportunities. Inspiring and empowering all our students to be successful is a major driver behind the ongoing enhancement of our services and processes.

We are a high performing college, seeking to ensure that we maximise our students attainment of their qualifications and achieve positive destinations. Working in increasing partnership with the Students' Association is key to ensuring that the student voice is proactively engaged with and acted on for more effective joint planning and shared understanding.

Enabling access to learning, qualifications and skills, and raising aspirations to succeed and grow across all of our regions' diverse geography and economies is driving our planning and partnerships to tackle challenges and inspire the grasping of opportunities.

To achieve this we will:

- 1.1 Give each student the best possible learning experience.
- 1.2 Maintain and where necessary improve upon access to our courses and support individuals to make informed choices which enhance transitions to positive destinations.
- 1.3 Support and inspire our students to complete their chosen course and attain their qualification.
- 1.4 Increase opportunities for students to shape their own learning, the life and work of the University and College and to share in a diverse range of cultural activities.
- 1.5 Empower and support students to develop personal resilience, career management and entrepreneurial skills through building self-awareness.
- 1.6 Continue to develop the appropriate interventions needed to support those furthest from the employment market to access education and raise aspirations.
- 1.7 Enhance student engagement by strengthening the student voice and supporting the further development of a thriving, effective and sustainable Students' Association.



Centre for Mountain Studies international conference 'Perth III: Mountains of our Future Earth'

The Centre for Mountain Studies, led by Professor Martin Price, in partnership with the Mountain Research Initiative and the Global Mountain Biodiversity Assessment,

organised the third international conference 'Perth III: Mountains of our Future Earth' in October 2015,. The conference attracted 400 participants from 51 countries and included plenary lectures delivered by globally recognised scientists. More than 50 parallel sessions covered a range of interdisciplinary, natural and social science topics grouped into 3 themes (Dynamic Planet; Global Sustainable Development; Transformations towards Sustainability). Crucially, the conference also contributed to the development of strategies for future research in mountainous areas, in particular within the new ten-year global 'Future Earth' research initiative and the European Commission's Horizon 2020 programme.



Fitness, Health and Exercise students working with older adults in Perth and Kinross to encourage strength and fitness

HND Fitness, Health and Exercise students became involved in an exciting project, teaching a once a week physical activity programme for 12 weeks to residents in care homes located across Perth. The programme was set up in partnership with

Live Active Leisure and NHS Tayside as a meaningful activity to benefit residents' physical and mental wellbeing and improve their quality of life. The students were trained to teach seated and standing strength and balance exercises, designed to improve strength in older adults, as well as fun adapted games. Positive outcomes included the development of intergenerational relationships; significant improvements in the results of the pre and post fitness tests for the residents taking part; and students also gained added value industry recognised qualifications to enhance their employability. The project won the award for 'Outstanding achievement for building successful partnerships through intergenerational work' at the Generations Working Together Conference in March 2016.

Aim

2

Work in partnership to foster and drive positive change and growth in local, regional, national and international economies.

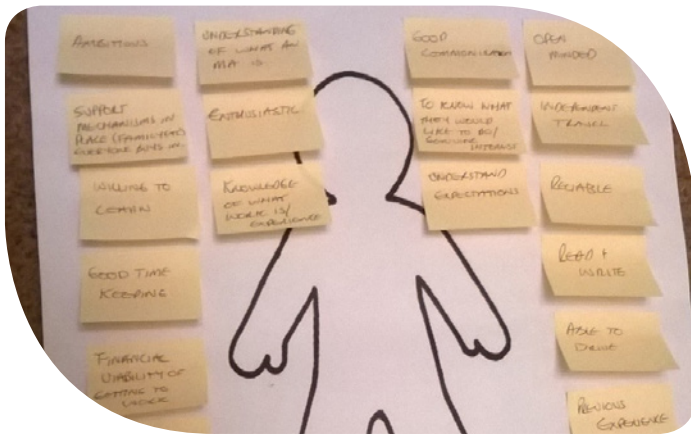
To achieve our Vision we have grown and strengthened our partnerships for the mutual benefit of the communities we serve. We have extensive and robust relationships locally working with businesses, Perth City Development Board, Developing the Young Workforce Group, the emerging Community Locality Groups, the Schools Strategic Group and the wider Community Planning Partnership. These connections will continue to grow and strengthen as we collectively seek continued development and success for our communities.

