Strategic Plan

UHI | MORAY MOIREIBH

2022-27

UHI Moray
A place like no other

Welcome

UHI Moray is a place where lives are changed. That's what we do here. We help people to move from where they are now, to how they want their lives to be.

We are also a place that seeks to be at the heart of transformation in the community we serve, and in this vast UHI region where we live and work.

We do that by making sure that our curriculum meets the needs and aspirations of both individuals and employers here, and by making sure that our teaching, learning and support for learners is tailored to the needs of the people we serve.

We are a local college firmly embedded in our community in Moray, working closely with our schools, employers and community groups. We are also the local university here, bringing to Moray additional expertise and resources from our extensive partnership across the whole of the north of Scotland.

This document shares our Strategic Plan to do just that. The strategy for UHI Moray 2022-27 builds on the values and framework of the UHI Strategic Plan and Vision 2021-26, and is shaped around five strategic pillars:

+ Tertiary Education (our curriculum and the many ways we build teaching and support around it)
+ Research Impact (growing our research and the impact it has on our community)
+ Engagement (with our students, staff and all our external stakeholders)
+ Enterprise (being enterprising ourselves, and supporting enterprise in others)
+ Sustainability (of our college, our community, and the planet we live on)

Thank you for your interest in UHI Moray. Please let us know how we can help you shape your own plans, and take them forward.

David Patterson
*Principal and
Chief Executive Officer*

Peter Graham
*Chair of the
Board of Management*

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Mission Vision and Values

Mission Statement

Our Mission is:

> **To help transform lives and to be at the heart of transformation in Moray, and in the wider region**

Vision Statement

Our Vision is that we will be:

+ a destination of choice for students and staff

+ a partner of choice for stakeholders, and

+ widely recognised for our role in transforming lives, communities, and practice

Values Statement

As **'UHI Moray'** we adopt the values of the University partnership and make them our own. The **'CORE'** values that will govern our behaviour are therefore:

+ **C**ollaboration

+ **O**penness

+ **R**espect

+ **E**xcellence

These core values also mean that we will:

+ strive to ensure our students' and staff experiences are the best they can be, thus maximising both their potential, and our objective of achieving high-quality outcomes

+ embed the mainstreaming of equality and diversity throughout all areas of the college's business, and

+ seek to ensure, so far as is reasonably practicable, the health, safety and wellbeing of all our employees, students and others that may be affected by our activities

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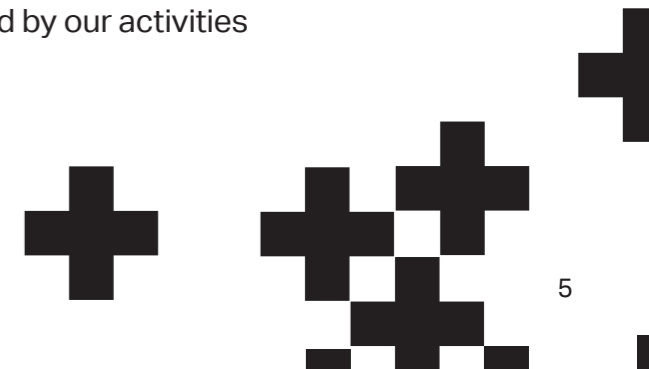
This Strategic Plan has been designed to align with the four 'Strategic Pillars' and Values of the UHI Strategic Plan 2021-26. This document describes the context in which this plan has been developed, and the five strategic priorities around which it has been built. These priorities set out the strategic direction for the College in the next five years and the key strategic objectives through which it will be delivered and achieved.

Context

Moray College UHI, trading now as *UHI Moray*, is both the community college for Moray, and the home in Moray for UHI, a fully tertiary university partnership located right across the northern half of Scotland.

This Strategic Plan was drafted at a time of on-going turbulence in both the economy, and the life, of our nation. The cumulative impacts of Brexit, the global Covid pandemic, and the war in Eastern Europe have disrupted the relative stability of our recent economic certainties; renewed constraints on public funding; and altered the experiences and expectations we have of learning, livelihoods and life's priorities.

