Board of Management

Agenda

Meeting reference: Board 2019-20/01
Date: Wednesday 9 October 2019 at 5.30pm
Location: Room 019 – Brahan Building
Purpose: Scheduled meeting

* Denotes items for discussion.
   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	Time
1.	Welcome and Apologies		Chair		5mins
2.	Additions to the Agenda		Chair		
3.	Declaration of a Conflict of Interest in any Agenda Item		Chair		
4. *	**Minutes of the meeting held on 12 June 2019**	Clerk	Chair	Paper 1	5mins
5. *	**Actions arising from previous minutes**		Chair		5mins
6. *	**HISA Perth Update**	HISA Perth President	HISA Perth President	Paper 2	10mins
7. *	**Chair's Report**	Chair	Chair	Verbal	10mins
8. *	**Principal's Report**	Principal	Principal	Verbal	10mins
9. *	**Indicative Budget 2019-20**	Head of Finance	Principal	Paper 3	30mins
10.*	**Financial Forecast Return 2018-19**	Head of Finance	Principal	Paper 4	15mins
11.*	**Tay Cities Deal Update – Aviation Academy for Scotland**	Vice Principal (External)	Vice Principal (External)	Paper 5	30mins
12.*	**AST Business Plan**	AST General Manager	Chair AST	Paper 6	15mins
13.	**Policies**				
13.1	Health & Safety Policy	Health & Safety Adviser	Principal	Paper 7	5mins

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	Agenda Items	Author	Led by	Paper	Time
13.2	Policy Update	Clerk	Clerk	Paper 8	5mins
14.	**Calendar of meetings 2019-20 (revised)**	Clerk	Clerk	Paper 9	
15.	**Minutes of Board Standing Committees** (approved by Committee Chair but unconfirmed by full Committee at this stage) For the Board of Management to note.				
15.1	Engagement Committee – 29 August 2019	Clerk	Chair - Engagement	Paper 10	
15.2	AST Board – 10 September 2019	Clerk	Chair - AST Board	Paper 11	
15.3	Audit Committee – 17 September 2019	Clerk	Chair – Audit	Paper 12	
15.4	Finance and General Purposes Committee – 23 September 2019	Clerk	Chair – F&GPC	Paper 13	
16.	**Date of next meeting** • Wednesday 11 December 2019	Clerk			
17.	**Review of meeting**		Chair		

Board of Management

DRAFT Minutes

Meeting reference: Board 2018-19/04
Date and time: Wednesday 12 June 2019 at 5.30pm
Location: Room 019

Members present: Andrew Comrie, Margaret Cook, Brian Crichton, Jim Crooks, John Dare, Sheena Devlin, Sharon Hammell (via teleconference), Prince Honeysett, Deborah Hutchison, Ann Irvine, Lynn Oswald, Charlie Shentall.

Apologies: Declan Gaughan, Harold Gillespie, David Littlejohn, Craig Ritchie, Anna Zvarikova

In attendance: Katrina Hodgson (co-opted Board Committee Member)
Catherine Etri,
Lorenz Cairns, Depute Principal (Academic)
Veronica Lynch, Vice Principal (External)
Penny Davis, Interim Board Secretary

Chair: Brian Crichton
Minute Taker: Penny Davis
Quorum: 6

Ref	Action	Responsibility	Time Line
Summary of ongoing Action Items for next Board meeting arising from previous meetings			
5	**HISA Perth College Update** Student Mental Health Agreement to be presented to next Engagement Committee	SMT/New Student President	Next Engagement Committee
5	**Board Effectiveness** The development evening should focus on developing an action plan. Invite a CDN representative and consider inviting the UHI Dean of Students and HISA President.	New Clerk to Board	Next development event
5	**College Governance – Ministerial Letter** Strengthen the section on conflict of interests and charity trustees responsibilities at Board induction	New Clerk to Board	Next round of inductions
Summary of ongoing Action Items for next Board meeting arising from this meeting			
7	**College Governance – Union Nominees on College Boards** Write to Unison with the Board's decision on	Chair	Post-meeting

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Ref	Action	Responsibility	Time Line
	observers.		
8	**Regional Outcome Agreement** Circulate the full ROA document electronically to the Board for information.	Depute Principal (Academic)	Post-meeting
9	**Evaluation of Regional Strategic Body** Communicate to UHI the Board's concerns.	Principal	Post-meeting
10	**Programme Board – Governance & Accountability Work Group** Manage Principal/SMT engagement in work over summer period to ensure an appropriate level of engagement without detriment to the College and the student experience.	Principal	Summer 2019
11	**Chair's Report** Update Board on progress with Employers' Association consideration of national approach to Principal/SMT posts. Undertake individual Board evaluations over summer period.	Chair Chair	October Board 2019 Summer 2019
12	**Principal's Report** Convey Board's thanks to staff involved in College Expo event. Report on progress with community engagement with College opportunities post closure of learning centres.	Principal Principal	Post-meeting Second Academic Affairs meeting 2019-20
13	**Indicative Budget** Principal to provide Chair with short note once budget position is clear. Chair to notify Members/convene extraordinary meeting of Board as appropriate.	Principal/Chair/ Clerk	Summer 2019
14	**Tay Cities Deal Update** Provide progress reports to first cycle of Committee meetings. Submit application to UHI Executive Office for funding of professional fees. Sign PIA on Board's behalf as part of Moray	VP (External) VP (External)/ SMT VP (External)/	October 2019 Post-meeting Post-meeting

Ref	Action	Responsibility	Time Line
	Growth Deal.	SMT	
	Bring risk assessment and plan for sustainable resource funding to Board.	VP (External)/ SMT	October Board 2019
16	**CITB – Subcontracting issue**		
	Implement contractual changes as approved by Board.	VP (External)	tbc
21	**Audit Committee Meeting minutes of 14 May 2019**		
	Check assessment arrangements are consistent with Board agreed position on red/green evaluation of compliance matters.	Audit Committee Chair	Next Audit Committee

Minutes

		Action

1   **Welcome and Apologies**

The Chair welcomed everyone present to the meeting. Apologies were noted.

2   **Additions to the Agenda**

There were no additions to the Agenda.

3   **Declaration of Interest in any Agenda Item**

There were no declarations of a conflict of interest in any agenda item.

4   **Minutes of Meeting held on Wednesday 20 March 2019**

The minutes were approved as an accurate record of the meeting.

5   **Matters Arising**

14. Balanced Scorecard – Bring the revised Balanced Scorecard back through the Committee cycle.

Action Complete - The Principal reported that the draft revised Balanced Scorecard had been presented to the recent round of Committee meetings and good progress was being made.

15. HISA Perth College Update - Include the Student Mental Health Agreement on the agenda for Engagement Committee

Action update – The Student President had provided a verbal report to the Engagement Committee, and the agreement itself would be brought to the next meeting of the Committee.

Student President

7. Board Effectiveness - The development evening should focus on developing an action plan. Invite a CDN representative and consider inviting the UHI Dean of Students and HISA President.

Action update – To be carried forward once new Clerk to Board is in post.   Chair/Clerk

8. College Governance – Ministerial Letter - Strengthen the section on conflict of interests and charity trustees responsibilities at Board induction

Action update – To be progressed by new Clerk to Board once in post.   Clerk

13. Tay Cities Deal - Provide updates to the Chairs Committee and Board as required

Action Complete – On agenda.

6   **HISA Perth College Update**

The Student President provided an update on several areas of activity.

Work had been ongoing with the Quality Department to improve the student representation structure next year. This would include further development of the class rep role to improve communications and efficiency.

The first OBI event had been held in May and had been a success, with more than 120 people attending.

The Students Association had relocated to the Webster Building.

7   **College Governance – Union Nominees on College Boards**

The Chair reported that a request had been received from Unison to have an observer at Board meetings and that he had agreed to raise the matter with the Board. He had requested a joint proposal from both teaching and non-teaching unions but had not received this.

It was noted that guidance was still awaited on the implementation of the Scottish Government's decision to introduce trade union board members, and that it was anticipated that the new members would be introduced during 2020.

The Board agreed that, while it welcomed the future inclusion of trade union members as full Board Members, it did not support an interim arrangement whereby trade union members would attend meetings without being bound by the terms of appointment that applied to full members, including the Code of Conduct. Member felt this was in the

interests of both the Board and the proposed observers.

It was noted that Board agendas and papers were published online except where exemptions applied under the Freedom of Information (Scotland) Act 2002, and that all staff should be reminded of this arrangement.

The Chair agreed to write to Unison with the Board's decision.   Chair

8   Regional Outcome Agreement

The Depute Principal (Academic) presented for information a spreadsheet showing approximately 128 national measures from the ROA against which colleges could assess their ambition.

He agreed to circulate the full ROA document electronically to the   Depute
Board for information.   Principal
                                                                             (Academic)

It was noted that the Regional Strategic Body was accountable for delivery of the ROA, but that the objective of current discussions with the FERB was to identify targets that could be disaggregated to support more effective planning and performance monitoring at college level. For Perth College, this process was complicated by its being located outwith the region to which many of the overall targets applied.

It was noted that the intention for future years was to consider targets and potential disaggregation prior to submission. Members agreed that this would be a step forward, and discussed the possibility of determining regional targets in the first place on the basis of colleges' own assessments of their ambitions.

In that context, Members discussed the complexities of the allocation model and the need to ensure the sustainability of smaller colleges in the network.

It was agreed that greater transparency would be welcome, to enable college boards to see the income received from the SFC and the logic behind its distribution.

9   Evaluation of Regional Strategic Body

The Principal introduced an evaluation report that had been prepared by the UHI VP for FE. She noted that it gave a positive account of the work of the RSB but expressed frustration at the degree of reference to the Highlands & Islands region exclusively and lack of reference to Perth & Kinross.

Numerous Members expressed the view that the evaluation was written from a highly favourable perspective and lacked objectivity and evidence to back up the statements made.

The reference in the report to a 'tranformational FE role' was discussed and the extent to which an individual appointment could impact on fundamental sustainability issues and drive a programme of change.

It was agreed that the Board's concerns, and its request for data to evidence statements in the report, should be communicated to UHI.

| | | Principal |

10 Programme Board: Governance and Accountability Work Group

The Chair reported that some progress was being made with the work of the Governance and Accountability Work Group but not as much as had been expected. Principals and staff had been asked to consider federated models, with a view to taking a report to college boards and the UHI Court in October.

To that end, Academic Partners had been asked to allow for Principals and SMT to engage in a series of meetings over the summer. The Board supported the Chair's proposal that this should be managed by the Principal to ensure an appropriate level of engagement without detriment to the College and the student experience.

Principal

11 Chair's Report

The Chair reported on his activity since the last meeting, including:

a) A FERB meeting had been held in May at which the following items had been discussed:

- the ROA 2019-20, which had now been submitted to the SFC;
- STEM developments and the Science Skills Academy;
- Progress with the Shetland College merger project, which was due to commence in January 2020;
- ongoing challenges at Lews Castle College, and the curriculum review;
- continued work on the branding project.

b) The Employers Association had held a residential meeting at which the development of a national approach to principals and senior managers was considered. Progress was expected by October 2019 and a further report would be brought to the Board.

Chair

c) A meeting of the Perth College Development Trust, including new trustees, had been held on 11 June.

d) A Sodexo dinner had been held at which the Chair had had an opportunity for discussion with the Cabinet Secretary for Education and Skills.

e) FE Prizegiving had been another successful event.

f) Interviews had been held earlier in the week to recruit a new Clerk to the Board and an offer of appointment had now been accepted.

g) The Chair's individual evaluation meetings with Board Members would be held over the summer.

Chair

(J Cairns left the meeting at this point.)

12   **Principal's Report**

The Principal presented her report to the Board, highlighting three items:

a) College Expo was currently being hosted by Perth College and was going very well. The Minister and SFC Chief Executive had attended that day and the SFC Chair was expected the following day. Around 500 attendees were anticipated overall, and CDN had been very complimentary about the support received from College staff.

The Board requested that its thanks be conveyed to staff involved in the event for their good work.

Principal

b) EIS members had voted to accept the financial aspect of the pay deal. There remained issues to resolve around terms and conditions. An NJNC was scheduled for 20 June.

In response to a Member's question about the potential impact of further strike action on students, it was confirmed by senior management that no major issues were expected at this stage.

The Principal had written to UHI leaders for assurance that students progressing to university would not be disadvantaged.

c) A community programme had been created further to the closure of the learning centres, to continue leisure provision and increase education provision.

No redundancies were expected among tutors but SFC permission had been sought for some compulsory redundancies among administrative staff.

With respect to Kinross Learning Centre, one community bid was expected. The Board had delegated authority to the Chair and Principal to conclude the process.

Members agreed that they would favour a community bid for the learning centre, and the Chair thanked the Principal and all who had been involved in achieving what would be a positive outcome.

The importance of community engagement and learning centre users being aware of the new offer was discussed. It was agreed that a review of progress would be brought to the second meeting of the Academic Affairs Committee in 2019-20.

With reference to other activities in the Principal's report, one Member commended the work of students exhibited at the BA (Hons) Visual Communications degree show, particularly the work on real life projects involving local organisations.

