Strategic Development Committee

Minutes

Meeting reference: SDC 2023-24/02
Date: Thursday 23 November 2023
Location: Boardroom (Brahan Room 019)

Members present: Andrew Comrie, Board Member (Chair)
Michael Buchanan, Board Member
Jenny Hamilton, Board Member
Elaine Piggot, Board Member
Derek Waugh, Board Member
Margaret Cook, Principal & Chief Executive
John Dare, Staff Board Member
Rebecca Bond, Student Board Member

In attendance: Lesley Connaghan, SDD - ALS
Jill Elder, SDD - BMCL
Nicky Inglis, SDD - STEM
Christiana Margiotti, SDD - CCL
Lorenz Cairns, Depute Principal
Catherine Etri, Vice Principal (Academic)
Iain Wishart, Vice Principal (Operations)
Jill Martin, Head of ICT
Gavin Whigham, Head of Estates
David Gourley, Head of Learning & Teaching Enhancement
Ian McCartney, Clerk to the Board

Apologies: Veronica Lynch, Vice Principal (External)

Chair: **Andrew Comrie**
Minute Taker: Ian McCartney
Quorum: 3

We will act with integrity in everything we do

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

Minutes:

Item		Action
1.	**Welcome and Apologies** Chair welcomed all present to the meeting, and noted apologies. Chair noted that the meeting would close around 4:20pm to allow for the Board Strategy Session to commence at 4:30pm.	
2.	**Additions to the Agenda** There were no additions to the Agenda.	
3.	**Declaration of Interest in any Agenda Item** John Dare declared interests due to undertakings around his Unison role.	
4.	**Minutes of Meeting held on 14 September 2023** The minutes were agreed as being an accurate record of the meeting.	
5.	**Matters Arising from Previous Minutes** **Actions outstanding from prior meetings: 02 November 2021** Item 6.1 – Key Performance Indicators **Action**: Updated Strategic Plan to come to next meeting **Action Update:** On Agenda under Item 6.1 Item 6.2 – Strategic Development 2023/24 **Action 1**: Engagement between SDC and Learner Experience Committee to be arranged. **Action Update**: To be organised during future Board Cycle **Action 2**: Invite SDDs to attend at future Board Cycle **Action Update**: Complete Item 6.3 – Targeted Operating Model – UHI **Action**: Strategic discussion to be held at Board of Management **Action Update**: To be organised during future Board Cycle	Clerk Clerk

6	**Items for Discussion**	
6.1	**Strategic Plan Update**	
	Before presentations commenced, Board Member queried whether the Committee would be receiving a fully refreshed Strategic Plan as indicated within the Actions of the Previous Minutes. Depute Principal advised that a fully refreshed document may well be required, however that would flow from the review work being done, and that the headline Objectives should stay the same.	
	Depute Principal added that revised visioning may mean some degree of changes around core priorities and emphasis, including a focus on technology, but there was no desire to pre-empt the outcomes of the 5 workstreams being taken forward by CMT.	
	Depute Principal advised that it was expected that the review work would conclude by end March, with implementation commencing after the Easter break. All details would be presented to Board at the appropriate date (Clerk to schedule).	Clerk
	KPI Leads then presented details on progress against the following KPIs: - KPI 3 – Learner Experience - KPI 4 – Co-Creative & Progressive Curricula - KPI 9 – Digital Transformation - KPI 13 – Environmental Sustainability	

Board KPI 3 The Learner Experience

KPI 5	Increase student satisfaction **Early Student Experience Survey:** a) FE by 2% b) HE by 7%
KPI Owners	SDD/ Head of Student Experience

- Baselines for student satisfaction of FE 96% and HE 91% to 2027/2028

- Target in 2022-2023 was to achieve the status quo figures as above, FE 96% and HE 91%

- Target over 5 years to 2027/2028 are set at 98% for FE and HE

- Maintain current response and satisfaction levels in the end of year survey.

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Board KPI 3 The Learner Experience

- UHI Perth overall responses rates for the early survey for 2023/2024 was: 79% which is a 20% increase from 2023/2024

- UHI Perth overall satisfaction rates for the early survey for 2023/2024 was: 97% which is on a par with 2023/24 and 1% short of our 5 year target.

- Realistically as we improve and increase our students responses rates it is logical to assume our student satisfaction rates may dip

Next steps

- Work in progress by the Quality team to break the above figures down into FE and HE
- Continually review and evaluate current processes and procedures for capturing student responses and satisfaction levels which are streamlined and end user friendly.