Going forward, our UHI and Skills Development Scotland (SDS) work based learning Hub will co-ordinate and channel investment to meet regional needs particularly in respect of growth in apprenticeships. The further development of training, consultancy and innovation is key to the success of the regional university and college economic and skills development.

Regionally we have close working relationships with the Regional Advisory Board comprising Scottish Enterprise and Tayside employers and we will continue to seek appropriate collaboration and positive synergies with our wider regional developments across the Highlands and Islands region. The continued building of a spirit of internationalisation will focus on our curriculum offering, research, innovation and cultural exchange to widen our collective reach and extend the area we serve.

To achieve this we will:

- 2.1 Ensure that our courses underpin the development of a skilled and highly qualified workforce with opportunities for up-skilling and re-skilling as informed by economic need.
- 2.2 Be seen as the University in Perth and play a leading role in the further development of communities within the City of Perth and beyond.
- 2.3 Identify and act on opportunities to increase research and development activity that adds value and supports a high skills economy.
- 2.4 Utilise and enhance our engagement with businesses for the benefit of learners through curriculum design, the development of apprenticeships, the exchange of knowledge and opportunities for life-long learning.
- 2.5 Increase successful Community Planning Partnership outcomes through effective partnerships with schools, businesses and stakeholders.
- 2.6 Develop and build international partnerships to deliver curriculum, innovation and foster international networks.



National Training Programmes Modern Apprenticeships for Everyone

There is low participation in Modern Apprenticeship (MA) programmes by groups of individuals such as disabled people, care experienced, young carers, black or minority ethnic and those with additional support needs. The Perth College UHI and Perth and Kinross Council,

SDS-funded project focussed on building links with organisations that work with under-represented groups to encourage applications for MAs; engaged with new employers and strengthened existing relationships with employers; developed a pre-apprenticeship programme to develop employability skills and build candidate confidence; organised work experience or volunteering placements and provided additional support for those signed up to an MA. A service provider's event created a network between local referral agents. The project supported candidates from under-represented groups on an MA programme (extra assessor time, assistive technologies, core skills support) and a pre-apprenticeship programme which led to employment and an extended work placement with a view to employment.



BA Honours Visual Design and Communication student, Ollie Bain, designs the Culture Perth and Kinross brand and logo

In December 2015, Perthshire Creates launched a commissioning process for the design of a brand and logo to support the Culture Perth and Kinross initiative; all Visual Design and Communication students were

encouraged to bid for the commission. Final year student Ollie Bain responded to the invitation and after scrutiny of his portfolio and an 'interactive' interview he was successful. To create the brand and the logo, Ollie researched the cultural aspects of Perthshire (museums, galleries, artefacts, people) and this enabled him to learn about Culture as a brand in Perth and Kinross; then working closely with the client the final concept emerged. A second aspect of the commission was to deliver a workshop on branding at Blairgowrie High School; Ollie was able to show pupils that the best logos have meaning and purpose rather than just looking good. Ollie has now completed his honours degree and leads the Duradiamond Healthcare design team whose clients include BMW, Land Rover, BAE and Jaguar.

Aim

3

Provide dynamic learning and research experiences within a curriculum that meets economic and societal needs and aspirations.

To meet our Mission of changing lives through education, we actively engage staff, students and other stakeholders in the process of ensuring the delivery of dynamic, excellent learning and research experiences. The development of student experiences which provide skills for current employment needs and which prepare for future career management will be integrated into our curriculum and processes. We will continue to use the Regional Skills Assessment (RSA) for Tayside, published by SDS, together with the Highlands and Islands Skills Investment Plan and the RSAs for neighbouring regions, to inform our curriculum reviews within the college and across the University to ensure an alignment between our offering and regional need. The development of our specialist curriculum areas will continue to have an important role in confirming our national and international reputation, building on disciplines and opportunities in areas such as creative industries, sport and specialisms in engineering. We will also seek to enhance our reputation and contribution to the active promotion of research-teaching linkages across a wide range of sector areas and to develop specialist research and innovation in identified areas key to the region, such as sustainability and food and drink.

To achieve this we will:

- 3.1 Provide a high quality, relevant curriculum which promotes skills for life, learning and work for a proficient and adaptable workforce in regional general and niche specialisms.
- 3.2 Ensure our provision addresses stubborn inequalities in our communities.
- 3.3 Encourage and share innovative learning and teaching approaches which include participation of students in shaping their own learning.
- 3.4 Ensure that students gain career management and employability skills that are sought after by employers and have the skills to be successful in their career choices.
- 3.5 Enhance the process of curriculum design through innovation and increased stakeholder co-creation.
- 3.6 Foster research and scholarship that underpin our curriculum
- 3.7 Enhance our contribution to the Research Excellence Framework, strengthening our reputation and raising our local, national and international profile.