Planning and forecasting for the future have also become less reliable in this environment. Colleges in Scotland are currently facing significant financial challenges, and these are exacerbated for colleges like Moray, operating in rural and remote areas with underlying issues of diseconomies of scale. Nevertheless, we are, and intend to remain, at the heart of plans for change and growth in Moray, and in the wider region.
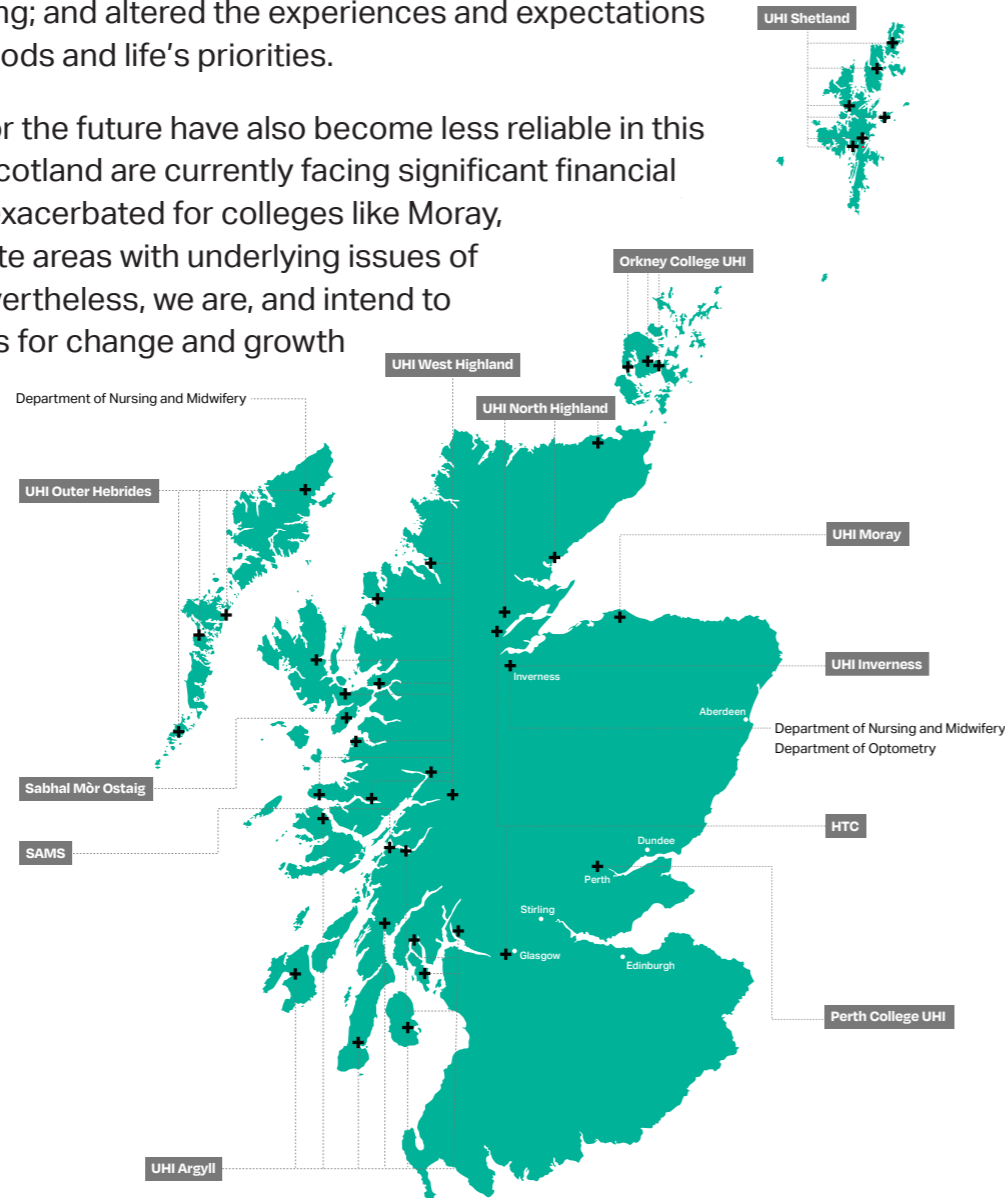
We have worked tirelessly with local partners over recent years to secure Growth Deal funding for Moray that will deliver transformational investment, building on the existing strengths of Moray's culture, tourism, and world-renowned manufacturing sectors, as well as supporting major new developments in key sectors such as health and aerospace.