Members also noted the success of the recent open day, which had drawn 230 visitors, resulting in 77 applications.

The Chair emphasised the need for a proactive approach to promoting the College's successes.

Principal	

13 **Indicative Budget 2019-20**

The Principal reported that the College had shared figures with UHI and was awaiting a response, which would be received before the first cycle of 2019-20 meetings.

She highlighted the underlying problems identified in the recent Audit Scotland report, and the challenge of achieving a break-even position.

The Chair requested that the Principal provide him with a short note once the position became clear. If appropriate, an extraordinary meeting of the Board would be convened to consider any action that may be necessary. Otherwise, the note would be circulated to Members for information.

Principal/ Chair

14 **Tay Cities Deal Update – Aviation Academy for Scotland**

The Vice Principal (External) provided an update on progress, reporting that the outline business case in full had been provided to both the Finance & General Purposes Committee and the AST Board and would be shared with others on request.

The case had been submitted at the end of April. The full business case was due for completion in November and an update would be provided at the first cycle of meetings in 2019-20.

VP (External)

The Board discussed the proposal and the need for a thorough assessment of risks, taking full account of the external framework in which the academy would be operating, prior to approval of a full business case. The need for a longer term perspective on revenue income and sustainability was also stressed.

In terms of staffing resource implications of developing the proposals, it was confirmed that most of this work was complete.

The Board:

- noted submission of the outline business case;
- endorsed the proposed AAS locations as part of the consultation process;
- endorsed the submission by the College of a formal application to the UHI Executive Office for funding of up to £600k for professional fees associated with scoping the project in the form of a grant or loan;
- agreed to delegate authority to the SMT to sign the Proprietary Information Agreement on the Board's behalf for the Advanced Technologies Academy as part of the Moray Growth Deal, on the basis that this was a reciprocal, multi-party, agreement;
- requested that a risk assessment and plan for sustainable resource funding be brought to the first Board meeting of 2019-20.

VP (External)/ SMT

VP (External)/ SMT

VP (External)/ SMT

15 **AST Business Plan**

The Chair of the AST Board presented the plan. The AST Board had been pleased with the detail and clarity of the plan, but noted the challenging financial position and the scale of the task ahead. The new General Manager had conducted a thorough and transparent review of the business, which provided a firmer basis on which to proceed.

The AST Board would be reconvening on 24 June to consider the plan alongside the Aviation Academy outline business case.

Members discussed the robustness of the plan and agreed that having a clear understanding of the market and segmentation, developing a pricing model, and effective target-setting and performance monitoring would all be key to future success and were all areas where further work was needed.

Other aspects were considered including the risk arising from the high level of dependence on one senior member of staff, and the need to recognise this as a change management process and consider the implications for staff. It was confirmed that the College would continue to provide support in that regard.

(S Devlin left the meeting at this point.)

16 **Construction Industry Training Board – Subcontracting issue**

The VP (External) outlined the contractual position between the College and CITB for the delivery of the MA Construction – Carpentry and Joinery, explaining an increase in costs to the College that were not funded through the contract.

The Board discussed the proposal to change current arrangements

and noted that other Colleges were pursuing the same course of action.

The Board agreed that the College:

- should absorb additional costs for candidates covered by the contract for 2017-18 and 2018-19 intakes;
- for students starting in 2019-20, should maintain framework contact with CITB and transition to a college contract over 1-2 years;
- should sign the 3-year CITB framework agreement and the associated annual call-off contract for 2018-19 on the basis of the options presented.

VP (External)

17 **Policies: Display Screen Equipment (DSE) Policy**

The Principal presented the policy, reporting that it had been rigorously reviewed.

It was confirmed that a new Health & Safety Officer had been appointed, which should result in an improvement in uptake and monitoring of online training and self-assessment.

It was noted that policy relating to students using their own devices would also need to be developed.

The Board approved the DSE Policy.

18 **Graduation Fees – Care Experienced Students**

The Principal presented a UHI paper outlining a package of measures for care experienced students graduating. It was confirmed that costs would be covered for all care experienced students, irrespective of age.

Members were supportive of the proposal as an example of good practice.

19 **Calendar of Meetings 2019-20**

Members noted the Calendar of Meetings for 2019-20.

20 **Minutes of Board Standing Committees**

Engagement Committee meeting of 2 May 2019

The Committee Chair presented the Minutes, highlighting the update received on the Student Mental Health Agreement and a presentation to the Committee by HISA.

The Minutes were noted by the Board.

Academic Affairs Committee of 8 May 2019

The Depute Principal presented the Minutes, having chaired the meeting in the Principal's absence.

The minutes were noted by the Board.

21

Audit Committee meeting of 14 May 2019

A Comrie presented the minutes, the Committee Chair having left the Board meeting earlier, and highlighted the Committee's concerns about compliance with Equalities reporting requirements.

The principal advised Members that the new Equality & Diversity manager would be in post by the end of June, and would address compliance concerns as a priority.

The Chair raised a point about assessing compliance risks as either red or green, not amber, which had been discussed and agreed at an earlier Board meeting. He asked that the Committee ensure that the agreed arrangements were in place.

Audit
Committee
Chair

The minutes were noted by the Board.

Finance & General Purposes Committee meeting of 22 May 2019

The Chair presented the minutes in the Committee Chair's absence.

The minutes were noted by the Board.

AST Board of Directors' meeting of 23 May 2019

The AST Board Chair presented the minutes, noting that key matters had been discussed earlier on the College Board agenda.

The minutes were noted by the Board.

Date of Next Meeting

9 October 2019

22　**Review of Meeting**

Members agreed that the meeting had covered Board business.

A gift was presented and a vote of thanks given to the Student President who was leaving post at the end of June. His good work throughout the year including liaison with UHI was recognised.

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 ☒ ☐ with redaction of items 14, 15, and 16.

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 General 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 General Data Protection Act 2018?   No ☒ ☐

Paper No. 2

Committee	Board of Management
Subject	HISA Perth update
Date of Committee meeting	09/10/2019
Author	Amy Studders
Date paper prepared	02/10/2019
Executive summary of the paper	An update of HISA Perth activity since the executive took office on 1 July 2019.
Consultation How has consultation with partners been carried out?	N/A
Action requested	☐ For information only ☒ For discussion ☐ For recommendation ☐ For approval
Resource implications (If yes, please provide details)	No
Risk implications (If yes, please provide details)	No Click or tap here to enter text.
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with:	Click or tap here to enter text.

Perth College UHI

- Compliance - National Student Survey - partnership services - risk management - other activity [e.g. new opportunity] – please provide further information	
Equality and diversity Yes/ No If yes, please give details:	No
Island communities 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)?	**No** If yes, please give details: Click or tap here to enter text.
Data Protection Does this activity/ proposal require a Data Protection Impact Assessment?	No Click or tap here to enter text.
Status (e.g. confidential/non confidential)	Confidential
Freedom of information Can this paper be included in "open" business?*	

* If a paper should **not** be included within 'open' business, please highlight below the reason.

Perth College UHI

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

For how long must the paper be withheld? Click or tap here to enter text.

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

HIGHLANDS AND ISLANDS STUDENTS' ASSOCIATION

HISA PERTH COLLEGE UPDATE

Introduction

1. This paper outlines the HISA Perth update on activity for the 2019-20 academic year for the Perth College UHI Board of Management.

Induction of new officers

2. The term of office for the 2018-19 HISA Perth executive ended on 30 June 2019. Prince Honeysett and Lennox Francis ended their positions of President and Vice President for Activities and welfare, respectively, and handed over to the new executive for 1 July 2019.

3. On 1 July 2019, the new HISA Perth executive assumed their positions. The HISA Perth executive for 2019-20 are:
   a. Amy Studders, President
   b. Debbie Das Chaudhury, Vice President for Activities and Welfare (VPAW)
   c. Michaela Asisten, Vice President for Education and Engagement (VPEE)

4. Throughout July and August, the executive undertook a programme of induction and training, and began forming the 2019-20 HISA Perth plan of work. The training and induction events included:
   a. NUS Scotland Lead and Change: Colleges
   b. HISA Perth executive residential
   c. Sparqs, That's Quality: Colleges and Universities
   d. Think Positive 2019-20 launch event
   e. NUS Scotland/College Development Network board members training
   f. NUS Scotland Big Uni Forum
   g. NUS Scotland The Gathering

5. Further to receiving a programme of training, officers meet with key people that they shall be collaborating with, within and outwith Perth College UHI. Meetings have taken place with key Perth College UHI staff, including with the Perth College UHI senior management team, student support, Head of Business Development and the clerk to the board. HISA Perth staff led the HISA Perth executive on an 'induction tour' of the college to meet other key teams. This has included:
   a. Quality
   b. Reprographics
   c. Sodexo
   d. IT
   e. Estates
   f. International student support
   g. ASW
   h. Library

HISA Perth plan of work 2019-20

6. After induction, the HISA Perth executive have been preparing the 2019-20 HISA Perth plan of work. The plan of work details the planned activities that HISA Perth will undertake over

the course of the academic year. The activities will be in line with the priorities of the executive officers, and information gained by HISA Perth through its student representative council (SRC), surveys and other feedback avenues.

7. The 2019-20 HISA Perth plan of work will be circulated during the next cycle of board committees.

Office move

8. In consultation with senior management, HISA Perth has moved its office from room 143 in the Brahan building to room 801 – the office of the Union in the Webster building. Moving has been a gradual process over the summer.

9. It is anticipated that the move will benefit HISA Perth for being more visible to students, identifying the Union with where they will find their representatives. HISA Perth will work with the college on potential signage and branding of the office.

Freshers Tues 3rd Sept to Thurs 5th Sept 2019

10. Freshers' Fayre 2019 was a huge success with the new HISA Perth team having to plan and execute the event by themselves for the first time.

11. There were more stalls present at Freshers' Fayre than ever before, with a more targeted approach to third sector and college services such as student support and careers. This targeted approach allowed the students of Perth College to see services outside of the college that they can go to and utilise should they need. It also provided an opportunity for local businesses to show students what they have to offer.

12. HISA Perth had three days of events for Freshers' the first two days being the usual stall based event with added activities of inflatable rides and a Sports day where we had a basketball and beat the goalie with staff support William Mohieddeen offering to run this and a competition for a free HISA Hoodie and amazon voucher. The third day was the HISA House Party, this event was for students to come to the Union, Webster Building for a relaxed atmosphere to get to know the HISA Perth Officers and the HISA Regional Vice President of Further Education and what the priority plans for the year ahead are. HISA interacted with students and spoke to them about their expectations of their time at Perth College UHI. HISA Perth provided a BBQ, bar and Dominos Pizza as well as board games and set up two Wii's for fun.

Learner representation (Education Scotland visit)

13. The HISA Perth executive met with Barbara Nelson of Education Scotland with Romany Morrice, student team member with Education Scotland on Thursday 11 July alongside Catherine Etri. This was an opportunity for the executive to learn about the work of Education Scotland their visit to the college later in the year.

14. HISA Perth's role in student engagement was the focus of discussion. It was noted that usually, the Quality team would be responsible for the recruitment, training and role of course representatives. There was agreement that HISA Perth should take ownership of the course representative structure, be responsible for training and work alongside the college in the delivery of the structure. HISA Perth have agreed with the Quality team that course

representatives will be worked on in partnership until HISA Perth have the skills to take on the full recruitment, training and role of course representatives.

15. Education Scotland's student team member is to be engaged in updates over the course of the academic year.

Perthshire Pride

16. Students representing HISA Perth took part in Perthshire Pride on Saturday 10 August. Michaela Asisten and Amber Little, President of HISA's LGBT society, the Rainbow Foundation, carried a HISA Perth banner with other Perth College UHI students and had the opportunity to meet actor and prominent LGBT campaigner Sir Ian McKellen. The attendance of the march received coverage in the Thursday 15 August edition of the Perthshire Advertiser securing local exposure of the work of HISA Perth and its officers.

Climate Strike

17. HISA Perth took part in the Global Youth Climate Strike in Inverness on Friday 20th September. HISA Perth met with Principal, Margaret Cook, to ensure that students could attend the climate strike without their funding being affected. Vice Principal External, Veronica Lynch, provided a clarifying statement, following a statement by Scottish First Minister Nicola Sturgeon.

Mental Health Champions

18. HISA Perth are working to support Student Support department with their mental health champions. All three officers will be getting the Mental Health First Aid training.

HISA Collaboration

19. HISA and UHI are working more closely together. Examples of this are the Programme Board which HISA Perth President sits on along with HISA Regional and other HISA deputes.

20. HISA are working on developing a more UHI community, by having regional clubs and societies which provides more opportunities for students to meet across the UHI region. Students have voted for HISA to create a stronger UHI community. Examples are the HISA Rainbow Foundation and the Adventure Weekend.

NUS Scotland

21. HISA are working alongside NUS Scotland and other colleges/universities throughout Scotland on projects and collaborative work.

Student Partnership Agreement

22. HISA Perth are in the process of editing the Student Partnership Agreement which was voted on by students at the last Student Representative Committee (SRC). This will be taken to the next Student Engagement Group to be commented on and approved and to Senior Management for comment.