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Q+A SECTION

Board Member appreciated the focus on response rates, but requested greater understanding of the drivers of positive feedback. SDD – STEM advised that feedback wasn't based purely on teaching & learning, but also on wider issues such as before and after the teaching interface, from the greeting at Reception forwards, including such areas as the experience in the catering outlets and the décor in the corridors – small changes here are beginning to pay dividends.

SDD CCL advised that, having attended a Student Rep Council meeting last week, it was heartening to hear the positivity around the student experience despite ASOS. Vice Principal (Academic) noted that the key element to improvement is how the PATs have been working to drive change in areas identified for improvement.

Board Member expressed reassurance with the results as presented, however stressed the key is what is done with the data and arising actions. SDD – STEM advised that there is a host of activity beyond 2 major snapshots feedback studies that take place within the year. Head of Learning & Teaching Enhancement identified that there was significant qualitative data being generated and analysed, which helps provide a roadmap.

Chair queried whether there were any areas of focus at faculty/programme level that currently need attention. SDD – CCL identified that the full report was not yet completed to identify these areas, but this would be worked on in due course.

Chair queried what was required to retain these positive outcomes. SDD – STEM identified that the staff were key before, during and after study to ensure a positive student experience. SDD – BMCL advised that, as the College gets leaner, it becomes increasingly important that the right people are in the right place. Staff Board Member further advised that there needs to be awareness of the weariness of staff due to the ongoing change processes.

Board KPI 4 The Co-Creative and Progressive Curricula

KPI 12	Strengthen and develop an agile, innovative and dynamic portfolio that responds to regional and Scottish Govt priorities and key sector needs with a focus on recruitment - Continue to annually review the curriculum portfolio and increase overall redesign of our courses by 25%
KPI Owners	SDD/ Head of Learning & Teaching Enhancement

Extensive Curriculum Review: January 2023
Key Principles –
- Analysis of Industry data (local, national and international) to identify GROWTH opportunities
- Trend Data on existing portfolio to identify STRENGTHS and WEAKNESSES
- Identify SKILLS GAPS to identify new portfolio opportunities
- Retirement; Replacement and New Portfolio Recommendations

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Board KPI 4

Examples of immediate actions resulting:
- ALS - PDA Technology Enabled Care
- BMCL – NQ Digital Design and Games Development
- CCI – BA (Hons) Theatre Industry Practice
- STEM – Change from Science to Bio Science

Current Position:
- FE Growth opportunities stalled due to SFC credit cap; reduction from 18 to 16 credits and no additional course possible
- Focus upon Savings and Efficiencies
- CPR Team Involvement: transparency regarding cost analysis course by course
- Academic Savings to date

Future Steps:
- Self-Evaluation Process underway: Revisit Curriculum Review
- Project Workstream 1: CPR/ Academic Re-organization
- EVS impact upon portfolio viability
- Focus upon HE and International portfolio

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Q+A SECTION

Board Member queried what links were made with local High Schools in specific areas of interest to the College. SDD – BMCL responded that the Schools/College Partnership Programme has been driven forward over the last number of years, and this year's visits across the region had just taken place, with data collated from these visits currently being collated. This in turn generates meetings with the PKC schools team to look at the type of offers being made and

prioritisation around Credits. Vice Principal (Academic) additionally advised that events had been held around co-creation.

Board Member queried what communication exists between Colleges to pick up students during a time when courses are being discontinued. Vice Principal (Academic) advised that the VP Sector Group met monthly with a focused regional view which had identified areas which were important in some regions and not others (eg Hospitality) which had led to innovative solutions across and between Colleges which didn't exist before.

Board Member queried whether there was an identified sense of why students wanted to study in Perth, or gain skills to go elsewhere, ie the Perth USP. Depute Principal noted that a recent innovation in delivery of Beauty Therapy around 1-day clinical teaching supported by online study had resulted in a marked increase in students attending Perth from outside the region. Vice Principal (Academic) also noted that there were issues around articulation as there are increasing examples of students returning to Perth after moving on to other HE providers, which needs further examinsation.