We are leading and supporting projects across Moray that will help secure the future prosperity of our communities by creating high quality, high value jobs; will help retain and attract young people and families to live and work in the area; and will tackle issues of under-employment and gender and pay imbalances that have prevailed thus far in our economy.
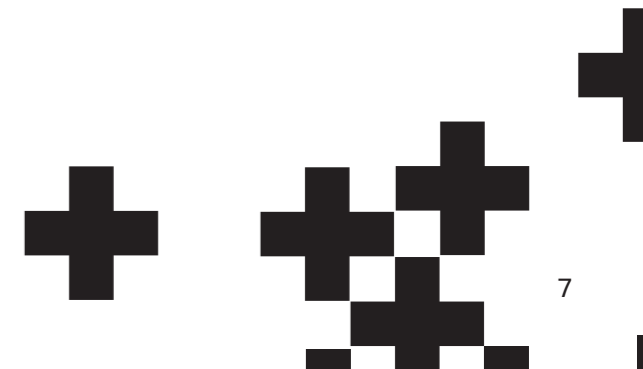
We are also at the beginning of a journey that will support Moray and north-east Scotland to make a 'just transition' from carbon-intensive industries, and to capitalise on the opportunities, jobs, and prosperity that the move to net zero carbon can bring.

A focus of our work throughout the previous 5-year plan was to place Moray consistently above the Scotland average for student attainment, and has seen us most recently as one of the top-performing colleges in Scotland in that respect. The challenges in our local community remain however, and we seek to play fully our local role as a key Community Planning partner and member of the Moray Economic Partnership, as well as engaging in UHI's wider regional agenda, and being part of the college sector's national representative bodies.

Moray is a stunningly beautiful part of the world with an uncharacteristically dry and sunny micro-climate along its coastal area. The Moray economy also has its own economic 'micro-climate' with strong service links eastwards into the Grampian region, similarities of rural remoteness westward within the wider UHI region, and the significant economic influence of national UK Defence bases located on its northern shores.

The disruption of the past few years has stimulated national reflection and research into the roles that colleges and universities will play in our future and how they will relate to each other. In Moray, we can build on the unique existing successes of our wider UHI region, where student articulation between further and higher education programmes has a level of tertiary connectedness to which the rest of Scotland can only yet aspire. Our wider region expects UHI to engage and act regionally and nationally towards a co-designed and sustainable future, and locally we must ensure that we remain locally engaged, locally empowered and locally accountable.

As the University of the Highlands and Islands in Moray, our ambition is also to help transform the ancient cathedral city of Elgin into a thriving, modern university town. We will seek to help engineer the step-change that Moray needs in the supply of highly skilled labour, enterprise and innovation for the local economy, and to enhance the reputation of Moray as a place where learning, skills development, research and knowledge transfer do all 'mean more'.

UHI Shetland

Orkney College UHI

UHI West Highland

Department of Nursing and Midwifery

UHI North Highland

UHI Outer Hebrides

UHI Moray

Inverness

UHI Inverness

Aberdeen
Department of Nursing and Midwifery
Department of Optometry

Sabhal Mòr Ostaig

Dundee

HTC

SAMS

Perth

Stirling

Glasgow

Edinburgh

Perth College UHI

UHI Argyll

Strategic Pillars

+ **Tertiary Education**
+ **Research Impact**
+ **Engagement**
+ **Enterprise**
+ **Sustainability**

Tertiary Education

Strategic Aim

We will promote and maintain a culture of learning, enhancement and attainment that best supports delivery of a curriculum to meet the needs of our communities.

Strategic Objectives

1. Empower and encourage all staff to harness their passion for learning to engage, inspire and support students within a shared culture of excellence in learning and attainment.

    We will do this by:

    + Providing a robust quality cycle, with a focus on enhancement, that encourages staff to reflect on and improve teaching practice by incorporating different technologies and teaching methodologies that align with students' needs

    + Involving students as active co-participants in programme design and review, ensuring that learning and teaching meets the needs of learners

    + Encouraging teaching staff to engage in activities that enhance external recognition of teaching and learning quality

    + Engaging with the UHI Learning and Teaching Academy to support the continued professional development of staff

    + Providing regular opportunities for sharing and celebrating success and good practice

2. Develop and deliver a high-quality, flexible, and connected curriculum that is innovative, inclusive, and supports lifelong learning.