Perth College UHI

Committee	Perth College UHI Board
Subject	Perth College Budget 2019/20
Date of Committee meeting	09/10/2019
Author	Veronica Lynch, Vice Principal External Engagement
Date paper prepared	02/10/2019
Executive summary of the paper	This paper outlines the key financial pressures of the College sector in Scotland and the specific implication of these financial pressures on the Perth College UHI budget position for 2019/20. The Board are requested to note the position and endorse the recommended actions to achieve the future financial sustainability of the College. Appendix 1 outlines the indicative budget for 2019/20 with a projected deficit of £1.12M including an underlying operating deficit of £569k. Appendix 2 outlines the sources of EU income potentially at risk from Brexit. It is recommended that the Board: 1. Note and Approve the College's Indicative Budget for 2019/20 2. Endorse the steps taken by The College SMT to achieve the savings necessary within the 2019/20 budget 3. Endorse the College SMT progressing consultation discussions with staff and Trade Unions to identify broader savings which may be achieved during 2019/20.
Consultation How has consultation with partners been carried out?	The Board Chairs as well as the Finance and General Purposes Committee have been kept abreast of developments with the Colleges financial position as the implications of the increased cost base has become clearer. Staff and Trade Union consultations are underway.

Perth College is a registered Scottish charity, number SC021209

Perth College UHI

	Stakeholder communication including press statements and parliamentary updates have been undertaken.
Action requested	☐ For information only ☐ For discussion ☐ For recommendation ☒ For approval
Resource implications (If yes, please provide details)	**Yes**/ No The Budget is included for approval within Appendix 1.
Risk implications (If yes, please provide details)	**Yes**/ No If financial savings are unable to be achieved during 2019/20, including by reducing recurrent costs, this will pose a potential threat to the longer term financial sustainability of the College.
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information	Provide a summary of the how the paper links to key College priorities and what they are This project supports the delivery of the strategic aim 4. Optimise the sustainable use of our systems, processes and resources to provide the best possible student experience and outcomes.
Equality and diversity **Yes**/ No If yes, please give details:	An Equality Impact Assessment will be undertaken as the project develops to ensure access to all audiences to the project.
Island communities 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)?	Yes/ **No** If yes, please give details: Click or tap here to enter text.

Perth College UHI

Data Protection Does this activity/ proposal require a Data Protection Impact Assessment?	Yes/ **No** Set out any data protection aspects and whether a data protection impact assessment is needed
Status (e.g. confidential/non confidential)	Non- Confidential
Freedom of information Can this paper be included in "open" business?* -**Yes**	Papers should be open unless there is a compelling reason for them to remain closed. If a paper, or parts of a paper, are to remain closed the reason for that exemption must be specified – see reasons below

* If a paper should **not** be included within 'open' business, please highlight below the reason.

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

For how long must the paper be withheld? Confidential until confirmation of this project being funded within the Tay Cities Deal and until all commercially sensitive bid documentation is able to be made public.

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

Perth College is a registered Scottish charity, number SC021209

Perth College UHI

PERTH COLLEGE UHI BOARD   **FOR APPROVAL**
PERTH COLLEGE BUDGET 2019/20   **9 OCTOBER 2019**

INTRODUCTION

This paper outlines the key financial pressures of the College sector in Scotland and the specific implication of these financial pressures on the Perth College UHI budget position for 2019/20.

The Board are requested to note the position and endorse the recommended actions to achieve the future financial sustainability of the College.

STRATEGIC CONTEXT

The College Sector has been widely reported as experiencing ongoing financial challenges. This was highlighted within the Audit Scotland – *Scotland's Colleges 2019* Report published on Tuesday 4 June 2019. Key messages focus on colleges continuing to operate in narrow financial margins and as a result, are more reliant on Scottish Government and SFC funding. The report highlights that capital funding is increasingly insufficient to address the level of need across the sector in this regard, whilst opportunities of alternative funding, such as commercial income, remain limited to achieve full financial sustainability.

At the same time as the challenges around Brexit and the underlying demographic trends, a continuing move towards greater automation in a range of lower skilled areas of the economy, pose significant challenges for the college sector in Scotland.

The teaching allocation per college learner is approximately half of that received by universities, and the lowest across the whole of education provision (pre-school, primary, secondary and universities). This demonstrates the high level of efficiency colleges have already achieved but which is difficult to sustain as confirmed by Audit Scotland.

While recruitment for both FE and HE has remained reasonably buoyant, the widening access agenda, together with young people staying at school for longer the FT recruitment market will be challenging. Potential opportunities exist for higher levels of part-time learning targeting the in-work productivity market, however this is proportionately more costly to deliver.

INDICATIVE BUDGET IMPLICATIONS

Appendix 1 outlines the indicative budget for 2019/20 with a projected deficit of £1.12M including an underlying operating deficit of £569k.

The College's SMT will undertake all of the recommended actions outlined below. These actions will address non-recurrent costs and income. Undertaking these actions alone will be unlikely to support the College's longer term financial sustainability.

As a result, the College has begun consultation discussions with the staff and Trade Unions to review all options for savings with the future potential that savings from staff costs may be required. All other options will be explored before savings from staffing are required to be achieved.

Perth College UHI

FINANCIAL IMPACTS FACING PERTH COLLEGE UHI

There are a range of issues facing the sector nationally and regionally which impact the College and represent a challenge to its financial sustainability. These include:

Impacts	2019/20	Impact
Scottish Teachers Pension Increases - 23% increase from 01/09/19 funded only to 31/03/20. For 2020/21, this will be an increase in employer costs	£247k	£148k
Cost of Living increase	£0	£407k
Rurality Funding reduction	£0	£230K
Credits Funding Remained Flat. FE ESIF is only achievable based on UHI partners achieving full credit targets plus ESIF. Perth ESIF reduction resulted from 2018/19 recruitment deficit	£280k	£129k
Unfunded Growth in Academic Staff. Broader Programmes however HE FT Funding Remains Static		£661k
HE ESIF Allocation		£200k
HE Controlled Numbers PGDE/ BSc Food Nutrition and Textiles	£249k	£146k
Context for Future Staffing Cost increases		
National Bargaining - Impacts on teaching hours and salary uplifts. Funding allocation for 2019/20 only		For 2020/21
National Job Evaluation Process - current calculations suggest that this will result in additional costs not previously identified for 2020/21 that relate to identified staffing, support and software costs to ensure adequate support for the overall project. There will then be continuing costs in 2021/22 and 2022/23 related to the support of the ongoing process and administration of Job Evaluation.		

Perth College UHI

RISKS TO FUTURE REVENUE STREAMS

The Scottish Government Spending Review comes at a challenging time for the college sector as we face significant reduction in public sector resources, coupled with ongoing uncertainty about the United Kingdom's departure from the EU and the consequences for colleges.

The potential reduction in EU students studying in Scotland and likely reductions in EU funding will cause a reduction in teaching activity within the college sector and adversely impact on funding for learners, including some of the most vulnerable students and those furthest from the workforce which will affect progress on widening access.

The current impacts of EU related sources of revenue for Perth College UHI are included at Appendix 2.

RECOMMENDED ACTIONS

Budget Actions		Potential Saving/ Income 2019/20
Accelerated Spend from 2018/19		£600k
Non-Pay Expenditure Savings in order to preserve core delivery		£500k
Remove unfilled vacancies		£268k
Reduction in remitted time associated with TQFE although looking at other ways to deliver this. CPD budget doubled to £120k to retain investment in staff.		£273k
Increased International Revenue Targeted		£200k
Future Actions to increase revenues		
Additional bids to increase Business Development Revenue • FWDF • Colleges Innovation Fund – Lead partner in 2 bids and partners in 3 further bids • Climate Challenge Fund – up to £250k value • Research Funds identified		
Increase commercial revenue within ASW, the College Nursery, catering contract		

Retraining and upskilling of the workforce to deliver increased productivity will require a greater focus on part-time learning. This will require more flexible college timetables and carries a need for greater resources in order to achieve the delivery targets set by the Scottish Government and the Enterprise and Skills Strategic Board.		

CONCLUSIONS

It is recommended that the Board:

1. Note and Approve the College's Indicative Budget for 2019/20

2. Endorse the steps taken by The College SMT to achieve the savings necessary within the 2019/20 budget

3. Endorse the College SMT progressing consultation discussions with staff and Trade Unions to identify broader savings which may be achieved during 2019/20

Perth College UHI

Indicative Budget 2019/20

Prepared 11/09/19

I&E Structure	Final Manaccs	Sum of 2019/20 Budget After Fixed Allocation		Sum of 2018/19 Updated Budget £'000		Sum of 2019/20 v 2018/19 VAR	
Income	Funding Council Grants excluding Research based	-	15,897	-	15,080	-	818
	Tuition Fees & Education Contracts	-	3,924	-	3,856	-	68
	Catering & Residences	-	1,190	-	1,205		14
	UHI Non Recurrent Income	-	164	-	166		2
	Other Income Generating Activities	-	1,728	-	1,347	-	381
	Research Centre Activity Income & Grant Funding	-	118	-	388		271
	Release of Deferred Capital Grant	-	196	-	196		-
	ASW & Climbing Wall	-	494	-	428	-	66
	Other Income	-	641	-	952		310
	Bursary/ Hardship Grant (Excluding Childcare)	-	2,503	-	2,503		-
Income Total		**-**	**26,856**	**-**	**26,121**	**-**	**735**
Pays	Teaching Departments		12,352		11,019		1,332
	Teaching Support Services		1,565		1,502		63
	Administration & Central Services		1,959		1,933		26
	Premises		886		831		55
	Other Income Generating Activities		524		626	-	102
	Research Centre Activity Income & Grant Funding		231		238	-	7
	ASW & Climbing Wall		391		381		10
Pays Total			**17,907**		**16,531**		**1,376**
Non Pay Expenditure	Teaching Departments		650		925	-	275
	Teaching Support Services		465		559	-	94
	Administration & Central Services		1,477		1,365		112
	Premises		1,572		1,596	-	24
	Catering & Residences		1,148		1,117		32
	Other Income Generating Activities		575		327		248
	Interest Payable		15		15		-
	Other Expenses - Childcare		536		425		111
	Research Centre Activity Income & Grant Funding		18		34	-	16
	ASW & Climbing Wall		183		215	-	32
	Depreciation		929		929		-
	Bursary/ Hardship Grant (Excluding Childcare)		2,504		2,504		0
Non Pay Expenditure Total			**10,072**		**10,010**		**62**
Grand Total			**1,123**		**420**		**703**

Perth College UHI

Summary of Grant Funding

FY 2019/20

Grant Name	2019/20 Indicative Budget	2018/19 Budget	2019/20 Indicative Budget v 2018/19	AS Comments
FE Main Recurrent Grant	- 6,384,211	- 6,825,801	- 441,590	**See below**
Pay Pressures	- 1,831,200	- 784,845	- 1,046,355	**See below**
STSS Increased Contribution Support	- 247,000	- -	- 247,000	per SFC announcement - increased costs funded to 31/03/2020
ESIF	- 150,000	- 298,000	148,000	
EMA SUPPORT FOR ADMIN	- 8,000	- 8,000	-	Awaiting 2019/20
SFC ESOL GRANT	- 20,000	- 20,000	-	Awaiting 2019/20
F.E.CHILDCARE	- 536,103	- 425,000	- 111,103	Updated for 19/20 - matched income & spend
HE Main Recurrent Grant	- 5,906,346	- 5,834,100	- 72,246	Updated for 19/20
Additional RAM	- 240,000	- 240,000	-	This is based on prior year
PDGE	- 249,896	- 144,649	- 105,247	Awaiting 2019/20 with UHI query for BSc Food Nutrition & Textiles
UHI MICRO RAM	288,000	288,000	-	Based on Prior year + a bit for prudence
UHI - Estates - HE	- 204,791	- 235,504	30,713	Updated for 19/20
College Resource Maintenance - FE	- 67,072	- 120,489	53,417	Funding reduced with continuation of Backlog Maintenance. Originally, Backlog expected to last only 1 year in 2018/19
College Capital (Backlog Maintenance) - FE	- 340,751	- 431,361	90,610	Updated for 19/20
TOTAL FUNDING COUNCIL GRANTS	**- 15,897,370**	**- 15,079,749**	**- 817,621**	

	2019/20 Indicative Budget	2018/19 Budget	2019/20 Indicative Budget v 2018/19	AS Comments
FE Main Recurrent Grant				
FE Teaching Grant	5,422,431	5,537,278	- 114,847	In 2018/19, this figure was incorrectly inflated by a NB funding element by UHI and has been corrected for 2019/20. The NB funding element is included there.
National Bargaining Funding	-	98,884	- 98,884	In 2018/19, this figure was incorrectly inflated by a NB funding element by us and has been corrected for 2019/20. The NB funding element is included there.
FE Rural	-	230,000	- 230,000	Loss of Rurality Funding as expected
FE Non Financial Turbulence	- -	2,141	2,141	Item removed from funding
FE Main Recurrent Grant TOTAL	**5,422,431**	**5,864,021**	**- 441,590**	

