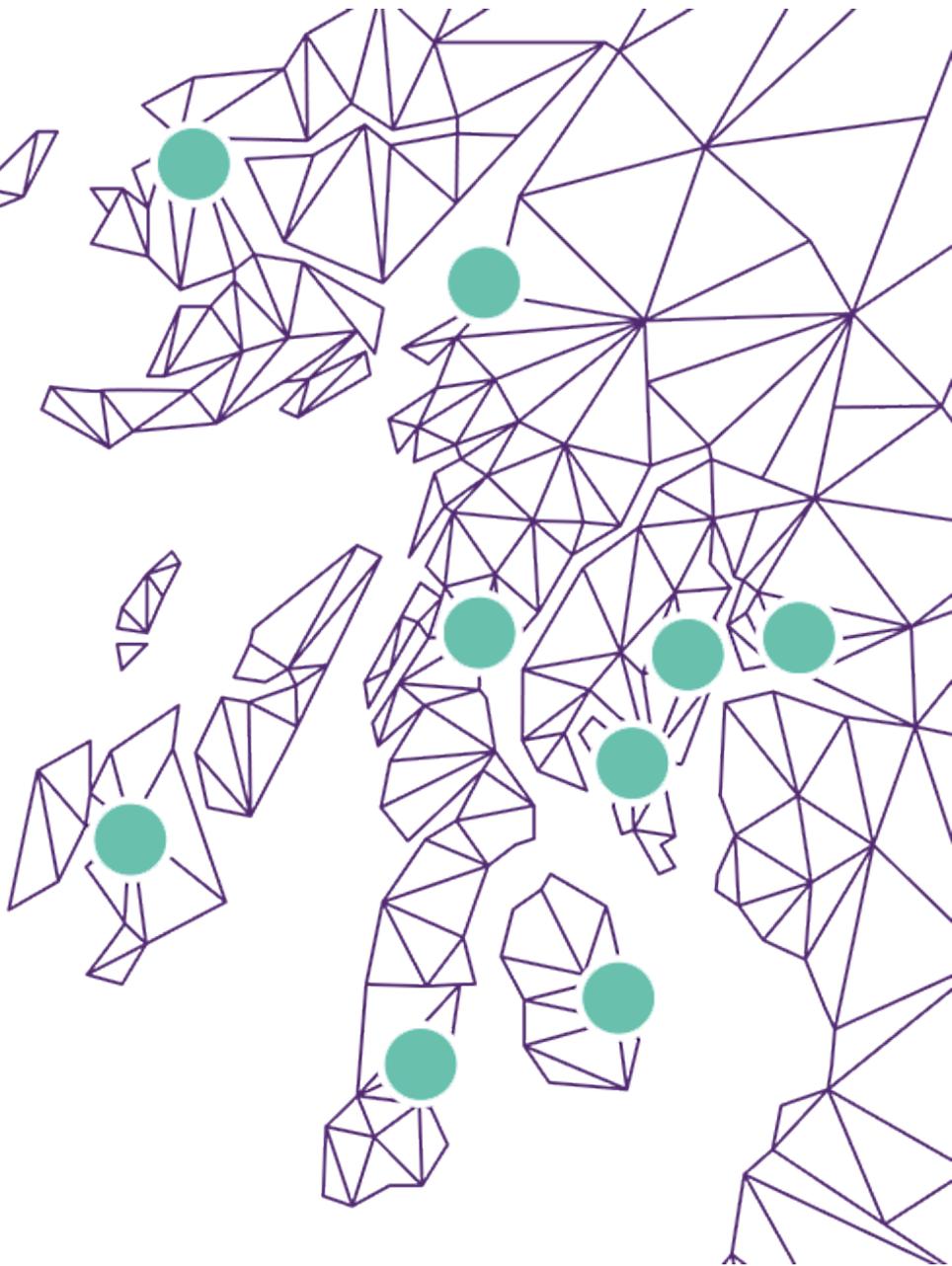


UHI | ARGYLL



Argyll Ahead

Strategic Plan 2022-2025

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Introduction

In a little over twenty years, UHI Argyll has established itself as playing a key role in the dispersed communities which we serve across Argyll, Bute and Arran. As a member of the University of the Highlands & Islands partnership, we bring opportunities in further and higher education from our work in schools through to postgraduate level. Operating from nine locations, we have pioneered the use of technology to bring our students together in their learning and we will continue to do so innovatively. Our Learning Centres also provide an important physical presence where students can access wider support to help them achieve.

We help people achieve their individual goals and more broadly we also make our fragile communities more sustainable through our activities. We provide opportunities in teacher training and access routes into the nursing profession to help address unfilled vacancies in our region.

In the last few years, we have faced the challenges of delivering education and training through the Covid-19 pandemic and now we must do so when there is a challenging economic environment for everyone. This new strategy will help to guide the college through an uncertain period, but we are committed to creating high quality learning opportunities relevant to the needs of employers and our region. There are exciting opportunities which the college is seeking to exploit in maritime training and we will remain flexible to meet future needs as we address the challenges of net zero. We will achieve this through partnership. We will work closely with employers, schools, colleagues across UHI and other stakeholders to ensure that we are focused, relevant and efficient in what we do. We will also support and develop our own staff as we deliver collectively on our shared ambition.

Martin Jones
Principal and Chief Executive

Rosemary Allford
Chair Board of Governors

Our Purpose

We seek to provide high quality innovative education and training opportunities which match the needs of the communities we serve, enhancing the quality of life for the people of Argyll.