Shared video conference timetabling (VCTT) process

Within the University of the Highlands and Islands, Perth College UHI has worked closely with colleagues across the Highlands and Islands Region to take forward the standardisation and integration of business processes and services which

is a key commitment of the University and essential to establishing a systematic and sustained approach to more effective and efficient cross working of further and higher education within the region. UHI is a leading and high volume user of video conference technology to assist in the delivery of services and education across a wide geographic area. Perth College UHI has led on the development of a 'shared service' relating to the video conference timetabling process such that the system is now accessible to all users of the Video Conference Timetabling process across the UHI partnership and makes best use of real-time information which ensures an effective and efficient service that enhances the student experience and makes best use of resources.



Perth College UHI Academy of Sport and Wellbeing

The Academy of Sport and Wellbeing which opened in the autumn of 2016, significantly enhances our facilities and services with a key focus in the disciplines of health, wellbeing and sport. Improving the health and wellbeing of our students, staff and community; enhancing employability prospects for all our students; working with

our academic colleagues to support, drive and motivate individuals and groups to maximise their potential are vital and the Academy will be key to delivering on these aspirations. Working with partners in a range of professional sectors, and academic colleagues, development of vocational and applied research opportunities will provide a focus of activity and mutual benefit. The physical environment within the Academy is a world class sport, wellbeing and curriculum facility enabling an integrated approach. Major features include fitness suites, a climbing chamber, a six court multi-purpose sports hall and 'The Retreat', a teaching and enterprise hair and beauty salon which is available to our students, staff and community. In addition, there is a flexible range of classrooms and skills rooms to offer outstanding and broad student experiences and opportunities.

Aim

4

Optimise the sustainable use of our systems, processes and resources to provide the best possible student experience and outcomes.

A Scottish Government strategic objective is for Scotland to be 'Greener' and public sector organisations are supported to improve their performance on sustainability and climate change through the Sustainable Scotland Network. We believe that we offer excellent value for the public money that is invested in us, and will continue to strive for maximum impact and opportunity.

We work actively with our partners to find ways in which we can share information and streamline services in order to improve our provision whilst reducing resource requirements across all aspects of Perth College UHI business.

Going forward we will be proactively seeking ways of generating further income from commercial activities and maximising the use of our resources, including our attractive and well equipped campus facilities, to ensure that we attract the widest range of user groups thus widening access and raising aspirations. Working with the wider University and other key stakeholders, local and regional economic development opportunities and research priorities will be identified and resources for taking these forward identified collaboratively.

To achieve this we will:

- 4.1 Work effectively and efficiently to ensure the College and University thrives and prospers in environmentally, socially and financially sustainable ways.
- 4.2 Increase our effectiveness and efficiency through shared processes and services across the College, University and region.
- 4.3 Develop and increase commercial awareness and activity across the college to enable future investments in our facilities that improve the student experience.
- 4.4 Ensure the active development of the College campus facilities, including the Academy for Sport and Wellbeing, for a range of commercial, student and community uses including family and intergenerational learning.
- 4.5 Increase our consultancy, knowledge transfer and business engagement services and achieve commercial growth in identified key sectors.
- 4.6 Use our resources effectively when planning curriculum to balance niche, specialist and regional provision.
- 4.7 Mainstream the values and practices of equality, diversity and inclusiveness.



Aim

5

Have talented, confident and inspirational staff who contribute to and make a vital difference to the success of students, the life of the College, the University and our communities.

Perth College UHI has a broad tertiary curriculum which is based in our communities but which reaches far beyond the immediate horizon. Academic and support staff across the organisation are key to delivering our strategic aims and working collaboratively to deliver collective success.

The values of Ambition, Integrity and Respect will continue to be embedded in our ethos, culture and practice of working with colleagues within and outwith the College and the wider University. We will continue to develop a devolved leadership style which challenges and empowers our people. By investing in targeted development opportunities, recognising personal and institutional aspiration, as well as a broad range of ongoing CPD, we will encourage and plan talent management to ensure that staff are enabled to fully contribute to the success of our students and develop their own careers.