	2019/20 Indicative Budget	2018/19 Budget	2019/20 Indicative Budget v 2018/19	
Pay Pressures				
2017/18	221,559		221,559	
2018/19	1,180,616	784,845	395,771	
2019/20	429,025	-	429,025	
Pay Pressures TOTAL	**1,831,200**	**784,845**	**1,046,355**	

Perth College UHI   **APPENDIX 2**
EU Enrolments and Funding

Enrolments	2014/15 Number	£		2015/16 Number	£		2916/17 Number	£		2017/18 Number	£		2018/19 Number	£	
HE	227	£	1,094,140	272	£	1,311,040	329	£	1,585,780	317	£	1,527,940	342	£	1,648,440
FE Credits	4309	£	1,232,374	3746	£	1,071,356	3730	£	1,066,780	4224	£	1,208,064	3877	£	1,108,822
		£	**2,326,514**		£	**2,382,396**		£	**2,652,560**		£	**2,736,004**		£	**2,757,262**
Other EU Income															
Foundation Apprenticeships									201,488			255,238			109,485
ESIF									298,736			326,527			152,477
Research Income									47,210			142,020			142,020
									547,434			**723,785**			**403,982**
Total EU Funding Impact								£	**3,199,994**		£	**3,459,789**		£	**3,161,244**

Perth College UHI

Committee	Board of Management
Subject	Financial Forecast Return (FFR) 2018/19
Date of Committee meeting	09/10/2019
Author	Andrea Saunders – Head of Finance & Procurement
Date paper prepared	30/09/2019
Executive summary of the paper	Colleges are required to submit a Financial Forecast Return to the Scottish Funding Council representing the forecast annual outturn for the period 2019 to 2024 which is attached at Appendix 1. The underlying risks are shown at Appendix 2 that may affect the outturn as forecast.
Consultation How has consultation with partners been carried out?	The FFR has been prepared by Andrea Saunders and reviewed by SMT.
Action requested	☐ For information only ☒ For discussion ☐ For recommendation ☒ For approval
Resource implications (If yes, please provide details)	Yes/ No There are no resource implications contained within this paper as all work will be undertaken by staff in post. There is a wider resource implication in the outsourcing of Procurement to APUC and the associated Shared Service cost.
Risk implications (If yes, please provide details)	Yes/ No There are no risk implications with the content of this paper.

Perth College UHI

Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information	This paper is fundamentally linked to the College Strategic Plan and is prepared in direct relation to the future financial Sustainability of the College.
Equality and diversity Yes/ No If yes, please give details:	Click or tap here to enter text. There are no equality and diversity implications of this paper.
Island communities 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)?	Yes/ No If yes, please give details: No
Data Protection Does this activity/ proposal require a Data Protection Impact Assessment?	Yes/ No No
Status (e.g. confidential/non confidential)	Confidential
Freedom of information Can this paper be included in "open" business?*	This paper should be considered in closed business.

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* If a paper should **not** be included within 'open' business, please highlight below the reason.

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

For how long must the paper be withheld? Click or tap here to enter text.

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and
http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Perth College UHI

Financial Forecast Return Commentary

2018/19

INTRODUCTION

The College Budget for 2019/20 has been prepared using the following sources to inform the final outcome approved in principle by College Senior Management Team (SMT) and the Board of Management

- Scottish Funding Council (SFC) Grant Awards circular
- Latest version of the UHI Resource Allocation Model (RAM) based on Academic Partners forecast student numbers
- College Strategic Plan
- Curriculum and support areas Operational Plans.
- Communications/dialogues with individual budget holders within College Management Team (CMT) and SMT.
- Forecast student numbers agreed with Curriculum Managers
- Estates Resource Allocation Plans
- College sector communications

The College Budget for 2019/20 and an initial Air Service Training (AST) budget for 2019/20 have been consolidated into the Financial Forecasting Return (FFR).

The financial forecast reflects the college's strategic plan as far as it is able to so do under the requirements of ONS whereby colleges are required to breakeven or generate a small surplus and to maintain a flat level of cash for each financial year to 31 March. This poses difficulties with long term financial planning and the ability to fund capital projects from reserves.

REVIEW OF FINANCIAL PERFORMANCE 2018-19

Perth College's Financial Performance during FY 2018/19 was solid in the context of ever increasing financial pressures. Increased accounting awareness during the year has facilitated the improved accuracy of the College's financial position and has formed the basis of Income and Expenditure recognition.

The final year end position will differ from that presented in both the 2017/18 FFR and 2018/19 Mid-Year Return due to the recognition of prior year income and associated additional, matching expenditure during the course of 2018/19.

SFC RECURRENT GRANT

Core grant funding has been included in the Perth College FFR per the published guidelines with a gradual reduction in funding of 4% (per the table in Annex B) over the forecasting period.

FE funding for the region has been confirmed by SFC. The funding and credits allocation to each college has been agreed by FERB and is in the same historic proportion as in the current year.

HE funding has also been confirmed by SFC and is allocated using the UHI Resource Allocation Model (RAM) on the basis of agreed delivery targets and any under or over delivery adjusted for in the final quarter of the academic year. There is also provision for adjustments to networked delivery using a micro Ram which adjusts for teaching by other academic partners on modules which are allocated to a specific partner. Currently Perth College is in a net payer for this – the teaching undertaken by Perth on other partners' courses is outweighed by the teaching done by other partners on Perth College courses.

STSS funding has been assumed as 100% for the FFR reporting period.

STUDENT NUMBERS

FE STUDENT NUMBERS

Perth College met their core student credit target for 2018/19 and only marginally missed our ESIF target by 130 credits resulting in a strong recruitment performance under challenging market conditions.

University of the Highlands and Islands
Oilthigh na Gàidhealtachd agus nan Eilean

ESF012 Targets v Activity 2018/19

European Union   gov.scot
EUROPE & SCOTLAND
European Social Fund
Investing in a Smart, Sustainable and Inclusive Future

Academic Partner	Ovarall Credit Position (Core + ESF)					Credit Position (Core)			Credit Position (ESF)				Unfunded	ESF Students
	Core Credit Target	ESF Credit Target	Total Credit Target (Core + ESF)	Total Credits Delivered to Date (Core + ESF)	Shortfall/Surplus c.f. Core Credit Target	Core Credit Target	Total Credits Delivered to Date (Core + ESF)	Shortfall/Surplus c.f. Core Credit Target	ESF Credit Target	ESF Eligible Tagged Credits	Shortfall / Surplus ESF tagged versus target	Actual Claimable ESF Credits to date (against target)	Unfunded Credits to date by partner	ESF Tagged Students
Perth	23,655	1,200	24,855	24,725	-130	23,655	24,725	1,070	1,200	1,460	260	1,070	0	77

HE STUDENT NUMBERS

Perth College's UG HE Student FTEs closed 5.7FTE above budget per the table below, with PG numbers in a similar position of being 6.8FTE higher than budget.

Perth College UHI

		F01	F02	F03	F04	F05	F06	Total
	UHI UoR - UGT	£7,462	£4,234	£3,753	£3,267	£2,888	£2,354	
	UHI UoR - PGT	£3,318	£1,883	£1,668	£1,452	£1,284	£1,047	
UGT -	PPF/Budget Target FTE's	0.0	140.0	574.3	414.6	258.5	570.1	1,957.5
	Final Year (Jun 19) FTE's	0.0	135.2	555.7	424.7	268.4	579.2	1,963.2
	% Target Achieved		97%	97%	102%	104%	102%	100%
	Over/Under Delivery FTE's	0.0	(4.8)	(18.6)	10.1	9.9	9.1	5.7
	Budget RAM Distribution (£)	£0	£592,777	£2,155,093	£1,354,256	£746,445	£1,342,006	£6,190,576
	Over/Under Delivery (£)	£0	£(20,324)	£(69,798)	£33,058	£28,587	£21,350	£(7,127)
	Final RAM Distribution (£)	£0	£572,453	£2,085,295	£1,387,313	£775,032	£1,363,356	£6,183,450
PGT -	PPF/Budget Target FTE's	0.0	0.0	11.2	13.5	0.0	7.2	31.9
	Final Year (Jun 19) FTE's	0.0	0.0	10.3	6.7	9.4	12.4	38.7
	% Target Achieved							121%
	Over/Under Delivery FTE's	0.0	0.0	(0.9)	(6.8)	9.4	5.1	6.8
	Budget RAM Distribution (£)	£0	£0	£18,670	£19,607	£0	£7,556	£45,833
	Over/Under Delivery (£)	£0	£0	£(1,510)	£(9,924)	£12,038	£5,369	£5,973
	Final RAM Distribution (£)	£0	£0	£17,160	£9,683	£12,038	£12,925	£51,806

CHANGES IN TUITION FEE AND OTHER INCOME

SASS funded tuition fee income remains flat throughout the FFR reporting period while tuition fees generated by other funding sources are below and are informed by the College Business Development Strategy:

Flexible Workforce Development   -   Annual 5% Increase

Foundation Apprenticeships   -   Annual 3% Increase

INTERNATIONAL INCOME

International Income (Tuition Fees and other Commercial Income) at Perth College is modelled with in the FFR per the College's International Delivery Strategy, seeking to develop existing International Partnerships (China & japan) as well as entering emerging markets in Kuwait, India and North America.

Perth College plan to double their International Student numbers by the end of 2022, generating an additional £600k of income (margin around 30%) and further increase them an additional 50% by the end of the FFR reporting period, generating a further £1.2M of income (margin around 40%).

OTHER INCOME GENERATING ACTIVITIES

This encompasses other commercial activities at Perth Colleges and includes the Training Restaurant, Hair and Beauty, Nursery, and Language School. Discussions with relevant staff will inform these income estimates based on previous results and current expectations. It is anticipated that the higher staff cost base will make it more difficult to secure commercial income as the college struggles to compete against other private providers but we have included a projected increase in these income for these areas at 3% per year.

OTHER INCOME

The main contributor to this income category at Perth College is the Academy for Sport & Wellbeing. The ASW is entering its 3rd year of full operation and with increases in footfall, an annual increase in income of 5% is modelled in the FFR reporting period.

In addition, the College's wholly owned Subsidiary Air Service Training's income is captured here. AST income targets are expected to remain relatively stable over the reporting period but, with an extremely challenging marketplace and developing customer base, maintaining the income levels of AST will require redesign of service provision.

STAFF COSTS

Perth College Staff costs are budgeted using a newly created staff costing model that has become operational in the latter months of the 2018/19 financial year. The costing model is at post level and is calculated for basic salary costs, NI and Pension Cost components. The financial impact of national bargaining harmonisation and job evaluation costs as well as workforce planning requirements.

The financial impact of Cost of Living pay awards are included for all staff and wider modelling is per Public Sector Pay Policy. Pension cost modelling is at the current rates with no alterations to those rates thought the reporting period and STSS contribution increases have been matched to increase funding to cover the costs.

Staff costs have been have been reduced to reflect the savings required to return a balanced FFR position.

NON STAFF COSTS

The financial modelling of Perth College's Non Staff Costs are determined, where possible, by the underlying activity stream financial profile (this is specific for areas such as International Income) while generally, other non-staff costs have been inflated by a net 2%. This is to reflect an inflationary increase of 5% but discounted for the underlying requirement to make 3% annual efficiency savings.

RISK MANAGEMENT

The key risks that have been identified when preparing the 2019/20 forecast remain much as they were for recent prior years. These risks have been discussed at length by the College Board of Management throughout 2018/19, both in relation to current and future years.

The main risks are as summarised on the Key Risks Tab of the FFR Workbook and are:

The Operational and financial impact of Brexit

UHI Reliance on Core Funding

Potential of Non-Achievement of Student Number Recruitment Targets

The Operational and Financial Impact of ONS Classification

Financial Impacts of Non Funded Cost of living Impacts Originating from National Bargaining

FINANCIAL SUSTAINABILITY

The College recognises the risks posed by an increasing cost base, particularly staff costs, against changing demand and reduced central funding. The current operating and funding model in place across the UHI partnership places an increased risk to financial sustainability. The complexities of delivery across the region and accounting for this, create a sizeable challenge in terms of efficient delivery and management. In Perth, a major workforce planning exercise is currently underway to identify areas of risk and where efficiencies must be sought in order to protect the financial sustainability of the institution. In addition, Perth College SMT will actively participate in the planned strategic review of the UHI internal funding allocation model.

Perth College UHI

KEY RISKS

Please use the boxes below to provide a commentary on material risks to income and expenditure as identified in the Risk Register. Where possible these risks should be quantified.

Please use the boxes below to describe the actions planned by the College to address/mitigate the identified risks.