Our Approach

We will work collaboratively, developing skills and partnerships needed by the local and regional economies to supporting the sustainability of our communities. We will continue to develop a reputation for excellence and quality which will encourage students to study with us throughout their lives.

Our Values

Value	Behaviour
Support	Giving help and encouragement to others to help them achieve their goals
Openness	Being transparent and welcoming to different views and ideas in everything we do.
Respect	Having consideration for the feelings of others
Collaboration	Working together to make things better.
Excellence	Going the extra mile to achieve the best possible outcomes

Our Strategic Goals

Learning for Life

We will:

1. Increase the high-quality educational tertiary provision offered by UHI Argyll and UHI partners to provide learner choice through life.
2. Fully engaged with our communities to enhance the learning ecosystem curating lifelong learning tailored to individual needs.
3. Create a culture of entrepreneurship in the curriculum. Improve community reach and knowledge exchange.

Benchmarks: enrolment numbers, attainment rates, student satisfaction, progression rates, withdrawal numbers.

Sustainable Communities

We will:

1. Increase student recruitment through relevant new courses and curriculum designed to meet employer and regional needs.
2. Increase community engagement to provide learner choice and build the value offered by UHI Argyll in the community and academic partnership.
3. Deliver a curriculum aligned with local, national and international imperatives. Benchmarks: Key employer connections, enrolment numbers, attainment rates.

Partnership

We will:

1. Grow the curriculum offering through partner collaboration and improve access to that provision via schools, colleges, UHI and employers.
2. Co-create a curriculum that is responsive to industry and evolving digital practice.
3. Invest in the student experience and quality management to understand what difference our activity makes.

Benchmarks: Student experience survey results; key collaborative projects; employer feedback

Our Resources

People

We will develop a modern, diverse, flexible workforce and create an inclusive learning culture in which they can achieve their potential by:

1. Designing and supporting a Professional Development and Review Strategy which supports professional performance and development for all staff
2. Developing our staff to ensure effective succession planning within the college and wider UHI partnership
3. Embedding equality and diversity across the college and ensuring all staff have the opportunity to contribute to the future direction of the college
4. Continuing to recognise and value our staff, providing career and development opportunities alongside a commitment to the provision of a high level of duty of care as an employer.
5. Focusing on leadership skills within a sustainable UHI Argyll talent pipeline.
6. Adhering to good governance principles and standards with integrity and transparency

Process and technology

We will continuously improve the performance of our processes and technology so that our students and staff have the tools to succeed by:

1. Instilling a college wide culture that empowers all staff and students to challenge, innovate and contribute to process improvement.
2. Pursuing all available opportunities to improve organisational performance for students and staff through UHI partnerships and shared services.
3. Developing and refining strategies to maximise the efficiencies and benefits of all information management processes and technology including engagement in the UHI ICT Strategy.

Estates

We will create a safe, flexible, and inclusive estate to be proud of, that is well-equipped and adaptable to our evolving tertiary learning ambitions by:

1. Developing a business case - in collaboration with local stakeholders - to build a smarter and efficient estates in Argyll & Bute, and Arran, that mutually benefits our collective business and community needs.
2. Developing and investing in affordable estates that take account of changing learning and working environments, net zero ambitions and support smarter and efficient business operations.
3. Fostering a mature college wide safety culture amongst all staff and students which supports good physical and mental health and social wellbeing for all.

Finance

We will manage college finances efficiently to support overall strategy with an agreed framework for value for money whilst ensuring financial sustainability within the UHI partnership by:

1. Investing in growth through new projects while still reaching balanced financial goals.
2. Growing non- SFC income.
3. The efficient delivery of learning and teaching.
4. Implementing smarter and sustainable uses of estates.
5. Actively participating in UHI business development and shared services opportunities.

Cross-cutting Themes

Enterprise

We will be a high performing, culturally enterprising organisation in all our activities ensuring close alignment with industry by:

1. Supporting all staff to recognise and implement entrepreneurial activity, understanding the benefits of successes and failures as part of the process.
2. Exposing students to a culture of enterprise and innovation to prepare them to contribute fully to society.
3. Engaging in partnerships across UHI and beyond to ensure we can diversify income and optimise business opportunities.

Sustainability

We will promote the values of responsibility, inclusivity, creativity, excellence and embed sustainable practices across all of our activity by:

1. Developing and implementing Carbon Management and Sustainability Action Plans that engage all staff and students in creating sustainable campuses, study, work and life practices within the UHI partnership.
2. Embedding sustainability in all areas of curriculum, developing innovative teaching practices and pedagogies to reduce our carbon footprints.
3. Promoting responsible citizenship and work across disciplinary and organisational boundaries to have positive impact on the sustainability.

Monitoring & Measuring Performance

The strategy is underpinned by the operational planning which will be reviewed and monitored by the Board of Management each year.

In the delivery of its curriculum, the college will use key performance indicators used by the Scottish Funding Council and the Higher Education Statistics Agency in order to provide benchmarking both within UHI and in the sector more generally.

There will be a focus on the outcomes of student satisfaction surveys at both FE and HE levels. The Board will also use wider contextual material such as Education Scotland reporting to take a qualitative view on curriculum delivery. The Board will monitor any other targets laid out in the operational plans and the outcomes of any relevant internal audits on a continuous basis.