Board KPI 9 Digital Transformation

| KPI 27 KPI 28 (Board KPI 9) KPI 29	Baseline +10% pa Identify a baseline digital competence framework for each job role JISC Digital Competence tool completion by staff ; 50% by July 2023, 75% by July 2024, 90% by July 2025
KPI Owners	Head of ICT & DT / Head of Learning & Teaching Enhancement

- Baseline + 10 % PA – there was no baseline, merged into 27/28/29

- Staff Professional Review 2022/23 Uptake 50% - achieved

- Base line competency framework created for each category, matched to CPD Training via Link

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Board KPI 9 - Base line competency framework for each role

Job Roles in UHI Perth

Job Role	Level
Administrator / Advisor / Assistant	2
Invigilator	1
Lecturer	4
Lecturer (digital based subject)	5
Manual Staff	1
Professional Services Staff	3
Support Assistant	2
Support Officer	4
Technician	2
Work Based Assessor	2
ICT Staff	5
Learning Technologist	5
Marketing Staff	4
CMT member	4
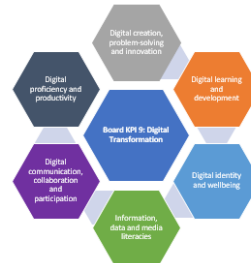
Q+A SECTION

Head of ITC noted the setting up of a Digital Access area for manual staff had identified 5 key areas for training, and stressed benefits to staff of increased digital competency (including knock-on benefits to the student experience)

Board KPI 13 Environmental Sustainability

KPI 36	Percentage gross carbon footprint reduction Decrease by 2% pa
KPI Owners	Head of Estates/ Head of Learning & Teaching Enhancement

Independent review of our carbon footprint calculation, including a review of the data quality

Feasibility study to give direction into our route to net zero

Board KPI 13 Environmental Sustainability

Element of GHG Footprint	Total Location-Based GHG Emissions (tCO₂e)
Scope 1 – Direct Emissions	
Site Fuel Usage (Diesel & LPG)	0.06
Company van travel (Fuel)	4.19
Site Natural Gas	566.98
Scope 2 – Energy Indirect Emissions	
Electricity generation	380.50
Company Van Travel (EV)	0.12
Scope 3 – Other Indirect Emissions	
Electricity transmission & distribution	8.33
Waste	3.24
Water Supply & Treatment	1.33
Homeworking	24.93
Business Travel (Rail, Air, Grey Fleet & Hire Car)	17.76
Well-to-tank Emissions	200.58
Total Emissions (tonnes CO₂e)	**1,208.02**
Emissions per employee (tonnes CO₂e)	**2.13**

Q+A SECTION

Head of Estates noted that the work conducted to date had focused on establishing a baseline, with next steps being a feasibility study to look into achievement of Net Zero.

Board Member queried whether work had been carried out around space utilisation to link in with changes to curriculum which may assist in achieving Net Zero. Head of Estates indicated that this process had been started but would need further development as curriculum plans, timetables, etc started to crystallise from the ongoing reviews.

CONCLUSIONS

Chair thanked all contributors and noted that, by design, this update had focused on a small number of areas of the Strategic Plan KPIs. Chair asked if there was anything Committee should be advising the Board re the Plan.

SDD - STEM suggested that the Strategy will need reviewed in its entirety. Depute Principal advised that some sections had been paused while CMT focused on workstreams. Head of ICT advised that there was a need to invest in digital provision in order to meet key targets.

7	**Date and time of next meeting:**	
	• Thursday 07 March 2024 @ 5:00pm (includes joint meeting with Finance & Resources Committee)	

8	**Review of Meeting**	
	Committee confirmed the business of the meeting had been compliant with the Terms of Reference.	

Information recorded in College minutes are subject to release under the Freedom of Information (Scotland) Act 2002 (FOI(S)A). Certain exemptions apply: financial information relating to procurement items still under tender, legal advice from College lawyers, items related to national security.

Notes taken to help record minutes are also subject to Freedom of Information requests, and should be destroyed as soon as minutes are approved.

Status of Minutes – Open ☑

An **open** item is one over which there would be no issues for the College in releasing the information to the public in response to a freedom of information request.

A **closed** item is one that contains information that could be withheld from release to the public because an exemption under the Freedom of Information (Scotland) Act 2002 applies.

The College may also be asked for information contained in minutes about living individuals, under the terms of the Data Protection Act 2018. It is important that fact, rather than opinion, is recorded.

Do the minutes contain items which may be contentious under the terms of the Data Protection Act 1998? **Yes** ☐ **No** ☑