BREXIT - Perth College Senior Management Team (SMT) recognise the potentially material impact of the ongoing Brexit process to student numbers, EU based funding streams and consequently, the future financial sustainability of the College. SMT make specific note of the time bound guarentee by the SFC for EU Student Tuition Fees ending after 20/21.	In 2019/20, Perth College are entering into the second phase of a three phase International Delivery Strategy central to overall strategic income diversification. Phase 2 will see the College capitalise on already strong International Delivery Partnerships, delivering both in country delivery as well as at home in Perth. The start of this second phase in 2019/20 sees the College set challenging stretch income targets for International income of £900k to be delivered by targeted increases in already established International partnerships in China and Japan. Further, the College will target growth in emerging markets by forging new International Partnerships in Kuwait (in partnership with our wholly owned subsidiary, Air Service Training), India and in
UHI RELIANCE ON SFC CORE FUNDING - SMT acknowledge Perth College's and other UHI Academic Parnters' reliance on SFC core funding (over 80% per Colleges Scotland) and cite this funding dependancy as a material risk to the financial sustainability of the College. This reliance is further exacerbated by 95% of the College's student body being made up of home domiciled students, again demonstrating a disproportionately prohibitive student funding profile dievrsification of that has been historically restricted by UKVI Visa Restrictions.	In addition to the International Expansion Strategy above, Perth College will become an influential driver in the Perth and Kinross region Skills Realignment requirement as informed by labour market forecast and specific requirements of local businesses. The College's Business Development Professionals will drive internal development of existing expertise to focus on supporting the region in growth Industries such as Health & Social Care and Construction among others and will capitalise on already strong partnerships in Flexible Workforce Development, Foundation/Modern/Graduate Apprenticeship and wider Industry. A further significant strand of the College's Regional Business Development Strategy is to develop reciprocal
NON-ACHIEVEMENT OF STUDENT NUMBER TARGETS - As with all other Scottish Colleges, the Perth College SMT recognise the impact of the Widening Access Agenda on student recruitment numbers.	Perth College will continue to develop existing relationships with regional feeder institutions including Schools and local businesses. In addition, the SMT will undertake a full curriculum review in the coming year to review, realign and optimise our academic delivery while capitalising on areas of academic specialism. The College will continue to actively participate in the UHI partnership model, advocating dynamic approaches to develop an appropriate academic delivery model and are well represented on the UHI Programme Board whose agenda is to develop the current partnership model with the underlying objective of Partnership Sustainability.
ESTATE CONDITION & DIGITAL ESTATE - Perth College SMT consider the College Estate (both traditional and digital) to be of material risk to the sustainability of our Institution. Findings of the Backlog Maintenance Report carried out during 2017/18 demonstrate the immediate requirement of significant financial investment in the Perth College campus, with specific focus on the aging Goodlyburn building. This risk is further compunded by the reduction in core Capital Funding.	The Perth College SMT channeled all available funds into investment in the College Estate during 2018/19 and this has resulted in a significant superficial upgrade to the Estate. College Management will continue to manage Capital Funding to optimise value for money in all Estates works. In addition, Senior Mangement are developing a detailed Digital Estate Strategy in order to optimise use of existing equipment while searching out innovative approaches to replacement. Perth College are project leaders in an ambitious Tay Cities Deal project that would see a UK Government Capital Investment of £6M in the College estate, with the creation of a purpose built Aviation Academy on the College Estate. The Tay Cities deal is progressing with Full Deal
IMPACT/RESTRICTIONS OF ONS CLASSIFICATION - The College's ONS classification challenges financial management practices that allow "saving to invest" schemes. Consequently, Perth College SMT recognise our ONS classification as a material risk to the College's financial sustainability.	Perth College SMT will continue to strive for best value in all financial transactions, particularly focusing on two large value contracts due for renewal in 2019/20, namely our Catering Contract (comprising both Academic Catering and on site catering provision) and Student Residences Management Contract. Our dedicated APUC professional will assertively manage these contract renewals to ensure improvements in service provision as well as financial best value. Further, SMT recognise the challenges of the "In-Year" funding model and will alleviate funding pressures using the College's wholly owned subsidiary Air Service Training and its Arm's Length Development Trust to diversify less restricted funding sources.
FINANCIAL IMPACT OF NON FUNDED COST OF LIVING IMPACTS ORIGINATING FROM NATIONAL BARGAINING - Perth College SMT recognise the financial impact of Non funded National Bargainig Funding as a significant and material risk to the financial sustainability of the College.	The financial impact of this onerous funding arrangement will drive the SMT of Perth College to strategically review College internal structures, full curriculum review and reassessment of all academic delivery approaches. It is planned to carry forward a small surplus from 2018/19 for the purposes of implementing a longer term financial sustainability plan through the creation of a re-aligned College structure.

Perth College UHI

Statement of Comprehensive income and expenditure (Consolidated)	Actual 2017-18	Forecast 2018-19	Forecast 2019-20	Forecast 2020-21	Forecast 2021-22	Forecast 2022-23	Forecast 2023-24	2017-18 - 2018-19	2018-19 - 2019-20	2019-20 - 2020-21	2020-21- 2021-22	2021-22 - 2022-23	2022-23 - 2023-24	Explanation for variance
	£000	£000	£000	£000	£000	£000	£000	%	%	%	%	%	%	
INCOME														
Tuition fees and education contracts	5,629	6,396	5,997	6,207	5,184	4,924	4,668	13.6%	-6.2%	3.5%	-16.5%	-5.0%	-5.2%	nrealeased tuition fee income from PY. Growth here is attributable to anticipated increas
Funding council/RSB grants	14,426	15,817	16,061	15,911	15,762	15,615	15,469	9.6%	1.5%	-0.9%	-0.9%	-0.9%	-0.9%	
Research grants and contracts	171	679	210	210	210	210	210	297.1%	-69.1%	0.0%	0.0%	0.0%	0.0%	Our Research colleagues currently do not predict impact to research funded income strea
Revenue grants from Arms Length Foundation	0	0	0	0	0	0	0							
Capital grants from Arms Length Foundation	0	0	0	0	0	0	0							
Other non-government capital grants	0	0	0	0	0	0	0							
Deferred capital grant release (SFC/RSB and non-SFC Government)	197	196	196	196	196	196	196	-0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	
Other income	3,602	4,419	4,302	4,661	5,187	6,030	7,174	22.7%	-2.6%	8.3%	11.3%	16.3%	19.0%	ner income is primarily attributable to the International Delivery Strategy refered to in the
Investment income	3	0	0	0	0	0	0	-100.0%						
Total income before donations and endowments	**24,028**	**27,508**	**26,766**	**27,184**	**26,539**	**26,975**	**27,717**	14.5%	-2.7%	1.6%	-2.4%	1.6%	2.7%	
Donations and endowments	0	0	0	0	0	0	0							
Total income	**24,028**	**27,508**	**26,766**	**27,184**	**26,539**	**26,975**	**27,717**	14.5%	-2.7%	1.6%	-2.4%	1.6%	2.7%	
EXPENDITURE														
Staff costs	17,774	17,724	19,332	19,343	18,584	18,832	19,381	-0.3%	9.1%	0.1%	-3.9%	1.3%	2.9%	
Staff costs - exceptional restructuring costs	0	0	250	0	0	0	0			-100.0%				
Exceptional costs - non-staff	0	0	0	0	0	0	0							
Other operating expenses	6,596	8,089	7,375	7,635	7,748	7,936	8,130	22.6%	-8.8%	3.5%	1.5%	2.4%	2.4%	
Donation to Arms Length Foundation	0	0	0	0	0	0	0							
Depreciation	1,081	955	949	949	949	949	949	-11.6%	-0.7%	0.0%	0.0%	0.0%	0.0%	
Interest and other finance costs	27	10	20	10	10	10	10	-64.7%	110.0%	-50.0%	0.0%	0.0%	0.0%	
Total expenditure	**25,478**	**26,778**	**27,926**	**27,937**	**27,291**	**27,728**	**28,469**	5.1%	4.3%	0.0%	-2.3%	1.6%	2.7%	
Surplus/(deficit) before other gains and losses and share of operating surplus/deficit of joint ventures and associates	**(1,450)**	**730**	**(1,161)**	**(753)**	**(752)**	**(752)**	**(752)**	-150.4%	-259.0%	-35.1%	-0.1%	0.0%	0.0%	
Gain/(loss) on disposal of fixed assets	0	0	0	0	0	0	0							
Gain/(loss) on investments	0	0	0	0	0	0	0							
Share of operating surplus/(deficit) in joint venture(s)	0	0	0	0	0	0	0							
Share of operating surplus/(deficit) in associate(s)	0	0	0	0	0	0	0							
Surplus/(deficit) before tax	**(1,450)**	**730**	**(1,161)**	**(753)**	**(752)**	**(752)**	**(752)**	-150.4%	-259.0%	-35.1%	-0.1%	0.0%	0.0%	
Other taxation	0	0	0	0	0	0	0							
Surplus/(deficit) for the year	**(1,450)**	**730**	**(1,161)**	**(753)**	**(752)**	**(752)**	**(752)**	-150.4%	-259.0%	-35.1%	-0.1%	0.0%	0.0%	
Unrealised surplus on revaluation of land and buildings	0	0	0	0	0	0	0							
Actuarial (loss)/gain in respect of pension schemes	0	0	0	0	0	0	0							
Other comprehensive income	0	0	0	0	0	0	0							
Total comprehensive income for the year	**(1,450)**	**730**	**(1,161)**	**(753)**	**(752)**	**(752)**	**(752)**	-150.4%	-259.0%	-35.1%	-0.1%	0.0%	0.0%	

Paper No. 5

Committee	Perth College UHI Board
Subject	Tay Cities Deal – Aviation Academy for Scotland
Date of Committee meeting	09/10/2019
Author	Veronica Lynch, Vice Principal External Engagement
Date paper prepared	02/10/2019
Executive summary of the paper	This paper outlines the current status and the associated opportunity of the Aviation Academy for Scotland Tay Cities Deal bid. The Project Income and Expenditure projections are included at Appendix 1. This paper outlines the risks of the project for both Perth College UHI and AST. It is recommended that the Board: 1. Note the status of the Aviation Academy for Scotland (AAS) project within the Tay Cities Deal programme. 2. Note the risks and revenue summary associated with the AAS project. 3. Endorse the College's approach to work with a co-investment partner to de-risk the capital investment. 4. Approve the revenue budget associated with the project. 5. Approve in principle, the acceptance of £8.1m of Capital Grant Funding from the Tay Cities Deal should the Outline Business Case proceed within the full deal. 6. Approve in principle, the receipt of £6.03m of this total Grant Funding to enable a capital investment for the creation of the Aviation

	Academy for Scotland on Perth College UHI campus.
Consultation How has consultation with partners been carried out?	The Board have been kept abreast of developments with the Tay Cities Deal programme as they have arisen.
Action requested	☐ For information only ☐ For discussion ☐ For recommendation ☒ For approval
Resource implications (If yes, please provide details)	**Yes**/ No The Revenue Summary is included for approval within Appendix 1.
Risk implications (If yes, please provide details)	**Yes**/ No A risk assessment is included within this paper.
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information	Provide a summary of the how the paper links to key College priorities and what they are This project supports the delivery of the strategic aim 2. Work in partnership to foster and drive positive change and growth in local, regional, national and international economies.
Equality and diversity **Yes**/ No If yes, please give details:	An Equality Impact Assessment will be undertaken as the project develops to ensure access to all audiences to the project.
Island communities Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities	Yes/ **No** If yes, please give details: Click or tap here to enter text.

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(including other island communities)?	
Data Protection Does this activity/ proposal require a Data Protection Impact Assessment?	Yes/ **No** Set out any data protection aspects and whether a data protection impact assessment is needed
Status (e.g. confidential/non confidential)	Confidential
Freedom of information Can this paper be included in "open" business?* -**Yes**	Papers should be open unless there is a compelling reason for them to remain closed. If a paper, or parts of a paper, are to remain closed the reason for that exemption must be specified – see reasons below

* If a paper should **not** be included within 'open' business, please highlight below the reason.

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

For how long must the paper be withheld? Confidential until confirmation of this project being funded within the Tay Cities Deal and until all commercially sensitive bid documentation is able to be made public.

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

Perth College is a registered Scottish charity, number SC021209

Paper No. 6

Committee	Board of Management
Subject	AST Business Plan
Date of Committee meeting	09/10/2019
Author	Mark Taylor, AST General Manager
Date paper prepared	03/10/2019
Executive summary of the paper	The AST Business Plan provides detailed information on the forward plans of the business, including a full budget for 2019-20 and a 3-year revenue forecast. The AST Business Plan at Issue 3.2 was approved by the AST Board on 10th September 2019. Two relevant actions were noted in the AST Board Meeting minutes for subsequent action and these have now been incorporated into this AST Business Plan at Issue 3.3. The actions were: • Assessment of impact on AST revenues if increased Scottish students are taken onto the BSc programme, rather than that capacity being used for full commercial rate students or contracts • Clearer presentation of the amount of business required to be contracted if the AST Budget v5 and associated 3 year outlook are to be achieved.
Consultation How has consultation with partners been carried out?	The Business Plan was discussed in details at the AST Board meeting 10/09/2019
Action requested	☐ For information only ☐ For discussion ☐ For recommendation ☒ For approval

Resource implications (If yes, please provide details)	No
Risk implications (If yes, please provide details)	No *Click or tap here to enter text.*
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information	*Click or tap here to enter text.*
Equality and diversity Yes/ No If yes, please give details:	No
Island communities 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)?	No If yes, please give details: *Click or tap here to enter text.*

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Data Protection Does this activity/ proposal require a Data Protection Impact Assessment?	No Click or tap here to enter text.
Status (e.g. confidential/non confidential)	Confidential
Freedom of information Can this paper be included in "open" business?*	No

* If a paper should **not** be included within 'open' business, please highlight below the reason.