To achieve this we will:

- 5.1 Continue to develop skilful, motivated and adaptable diverse staff.
- 5.2 Enhance staff engagement by ensuring effective communication across and between all levels of staff within the College, University and other partners and stakeholders.
- 5.3 Continue to foster a culture of personal leadership and empowerment, enterprise, innovation and ownership among all staff and students.
- 5.4 Ensure that all staff are valued and informed.
- 5.5 Support all staff to develop appropriate skills and qualifications through opportunities for training, scholarship and research.
- 5.6 Build on staff industry-links and ensure appropriate industry engagement and updating for staff.

How will we know that we are achieving our goals?

We will use a range of quantitative and qualitative measures to review annual performance against our Strategic Aims and the targets set within the Highlands and Islands Regional HE/FE Outcome Agreement (including National Measures).

Data for the key quantitative measures which form four distinct elements (Students and staff achieving their potential/Student

satisfaction/Student activity measures/Sustainability) will be used to populate the annual Balanced Scorecard reporting tool we use to inform the Board of Management of our performance. This is supplemented by a narrative which reports on 4 cross-cutting themes:

Students and staff achieving their potential

Key measures

1. Students:
 - a. Number of full-time programmes that offer an element of substantial work experience or volunteering opportunity
 - b. Number of apprenticeships
 - c. Vocational qualifications delivered to senior phase pupils
2. Students: positive destinations (to include progressors)
3. Staff:
 - a. Number of days spent on CPD/year
 - b. Proportion of staff with teaching qualifications
 - c. Numbers of staff presenting papers at conferences and number of publications

Student satisfaction

Key measures

1. To maintain an upward trend in national student surveys:
 - a. Student Satisfaction and Engagement Surveyww
 - b. National Student Survey
2. Proportion of classes with a student representative
3. Student survey outcomes:
 - a. Course/achievement (I am satisfied with my course/I am achieving what I set out to do)
 - b. Destination (I am aware what I can do after my course/I feel prepared to take my next steps)
 - c. College (overall I am satisfied with the College/I would recommend the College to a friend)

Student activity measures

Key measures

1. Recruit to target - FE and HE
2. Track progress towards ensuring widening access and equality by analysis of data as follows: age, gender, postcode, protected characteristics and care experienced, subject area, numbers from schools with highest rates of negative destinations
3. Retention and attainment – Attainers of all full-time and part-time funded programmes

Sustainability

Key measures

1. Financial:
 - a. Outturn
 - b. Gross carbon footprint
 - c. Non-core funding income (to include Knowledge Transfer)
2. Staff rates of turnover and sickness absence
3. Number of businesses that engage with Perth College UHI

Cross-cutting themes (narrative reporting):

1. Contribution to the Highlands and Islands Outcome Agreement
2. Relevant curriculum development
3. Research activities
4. Links to Equality and Diversity Mainstreaming Report

University of the Highlands and Islands Strategic Vision and Plan 2015-20

The University of the Highlands and Islands published its Strategic Vision and Plan 2015-20 following a wide consultation process. Aimed at taking forward the ambitions of the whole of the University, this Plan has a number of Strategic Themes, Cross Cutting Themes and Enabling Strategies. The full Strategic Vision and Plan can be downloaded from the UHI website. The Perth College Strategic Vision and

Plan works within the broad themes and strategies of the whole University to tailor plans, to support and action activities which will deliver wider regional benefit but which will also focus activities and priorities to drive change and ambition in Perth and Kinross, and associated areas.

Strategic vision		
Strategic themes		
The university for all of our region	Our students	Focused research
Cross-cutting themes		
Enterprise	Internationalisation	Recognition, reputation and brand
Enabling strategies		
People	Infrastructure	Financial sustainability



University Principal and Vice-Chancellor welcomes the Plan

The University of the Highlands and Islands is the United Kingdom's leading integrated university encompassing both further and higher education. Our mission is to have a transformational impact on the prospects of our region, its economy, its people and its communities.

Our partnership of 13 independent colleges and research institutions is locally based, but has national and international reach. We have built our reputation through an innovative approach to learning and our distinctive research and curriculum which is enriched by the people, natural environment, economy, culture and heritage of the Highlands and Islands.