    We will do this by:

    + Providing accessible and seamless pathways through flexible learner journeys, with entry and exit points to higher study and/or employment opportunities

    + Harnessing emerging technologies and pedagogies to provide flexible face-to-face, online and hybrid modes of delivery

    + Ensuring that both curriculum and delivery are informed by on-going learner and stakeholder feedback

    + Offering and signposting support for learners to enable them to achieve their full potential and reach positive destinations

3. Ensure that our curriculum is relevant and responsive to current and emerging local, regional, and national needs.

    We will do this by:

    + Ensuring robust employer engagement to positively influence curriculum development, design and delivery in addition to developing relationships that lead to co-delivery and externally funded research and enterprise projects

    + Identifying and actively promoting our areas of expertise to provide CPD, micro-credentialled courses and other types of workforce development

    + Engaging with regional planning and optimising the delivery of curriculum opportunities in collaboration with UHI partners

    + Participating actively in national networks and with national agencies to ensure engagement and alignment with sector priorities

Research Impact

Strategic Aim

We will develop and promote a culture of enquiry, innovation and research that pushes back the boundaries of what we know and can do, and impacts positively on our communities.

Strategic Objectives

1. Support existing and emerging areas of research excellence and develop the capability and capacity of staff to become research leaders in their own domains.

   We will do this by:

   + Engaging with staff and students in planned activities to develop a research 'pipeline' from early stage to highly experienced researchers

   + Establishing core research themes and research leads within our existing academic structures and extend existing areas of expertise to serve as clusters of activity

   + Developing and delivering a range of postgraduate qualifications that provide opportunities for staff to gain experience in research supervision, and attract a rich diversity of research students to UHI Moray

   + Re-establishing a formal research committee to co-ordinate and provide oversight and strategic guidance for all our research activity

   + Providing mentorship and staff development opportunities to build staff capability and research independence

2. Increase our innovative collaboration with industry and develop new ways of ensuring that our research and enterprise has positive impact on the communities we serve.

   We will do this by:

   + Building on established networks and industry partnerships that target emerging and priority sectors within Moray

   + Creating and operationalising Centres of Excellence that will embed research, practice and innovation across our curriculum and enable staff to engage in collaborations across the entire UHI network

   + Securing research funding to develop networking events that support cross-disciplinary collaboration with academic and industry partners, nationally and transnationally.

   + Tracking and measuring the longitudinal impact of our research both qualitatively and quantitatively to provide evidence of how our work transforms lives

3. Disseminate the College's research and research impact to a wide range of stakeholders, including academic audiences, businesses and the communities served by the college.

   We will do this by:

   + Developing a college-wide research publication and engagement strategy to publicise our research expertise and achievements across a range of specialist and non-specialist media

   + Encouraging and supporting staff to take on external roles to develop experience of publishing cycles and quality processes

   + Increasing both the volume and quality of work that can be evaluated against the national Research Excellence Framework

Engagement

Strategic Aim

We will be an organisation that is embedded at the heart of our community and is a partner or destination of choice for all our stakeholders.

Strategic Objectives

1. Foster a culture of engagement where our staff, students and systems are open and responsive to the needs and expertise of our stakeholders and partners.

   We will do this by:

   + Building, co-ordinating and managing strong relationships with all our stakeholders, based on our CORE values

   + Further developing both formal and informal mechanisms for engagement that enable open and structured dialogue to take place

   + Capturing, documenting and sharing the detail of that dialogue to promote and improve the understanding of issues, and value of College and stakeholder perspectives

2. Be a catalyst and agent of collaborative change to develop solutions that transform individual lives, communities, and the organisations we work with.

   We will do this by:

   + Working with all stakeholders to ensure that our curriculum offering, student experience and destination pathways are attractive, relevant and fit-for-purpose for current needs and for future skills requirements

   + Working with stakeholders to develop skills- and knowledge-led solutions and provide pathways for employment, enterprise and social and cultural change

   + Harnessing the convening power of the College and UHI networks to bring together multiple stakeholders and secure sufficient resources to collectively tackle our region's biggest challenges

3. Evaluate and disseminate the impact of actions undertaken with external stakeholders to co-create a more equitable, sustainable, and prosperous future for Moray.