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

For how long must the paper be withheld? Click or tap here to enter text.

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and
http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Committee	Board of Management
Subject	Health and Safety Policy
Date of Committee meeting	09/10/2019
Author	Ian Bow (Health, Safety & Wellbeing Adviser)
Date paper prepared	05/09/2019
Executive summary of the paper	H&S Policy Statement of Intent, to be signed by Principal and Chief Executive and Chair of the Board of Management. Change of text in final paragraph to indicate the Organisation and Arrangements for the implementation of the Policy Main Policy document remains unchanged
Consultation How has consultation with partners been carried out?	Approved in Principle by Audit Committee
Action requested	☐ For information only ☐ For discussion ☐ For recommendation ☒ For approval
Resource implications (If yes, please provide details)	No
Risk implications (If yes, please provide details)	No Click or tap here to enter text.

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Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information	Principal document for the College Safety Management System and legal requirement
Equality and diversity Yes/ No If yes, please give details:	No
Island communities 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)?	Yes/ **No** If yes, please give details: Click or tap here to enter text.
Data Protection Does this activity/ proposal require a Data Protection Impact Assessment?	No Click or tap here to enter text.
Status (e.g. confidential/non confidential)	Non Confidential

Perth College UHI

Freedom of information Can this paper be included in "open" business?*	Open

* If a paper should **not** be included within 'open' business, please highlight below the reason.

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

For how long must the paper be withheld? Click or tap here to enter text.

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

Health and Safety Policy

September 2019

Also available in large print (16pt)
and electronic format.

Ask Student Services for details.

www.perth.uhi.ac.uk

University of the
Highlands and Islands
Perth College

Version Control History

Version Number	Date of Change	Summary of Revisions Made
8	Aug 15	Revised H and S statement signed by new Chair Grant Myles. Revised purpose and Residences covered all year round; Managers have new responsibility to ensure risk control measures are implemented; H and S office has a new responsibility to link with IOSH and H and S Executive; all staff have responsibility to attend H and S training and report all accidents/incidents to line manager; contractors not to start work until H and S induction completed; students have a responsibility to wear PPE, not introduce equipment without staff authorisation, report accidents; new section on responsibilities of visitors.
8.1	July 2016	Footer updated to reflect new template model.
8.2	August 2016	Dates in footer and Policy updated and new Policies added to the list of Linked/Related Documents. Updated Policy Statement signed and included.
8.3	August 2017	Owner updated to reflect it is now the Principal and Chief Executive. Section 6: 2 Policies added: • Control of Noise at Work Policy. • Control of Vibration at Work Policy.
8.4	October 2017	The Principal and CEO has overall accountability as opposed to responsibility.
8.4	October 2017	The role of the Board of Management was to 'champion' H and S and that should be re-instated in the policy.
8.4	October 2017	Drafting changes to language as recommended by the Board of Management to encourage a more positive/inclusive health and safety culture.
8.5	September 2018	Insert at para 5.4 under "Managers shall", new bullet point: Change bullet point "Appoint a member of staff in their area as Risk Assessor" to read "Appoint a competent member of staff in their area as Risk Assessor" Amend para 5.6 to read: - The Health, Safety and Wellbeing Adviser is the appointed competent person for the College on matters of Health and Safety whose main responsibilities include..
9	September 2019	H&S Policy Statement of Intent, to be signed by Principal and Chief Executive and Chair of the Board of Management. Change of text in final paragraph to indicate the Organisation and Arrangements for the implementation of the Policy Main Policy document remains unchanged.

Title: Health and Safety Policy   **Owner:** Principal and Chief Executive
Version/Status: 9, Final   **Lead Author**: Head of Human Resources and Organisational Development
Approved By/Date: Board of Management/Oct 2019   **Lead Editor:** Health, Safety and Wellbeing Adviser
Effective Publication Date: October 2019   **Review Timing/Date:** 1 Year, 2020/21

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Perth College UHI

Health and Safety Policy Statement

The Board of Management of Perth College UHI attaches the greatest importance to safeguarding the health, safety and welfare of all staff, students, visitors and others who use the premises, and regards the promotion of health and safety measures as a mutual objective for management and employees at all levels.

It is the commitment of Perth College UHI, hereinafter referred to as "the College", to act within the requirements of the Health And Safety at Work etc, Act 1974, and subsequent legislation, and to ensure that the health, safety and welfare of all staff, students, visitors and others who may be affected by our undertakings is safeguarded, so far as is reasonably practicable.

To meet these criteria, the College will:

- Regard legal compliance as the lowest acceptable standard of management with regard to health and safety.
- Identify hazards, assess risks and manage those risks.
- Provide appropriate information, instruction, training and supervision.
- Provide and maintain equipment and a working environment that are, so far as is reasonably practicable, without risks to health and safety.
- Consult with employee's representatives on health and safety matters.
- Provide adequate funding and resources to meet Policy needs.

In order to effectively manage Health and Safety, the College Board of Management devolves policies and procedures through the Principal and Chief Executive to the Senior Management Team, to the Heads of Curriculum and Support Area Managers, and their staff, all of whom are responsible for managing Health and Safety as set out in further sections of this Policy.

The College requires that all staff, students, visitors and others co- operate in regarding safe working as a prime objective, by working within established procedures.

Overall responsibility for the practical implementation of this Policy lies with the College Principal and Chief Executive.

The Organisation for implementation of this Policy are set out in the attached document, which is to be read as part of this statement. Arrangements for Policy implementation are contained in a separate document and are to be read alongside associated Health and Safety related Policies and Procedures. All of the aforementioned will be reviewed and updated, as required to ensure best practice methods of managing Health and Safety are achieved.

Signature:

Date:

Margaret Cook, Principal and Chief Executive

Signature:

Date:

Brian Crichton, Chair of the Board of Management

Title: Health and Safety Policy
Version/Status: 9, Final
Approved By/Date: Board of Management/Oct 2019
Effective Publication Date: October 2019
Owner: Principal and Chief Executive
Lead Author: Head of Human Resources and Organisational Development
Lead Editor: Health, Safety and Wellbeing Adviser
Review Timing/Date: 1 Year, 2020/21

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Health and Safety Policy

1   **Purpose**

Perth College UHI recognises its responsibility under the provisions of the Health and Safety at Work etc Act 1974 to ensure, so far as is reasonably practicable, the health, safety and welfare of all employees, students, visitors and members of the public using the College premises and services. This Policy details roles and responsibilities to enable the College to fulfil these duties.

2   **Scope**

All staff, students and persons visiting all college premises: for example contractors or members of the public.

Air Service Training (Engineering) Limited (AST). All AST staff, students and visitors are covered by this policy when they are located within the Perth College UHI premises. However, AST have their own Health and Safety Policy for its operations elsewhere in the UK and overseas.

The Perth College UHI Student Residences are covered by this Policy during the Academic Year (August to June). In the summer recess, the Residences are leased to the Scottish Youth Hostel Association and are covered by their Health and Safety Policy during that period.

3   **Definitions**

So far as is reasonably practicable: It is a balance between injury/harm, the chances of it happening, the numbers of people affected and the overall risk reduction balanced between time, inconvenience, money and effort.

4   **Key Principles**

The Board of Management and Senior Management Team (SMT) of Perth College UHI attaches the greatest importance to safeguarding the health and safety of all staff, students, visitors and others who use the premises, and regards the promotion of health and safety measures as a mutual objective for management and staff at all levels.

5   **Responsibilities**

5.1   **The Board of Management**

The Board of Management champions Health and Safety within the College and has overall responsibility for ensuring the effective implementation of the Colleges' Health and Safety Policy.

5.2 The Principal and Chief Executive

The Principal and Chief Executive has overall accountability for the practical operation of and compliance with the Health and Safety Policy. The responsibility for day to day running of health and safety related activities is delegated to competent persons within the college.

5.3 The Senior Management Team (SMT)

The Senior Management Team is responsible for achieving the objectives of the Health and Safety Policy within the College.

The Senior Management Team will ensure that employees within their area of responsibility that are designated as having responsibilities for health and safety matters are trained and competent and are provided with the resources necessary to ensure the implementation of this Policy.

The Senior Management Team review and monitor the recommendations and findings of the Health and Safety Committee, and forward these to the Board of Management for their consideration. Health and safety matters are line management responsibilities. Responsibilities can be delegated, however accountability cannot.

The Head of Human Resources and Organisational Development chairs the Health and Safety committee. This post holder is also the member of SMT responsible for College compliance with all those Health and Safety legal requirements that apply to the use of College premises, facilities and grounds.

In the absence of the Head of Human Resources and Organisational Development, another member of the Senior Management Team will assume those health and safety responsibilities.

5.4 Managers

The key to effective Health and Safety management in the College is the control exercised by Managers.

Where responsibilities for health and safety are delegated to team members, accountability for health and safety still remains with Managers.

Managers shall:

- Bring this policy to the attention of their staff.
- Implement the Health and Safety Policy in relation to their area of responsibility.
- Appoint a competent member of staff in their area as Risk Assessor.

Title: Health and Safety Policy **Owner:** Principal and Chief Executive
Version/Status: 9, Final **Lead Author**: Head of Human Resources and Organisational Development
Approved By/Date: Board of Management/Oct 2019 **Lead Editor:** Health, Safety and Wellbeing Adviser
Effective Publication Date: October 2019 **Review Timing/Date:** 1 Year, 2020/21

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- Ensure, so far as is reasonably practicable, that conditions within their work area are safe and without risk to health, by ensuring that risk assessments are conducted and completed by a competent person trained in risk assessment and that control measures are implemented.
- Ensure staff receive the necessary training to enable them to work safely. Training needs should be identified as a part of the risk assessment process.
- Ensure all accidents are reported using the accident report form as soon as possible after the accident, regardless of whether an employee, student, volunteer, contractor or visitor has been affected.
- Investigate, or ensure investigation of accidents and unsafe work practices.
- Make health and safety a standing item on the agenda of team meetings.
- Raise any matters arising at team meetings on Health and Safety, in the first instance, with the Health and Safety Officer, who will highlight these to the Health and Safety Committee as appropriate.

5.5 Head of Estates

The Head of Estates is responsible for:

- Providing College premises with building fabric and services which are safe working environments.
- Ensuring that the fabric and services of College premises remain safe through appropriate repair, maintenance, inspection, examination and testing regimes.
- Ensuring that risks relating to building design, building fabric and building services in College premises are managed. These include (but are not limited to):

  - Fire;

  - Asbestos;

  - Legionella;

  - Statutory inspection, testing and maintenance of plant and equipment;

  - Control of contractors.

5.6 The Health, Safety and Wellbeing Adviser

The Health, Safety and Wellbeing Adviser is the appointed competent person for the College on matters of Health and Safety whose main responsibilities include:

- Keeping up to date with health and safety legislation and new best practice developments and advise affected parties as appropriate.

Title: Health and Safety Policy	**Owner:** Principal and Chief Executive
Version/Status: 9, Final	**Lead Author**: Head of Human Resources and Organisational Development
Approved By/Date: Board of Management/Oct 2019	**Lead Editor:** Health, Safety and Wellbeing Adviser
Effective Publication Date: October 2019	**Review Timing/Date:** 1 Year, 2020/21

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- Advising the Board of Management, SMT, CMT and the Health and Safety Committee on all matters of health and safety as appropriate.
- Facilitating and give practical support to staff completing risk assessments, CoSHH assessments, DSE assessments etc.
- Develop, implement and review health and safety policies and procedures.
- Conducting regular audits/inspections of the College's health and safety systems and then submit findings to the relevant Head of Curriculum or Support Area Manager/Senior Management Team and Board of Management. (These audits/inspections will at times be in conjunction with safety representatives).
- Develop and deliver health and safety training for the College; and externally to employers on behalf of the College eg REHIS.
- Contribute to team meetings to provide health and safety advice.
- Liaise with Managers on health and safety matters and then raise them with the Health and Safety Committee as appropriate.
- Co-ordinate with the Head of Estates on the effective implementation of all relevant Health and Safety Legislation, Codes of Practice, Guidance Notes etc.
- Stop unsafe working practices when deemed necessary, whether this be College employees or non-employees eg contractors.
- Report accidents, ill health and dangerous occurrences to the Health and Safety Executive when appropriate.
- Liaise with other groups including: Tayside Integrated Safety Association, UHI health and safety committee, College Development Network (Scotland), Healthy Working Lives, Scottish Fire and Rescue service, Health and Safety Executive, Institute of Occupational Safety and Health (IOSH).
- Carry out Health and Safety inductions to staff, students and contractors when requested.

5.7   The Health and Safety Committee

5.7.1 Composition and Membership of the Health and Safety Committee is identified within the Health and Safety Committee Terms of Reference.