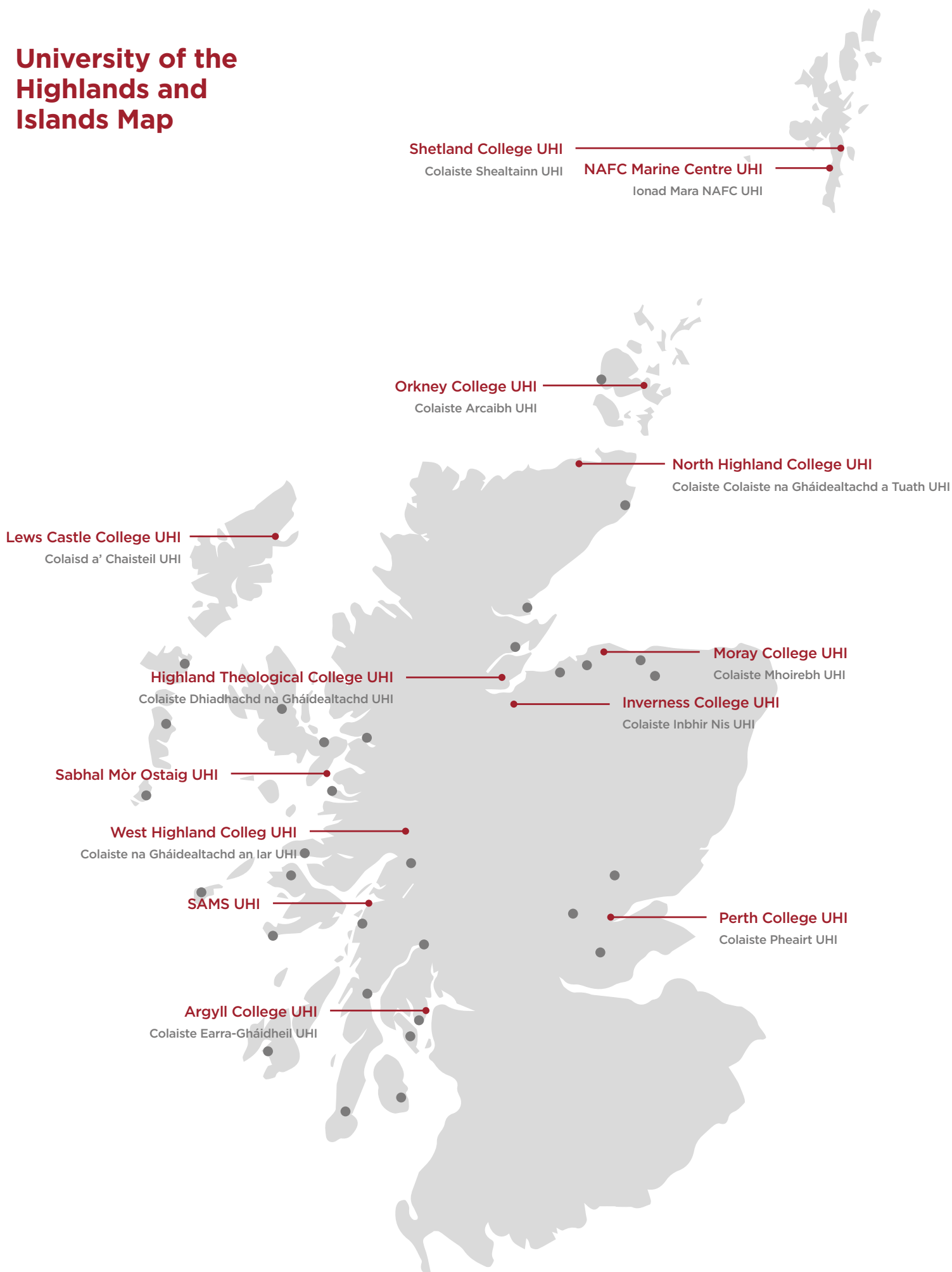
Perth College UHI is a valuable member of the University of the Highlands and Islands network. Based in a dynamic mixed urban and rural environment, it serves over 8500 students and is one of our largest partners. With specialisms in areas including aircraft engineering, sustainable development, sport, music and audio engineering, Perth College UHI makes a vital contribution to our curriculum, research and international reputation.

I welcome Perth College UHI's Vision 2021: Strategic Plan 2016-21 and look forward to continuing our work together to help students fulfil their potential and to serve the needs of our local communities and the Highlands and Islands region.

Professor Clive Mulholland

BSc PhD CSci FIBMS SFHEA FRSA
Principal and Vice-Chancellor
University of the Highlands and Islands

University of the Highlands and Islands Map



This Strategic Plan is also available to view on our website: **www.perth.uhi.ac.uk**



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