   We will do this by:

   + Developing strong reciprocal relationships that challenge our thinking and ways of working, and help create new ideas, and foster mutual learning

   + Tracking and analysing the impact of our activities to allow us to better understand the College's contributions to our communities, and to maximise the impact and value for money, of our work

   + Proactively celebrating and publicising our successes, our expertise and our achievements with multiple stakeholders across multiple communication channels

Enterprise

Strategic Aim

We will be an enterprising and innovative institution that supports a culture that engages with, and nurtures, the enterprise ambitions of our communities.

Strategic Objectives

1. **Develop innovative approaches to delivering employability and enterprise skills that offer opportunities for college users to engage with businesses, social ventures and development agencies.**

   We will do this by:

   + Working with employers to design and deliver programmes that enable those close to the labour market to transition into employment

   + Promoting work placements in our programmes and enabling students to work on live employer projects in operational or near-operational conditions

   + Developing and embedding enterprise training within our existing portfolio of programmes and tailored to specific subject areas

   + Introducing a college-wide Enterprise Award that recognises exceptional staff and student achievement in this area.

2. **Work with stakeholders to support the creation and growth of new businesses and social ventures, and to create enhanced employment pathways for graduates.**

   We will do this by:

   + Creating an 'Enterprise Zone' where businesses and third sector organisations can engage with staff and students to catalyse new activity and employability pathways

   + Developing and delivering industry-facing programmes that address identified knowledge/skills gaps, particularly in terms of the shift to the green economy

   + Work in partnership with businesses and third sector organisations to provide and evaluate the impact of new ways of working

3. **Maintain and develop new commercialisation pathways to grow and diversify the College's income streams.**

   We will do this by:

   + Developing and delivering a wider range of commercial courses, consultancy and other commercial activities

   + Creating and operationalising robust and joined-up processes to horizon-scan, identify and maximise external funding opportunities for the College

   + Streamlining and simplifying enterprise activity, using the UHI Intellectual Property Policy to incentivise collaboration and partnership with industry, including research and innovation

   + Growing and translating research activities, using the planned UHI Centre for Enterprise and Innovation to add value and ensure an equitable stake in any associated ventures

Sustainability

Strategic Aim

We will be a sustainable, resilient, and socially responsible College that contributes to the overall sustainability of the wider region it partners with and serves.

Strategic Objectives

1. Develop an organisational culture that recognises the importance of achieving net carbon zero emissions by 2045.

   We will do this by:

   + Continuing to develop, promote, and monitor carbon emission reduction initiatives in collaboration with the College community

   + Developing positive behaviours around energy use and waste reduction

   + Celebrating successful carbon emission reduction initiatives

   + Ensuring a stronger focus on carbon emissions reduction across curriculum and support activities

2. Support the longer-term aim of achieving a net-zero College Estate by 2045 within an effective governance framework.

   We will do this by:

   + Strategic engagement at regional and national level to secure support to develop a new outline business case for the necessary campus redevelopment

   + Ensuring estates maintenance planning activities are aligned with carbon emission reduction initiatives and fully recognise the diversity and accessibility needs of our community

   + Sourcing funding from other carbon-reduction initiatives to support carbon reduction developments in high priority areas, such as greener energy

   + Engaging effectively with the Board of Management in terms of a plan for annual carbon emission reduction, with targets and reporting

3. Improve the resilience of the organisation.

   We will do this by:

   + Working with managers to identify specific roles where staff departures could represent significant risk to the college and implementing mitigating measures

   + Putting measures in place in committee and staffing structures to facilitate staff progression and development into future roles

   + Continuing to engage with UHI partners to deliver more efficient and effective ways of working

4. Continue to pursue financial sustainability, demonstrate value for money and secure sufficient financial resources to deliver the College's strategic aims.

   We will do this by:

   + Maintaining a framework for effective short-term financial and business analysis, ensuring timely and robust reporting

   + Seeking to increase income from all sources

   + Continuing strict control of costs

   + Ensuring standards of corporate governance are maintained in accordance with the relevant statutory regulations

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