5.7.2 The Health and Safety Committee will provide consultation, direction and support to College-wide activities which meet our commitment to the provision of a safe environment and enable compliance with health and safety legislation in the interests of staff, students and service users. Activities are identified within the Health and Safety Committee Terms of Reference.

Title: Health and Safety Policy	**Owner:** Principal and Chief Executive
Version/Status: 9, Final	**Lead Author**: Head of Human Resources and Organisational Development
Approved By/Date: Board of Management/Oct 2019	**Lead Editor:** Health, Safety and Wellbeing Adviser
Effective Publication Date: October 2019	**Review Timing/Date:** 1 Year, 2020/21

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5.8 Human Resources

Human resources will:

- Refer staff to the College Occupational Health Provider when necessary.
- Develop employee health services by promoting health screening and surveillance and preventative medical services.
- Develop health promotion and education initiatives as appropriate.
- Advise and support managers on disciplinary proceedings when required.

5.9 Occupational Health Provider

The College Occupational Health Provider will:

- Carry out health surveillance/health checks to employees who are referred by HR.

5.10 All College Staff

All College staff must take reasonable care of themselves and of any other persons who may be affected by their actions, or what they fail to do at work.

All College staff must:

- Co-operate with the College in its efforts to comply with the Health and Safety at Work etc Act, 1974 and related Regulations.
- Use correctly and safely all work items/equipment provided by the College in accordance with the information, instructions, and training given.
- Inform their immediate line manager of any work situation where they believe they or any other person is at risk of serious or immediate danger.
- Inform their immediate line manager of any work situation where they consider there to be the potential for harm to employee or others as a result of work activities.
- Familiarise themselves with health and safety polices, risk assessments, safe systems of work and arrangements as detailed in this and other Health and Safety documents relevant to their work activities.
- Where an employee believes they or another person's health or safety is in imminent danger, must temporarily suspend the dangerous activity and report this to their immediate line manager.
- Attend Health and Safety training as required.
- Report all accidents to their Line Manager as per current College procedures.

Title: Health and Safety Policy **Owner:** Principal and Chief Executive
Version/Status: 9, Final **Lead Author**: Head of Human Resources and Organisational Development
Approved By/Date: Board of Management/Oct 2019 **Lead Editor:** Health, Safety and Wellbeing Adviser
Effective Publication Date: October 2019 **Review Timing/Date:** 1 Year, 2020/21

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5.11 Contractors and their Staff

All contractors and their staff must take reasonable care of themselves and of any other persons who may be affected by their actions, or what they fail to do at work.

Contractors and their staff must:

- Comply with this Policy.
- Report any accidents to the Head of Estates in the first instance.
- Have risk assessments and method statements for work activities, however they can use their own format, but they must meet legal requirements.
- Not start any works until they have received a College Health and Safety induction.

5.12 Students

- Are expected to act in a responsible manner and not endanger any other persons by an act or omission on their part.

- Inform a College employee of any situation where they consider there to be the potential for harm to employees or others as a result of work activities.

- Shall use protective or specialist clothing as required and shall use all safety equipment available.

- Shall **not**, without the consent of the member of staff in charge of the areas or activity, introduce any equipment for use on College premises.

- Shall report all accidents, whether or not injury is sustained, to the member of staff in charge of the activity or facility.

5.13 Visitors

- Are expected to act in a responsible manner and not endanger any other persons by an act or omission on their part.

- Inform a College employee of any situation where they consider there to be the potential for harm to employees or others as a result of work activities.

5.14 Head of Quality

Quality approval check of this Policy is the responsibility of the Head of Quality who will arrange for the Policy to be posted on the web.

Title: Health and Safety Policy   **Owner:** Principal and Chief Executive
Version/Status: 9, Final   **Lead Author**: Head of Human Resources and Organisational Development
Approved By/Date: Board of Management/Oct 2019 **Lead Editor:** Health, Safety and Wellbeing Adviser
Effective Publication Date: October 2019   **Review Timing/Date:** 1 Year, 2020/21

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As well as the above responsibilities, persons will have specific duties detailed in other polices eg First Aid policy, Stress Management policy, Smoking policy etc.

6 Linked/Related Documents

The Procedures and Guidance documents listed below can be found on the College Website (Policies and Procedures), PerthNet (guidance and forms) or are available by contacting the Health, Safety and Wellbeing Adviser.

Fire and Emergency Evacuation Procedure
Accident Report Form
First Aid Policy
Smoking Policy
Stress Management Policy
Control of Substances Hazardous To Health Policy (CoSHH)
Drugs and Alcohol Policy
Electrical Safety Policy
Risk Assessment form and guidance
Employee Health and Safety Induction Booklet
Display Screen Equipment form c/w guidance
Safeguarding Policy and Procedure
AST Health and Safety Policy
Control of Noise at Work Policy
Control of Vibration at Work Policy

7 Relevant Legislation

Health and Safety at Work etc Act 1974
Management of Health and Safety at Work Regulations 1999
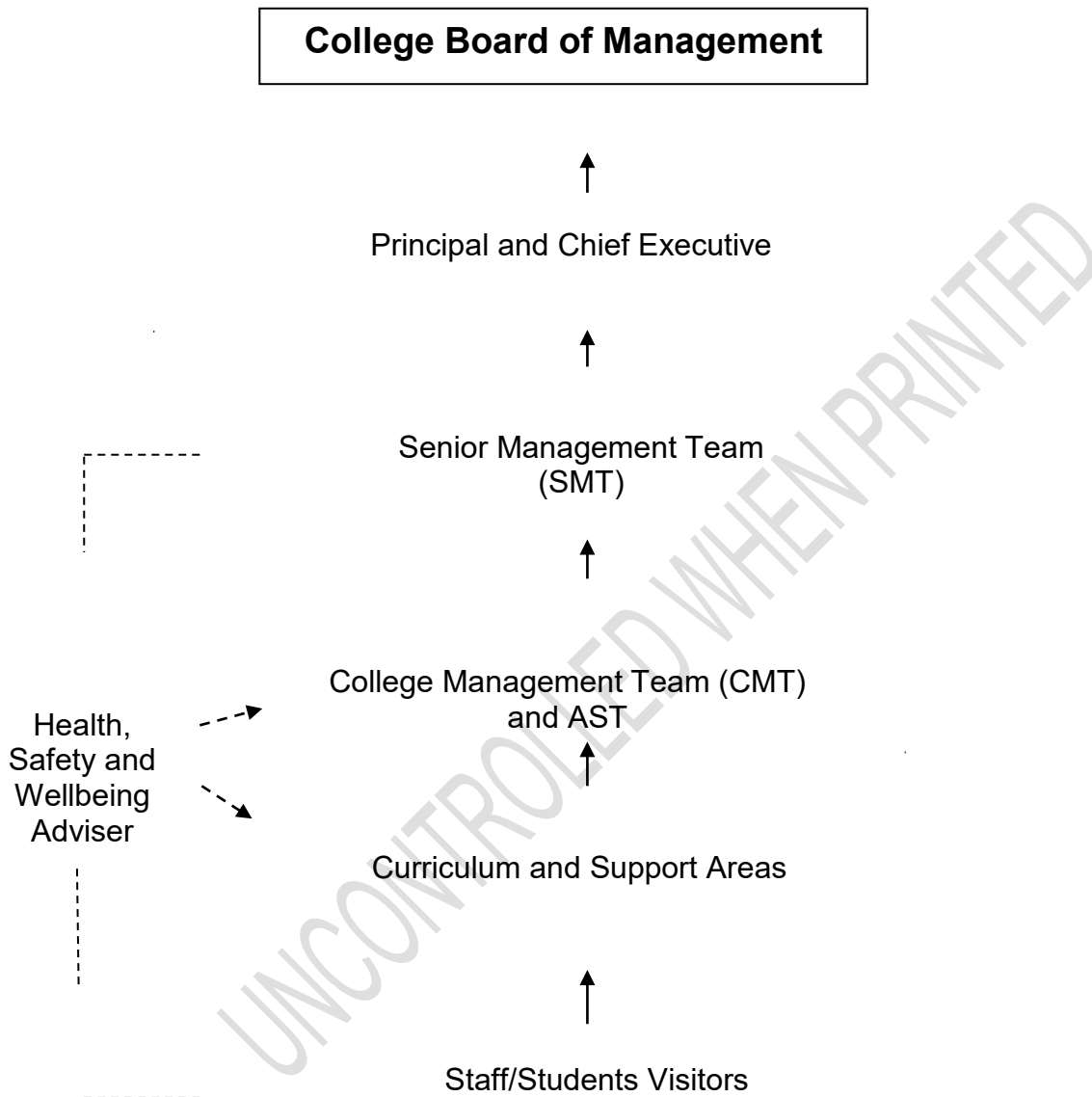
Title: Health and Safety Policy	**Owner:** Principal and Chief Executive
Version/Status: 9, Final	**Lead Author**: Head of Human Resources and Organisational Development
Approved By/Date: Board of Management/Oct 2019	**Lead Editor:** Health, Safety and Wellbeing Adviser
Effective Publication Date: October 2019	**Review Timing/Date:** 1 Year, 2020/21

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Appendix 1

The Health and Safety Institutional Responsibility Structure

College Board of Management

↑

Principal and Chief Executive

↑

Senior Management Team
(SMT)

↑

College Management Team (CMT)
and AST

Health,
Safety and
Wellbeing
Adviser

Curriculum and Support Areas

↑

Staff/Students Visitors

Appendix 2

The Health and Safety Functional Communication Structure

Board of Management

⬆

Audit Committee

⬆

**Health and Safety Committee for
Perth College UHI Group – Perth College UHI and AST**

⬆

Health, Safety and Wellbeing Adviser

**Fire
Marshals**

**Heads of
Curriculum
and
Support
Area
Managers**

AST

**First
Aiders**

Perth College UHI

Paper No. 8

Committee	Board of Management
Subject	Policy Update
Date of Committee meeting	09/10/2019
Author	Ian McCartney, Clerk to the Board
Date paper prepared	02/10/2019
Executive summary of the paper	This paper seeks to provide the Board with outline information on policies that are scheduled to be tabled during AY 2019/20; the current approval routes for each policy; and potential next steps for streamlining the policy approval process.
Consultation How has consultation with partners been carried out?	Paper prepared in consultation with Quality Manager. Paper discussed by Senior Management Team.
Action requested	☒ For information only ☐ For discussion ☐ For recommendation ☐ For approval
Resource implications (If yes, please provide details)	No
Risk implications (If yes, please provide details)	No Click or tap here to enter text.

Perth College UHI

Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information	Click or tap here to enter text.
Equality and diversity Yes/ No If yes, please give details:	No
Island communities 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)?	No If yes, please give details: Click or tap here to enter text.
Data Protection Does this activity/ proposal require a Data Protection Impact Assessment?	No Click or tap here to enter text.
Status (e.g. confidential/non confidential)	Non-Confidential

Perth College UHI

Freedom of information Can this paper be included in "open" business?*	Open business

* If a paper should **not** be included within 'open' business, please highlight below the reason.

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

For how long must the paper be withheld? Click or tap here to enter text.

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

Briefing for Board of Management 9th October 2019 – Policy Update

Background

In 2015, a procedure was introduced which managed the 120+ Policies & Procedures in use over a 5-year approval cycle to make the review process more manageable.

There were 12 Policies approved in 2018-19, of which 7 were pan UHI policies, where policies have been developed either for Tertiary use or specific for FE and designed for pan-UHI use.

This Briefing seeks to provide the Board with outline information on Policies that are scheduled to be tabled during AY 2019/20, the current approval routes for each policy, and potential next steps for streamlining the policy approval process.

Outline Policy Information

There are 13 cross-college policies coming forward for review in 2019/20, per table below.

In addition, there are a further 3 policies to be developed by the UHI single policy working group for FE Guidance, Complaints, and Sustainability & Carbon Management.

Next Steps

A Short Life Working Group (SLWG) has recently been set up by CMT to review the approval process for policy and procedures and where the process could be streamlined (for example identify those policies which could be absorbed within other policy areas rather than be retained as a stand-alone policy) within the current cycle of policy updates:

a) Policy Approval Process

Currently, CMT retain oversight of the review process and endorse relevant policies prior to Board approval, where required. However, it is not fully clear in every case which policies could and should be approved at a sub-Board level, resulting in a large proportion of "operational" policies being tabled for Board approval that should technically have already been approved and the Board simply noting the policy.

"Strategic" policies, and policies related to legislative compliance, should always be tabled for Board approval.

b) Policy Absorption

Of the policies scheduled for review in 2019/20, 3 policies (Control of Noise At Work, Electrical Safety, and Manual Handling) are arguably sub-policies of the wider Health & Safety Policy, which currently refers to a total of 9 linked policies.

Through a thorough review of similarly linked policies, it is envisaged that there will be a significant reduction in the headline number of 57 policies contained within the overall Policy & Procedures Register.

c) Equality Impact Assessment

The current process includes the requirement to complete an equality impact assessment prior to any development work being undertaken. However, due to change of staff in this role over the past 3 years this has not always been implemented effectively. The SLWG will ensure that the process is fit for purpose, including building in support for staff by the Equality, Diversity and Inclusivity Advisor.   This will ensure that appropriate monitoring of the impact of equality and diversity meets legislative requirements.

Policy Schedule AY 2019/20

Policy Title	Current Owner (Senior Manager)	Current Head of Dept /Lead Author	Approval Route (BOLD denotes final approval)	Last Approved
Approval Process for Cross College Strategy, Policy and Procedure	Depute Principal	Head of Student Experience	**CMT**	Sep-16
Procurement Policy	Vice Principal	Head of Finance	CMT **Audit Committee** F&GP	Nov-16
Removal and Relocation Expenses Policy	Depute Principal	Head of HR & OD	**CMT**	Jun-17
Probationary Policy and Procedure	Depute Principal	Head of HR & OD	**CMT**	Jun-17
Environmental Information Regulations Policy	Depute Principal	Head of Estates	**CMT**	Oct-17
Safeguarding Policy	Depute Principal UHI Single Policy Group	Head of Student Experience	CMT **Academic Affairs Committee**	Feb-19
Library acquisitions and collection development Policy	Depute Principal	Head of Learning and Teaching Enhancement	**CMT**	Oct-17
Control of Noise at Work Policy	Depute Principal	Head of HR & OD	Health and Safety Committee **CMT**	Nov-16
Malpractice and Maladministration Policy	Depute Principal	Head of Student Experience	**CMT**	Aug-17
Drug and Alcohol Policy	Depute Principal	Head of HR & OD	**CMT**	Jul-17
Electrical Safety Policy	Depute Principal	Head of HR & OD	Health and Safety Committee **CMT**	Nov-16
Managing Contractors on Site Policy	Depute Principal	Head of HR & OD	Health and Safety Committee **CMT**	Nov-16
Manual Handling Policy	Depute Principal	Head of HR & OD	Health and Safety Committee **CMT**	Nov-16

Paper No. 9

Committee	Board of Management
Subject	Calendar of Meetings 2019/20 (revised)
Date of Committee meeting	09/10/2019
Author	Ian McCartney, Clerk to the Board
Date paper prepared	02/10/2019
Executive summary of the paper	This paper updates Board on amended dates for all Board-level committees
Consultation How has consultation with partners been carried out?	
Action requested	☒ For information only ☐ For discussion ☐ For recommendation ☐ For approval
Resource implications (If yes, please provide details)	No
Risk implications (If yes, please provide details)	No *Click or tap here to enter text.*
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with:	*Click or tap here to enter text.*

Perth College UHI

• Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information	
Equality and diversity Yes/ No If yes, please give details:	No
Island communities 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)?	No If yes, please give details: Click or tap here to enter text.
Data Protection Does this activity/ proposal require a Data Protection Impact Assessment?	No Click or tap here to enter text.
Status (e.g. confidential/non confidential)	Non-Confidential
Freedom of information Can this paper be included in "open" business?*	Open business

* If a paper should **not** be included within 'open' business, please highlight below the reason.

Perth College UHI

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

For how long must the paper be withheld? Click or tap here to enter text.

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http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp
and
http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Perth College UHI

Board & Committee Meetings 2019-2020

(Updated Sep 2019)

Meeting	Date	Time
Board of Management	Wed 9 Oct 2019	5:30
	Wed 11 Dec 2019	5:30
	Wed 18 Mar 2020	5:30
	Wed 10 June 2020	5:30
Academic Affairs Committee	Wed 20 Nov 2019	2:30
	Wed 19 Feb 2020	2:30
	Wed 6 May 2020	2:30
AST	Tue 10 Sep 2019	5:30
	Mon 25 Nov 2019	5:30
	Tue 4 Feb 2020	5:30
	Tue 12 May 2020	5:30
Audit Committee	Tue 17 Sep 2019	5:30
	Wed 27 Nov 2019*	5:30
	Tue 25 Feb 2020	5:30
	Tue 19 May 2020	5:30

Perth College UHI

Engagement Committee	Thu 29 Aug 2019	5:30
	Thu 7 Nov 2019	5:30
	Thu 30 Jan 2020	5:30
	Thu 7 May 2020	5:30
Finance & General Purposes	Mon 23 Sep 2019	5:30
	Wed 27 Nov 2019*	4:30
	Wed 4 Mar 2020	5:30
	Wed 27 May 2020	5:30
Chairs & Remuneration	Wed 4 Sep 2019	5:30
	Mon 18 Nov 2019	5:30
	Mon 10 Feb 2020	5:30
	Wed 29 Apr 2020	5:30
	* Joint meeting	

Engagement Committee

DRAFT Minutes

Meeting reference: Engagement 2019-20/01
Date and time: Thursday 29 August 2019 at 5.30pm
Location: Room 019

Members present: Margaret Cook, Principal
John Dare, Board Member (Staff)
Sharon Hammell, Board Member
Lynn Oswald, Board Member
Amy Studders, President HISA Perth
Michaela Asisten, VP Education & Engagement HISA Perth

In attendance: Lorenz Cairns, Depute Principal (Academic)
Veronica Lynch, Vice Principal (External)
Ian McCartney, Clerk to the Board of Management

Apologies: Debbie Hutchison, Board Member
David Littlejohn, Board Member
Catherine Etri, Associate Principal
Katy Harrington, Head of HR & Organisational Development

Chair: **Sharon Hammell**
Minute Taker: Ian McCartney
Quorum: 3

Summary of Action Items			
Ref	**Action**	**Responsibility**	**Time Line**
6.1	**HISA Perth Plan of Work** Plan to be recirculated once additional details around targets, etc had been added	HISA Perth	Next Committee meeting
6.2	**Student Partnership Agreement** Progress to be reported at next meeting	HISA Perth	Next Committee meeting
10.1	**Promoting a Positive Learning Environment** Clerk to liaise with the College's Quality Manager to provide clarity of role definition under Section 7.1 of policy	Clerk	Next Committee meeting
10.2	**Student Code of Conduct** Clerk to discuss issue over wording with the College's Quality Manager with a view to providing HISA with the clearest advice on taking the matter forward.	Clerk	Next Committee meeting
12	**EDIT – Disability Confidence Scheme** Clerk to the Board to explore lapse of Scheme and respond to Committee.	Clerk	Next Committee meeting

University of the Highlands and Islands
Perth College

Minutes:

Item	Action
1. **Welcome and Apologies**	

The Chair welcomed everyone to the meeting, and introduced new representatives from HISA Perth to the Committee. Apologies were noted.

2.   **Additions to the Agenda**

There were no additions to the agenda.

3.   **Declaration of Interest in any Agenda Item**

There were no declarations of a conflict of interest.

4.   **Minutes of Meeting held on 28 November 2018**

The minutes were approved as a correct record.

5.   **Matters Arising from Previous Minutes**

6.1 Presentation on the Future of HISA

Action 1: Results of the Student Survey would be reviewed at next meeting of Committee

Action Update: On Agenda under Item 7.

Action 2: Student Engagement Framework to be further discussed at a future meeting

Action Update: Ongoing - deferred to future meeting of Committee

6   **Student Engagement**

*6.1   **HISA Perth Update**

President HISA Perth presented an update paper, summarising the range of work carried out by the HISA Perth team over the summer.

Responding to a question from a Board Member, President HISA Perth acknowledged that, while HISA Perth was still adjusting to its new location, it is expected that the move to the Webster building will prove positive in terms of visibility, and this has already been evidenced by exposure to many more students over the summer recess.

Furthermore, in order to maximise knowledge of the new location amongst students, HISA Perth has purchased two large branded flags for display outside the building, and conversations are ongoing regarding increased signage.

President HISA also presented a draft Priority Plan for the year ahead, highlighting a range of events geared to increase engagement and promote support, the focus of work for the individual officers, and the continual plans for items such as Class Reps and Elections.

Following a question from a Board Member, President HISA Perth outlined some key timescales, noting that many of the events are calendar-specific, so other events would fall around these.

Chair welcomed the Priority Plan, noting that it formed a good framework for the year ahead, and requested recirculation of the Plan once additional details around targets, etc had been added.

HISA Perth

*6.2   Student Partnership Agreement 2019/20

President HISA Perth provided an update position on the 2019/20 Student Partnership Agreement, noting that a Paper had been submitted to Student Engagement Group for discussion in June 2019 proposing 3 main themes of Learning Resources, Student Wellbeing and Communication.

Principal clarified that Agreement needs to be discussed at College level, and that it would be preferred to sign the Agreement off earlier than on previous occasions in order to be meaningful.

Progress to be reported at next meeting.

HISA Perth

*6.3   Student Mental Health Agreement 2019/20

President HISA Perth presented an update on the 2019/20 Student Mental Health Agreement, noting that it is proposed to retain certain elements of the 2018/19 Agreement, including the categories used, but to update the content within these headings.

Following a question from a Board Member regarding likely impacts of the project, President HISA Perth noted that the focus was on organising events outside the learning environment, promoting a broad range of non-academic activities, and working with other service providers in order to create a less stressful College environment for students. Committee agreed that, in order to measure impact form the project, it would be useful to capture outcomes and experiences from students.

7   Performance Monitoring

7.1   Balanced Scorecard

Principal introduced the updated format of the Balanced Scorecard, describing the concept to new members of the committee, and advising that, while the presentation had changed to provide specific detail for different audiences, the measures being used had been retained due to their link with the Strategic Plan.

In discussing the Balanced Scorecard, Committee expressed satisfaction with the new format, noting that it was easier to read and provided useful detail-within-detail. In response to a query from a Committee Member regarding how to best reflect performance not quite on target but very close, Clerk to the Board noted that future iterations of the Scorecard would include Tolerances which demonstrate how close performance is to Targets, but these had not yet been finalised for inclusion at this stage.

Principal noted that the Balanced Scorecard would continue to be monitored and developed as the full meetings cycle unfolds.

7.2   National Student Survey 2018-19: Key Outcomes

Depute Principal (Academic) summarised the key outcomes from the most recent National Student Survey (NSS), noting that, whilst the College's overall satisfaction rating had fallen from 88% to 85%, this was still above the national average.

Depute Principal (Academic) also highlighted some other good performances against main comparator benchmarks, and noted that staff should be commended on the survey results. Depute Principal (Academic) further noted that any area performing at a rating of below 80% undertakes an Action Plan linked to a curriculum review.

In response to a question from the Chair regarding the low rating for Question 26 relating to effectiveness of student representation, President HISA Perth noted that NSS is still surveying students who pre-dated the formation of HISA, which may have been a factor. President HISA Perth also reiterated the plan to provide a wider range of non-social events and study workshops, which would help support 4th Year students.

Principal noted that NSS was deemed more important than other surveys due to its use in the formation of league tables, and therefore has a higher impact, particularly on RUK students (ie those UK students who are non-Scottish domiciled prior to commencing studies).

7.3 Student Satisfaction & Engagement Survey 2018-19: Key Outcomes

Depute Principal (Academic) introduced the most recent Student Satisfaction & Engagement Survey (SSES), noting that the response rate of 46% was well below target, possibly due to this being the first year of the SSES being conducted online.

Depute Principal (Academic) further noted that the SSES utilised a weighted average in its figures, some questions mirrored those in the NSS, and curriculum areas all scored satisfaction rates in excess of 90%.

President HISA Perth and VP Education & Engagement HISA Perth left the meeting at this point.

7.4 Postgraduate Taught Experience Survey

Depute Principal (Academic) presented the final survey for discussion, the Postgraduate Taught Experience Survey, reporting that the overall College satisfaction rate (against a national average of 80%), albeit with a response rate of 31%.

Depute Principal noted that there is a need to drill down to investigate some issues further, and Principal further noted that due consideration should be given to the potential impact of the low threshold for reporting of responses (minimum 4 responses from course for validity versus a minimum 10 responses in NSS).

8 External Engagement

Vice Principal (External) summarised the External Engagement paper, which focused primarily on activities over the summer period, and noted in particular the success of a refreshed approach to summer marketing, and in particular Open Events, in attracting new students; the excellent outcomes from our international partnership in China; and the success in negotiations with the Construction Industry Training Board (CITB) to increase the candidate fee levels, which will benefit Colleges across the sector.

In response to a query from the Chair regarding resource implications of entering Phase 2 of the UHI International Student Recruitment project, Vice Principal (External) confirmed that the College had agreed to be involved in 2 of the 6 identified work streams, and would assess time and other commitments before further involvement. Furthermore, Principal noted a desire to protect investment made by the College over the years in this area.

Committee thanked Vice Principal (External) for leading the work on CITB fees. Vice Principal (External) noted that other sectors may well benefit from a similar negotiation process, and that Colleges Scotland and the Scottish Funding Council have recognised benefits of approach.

Vice Principal (External) noted that College had been asked to lead on hospitality skills element of Tay Cities Deal, which presents an excellent opportunity for development, although this is unlikely to be a major income generator.

A brief discussion followed regarding the improvements to various parts of the College Estate following the release of brought-forward funds, in particular the nursery and the Academy of Sport & Wellbeing.

9   Staff Engagement

In the absence of Head of HR and Operational Development, Depute Principal (Academic) summarised the HR update, noting in particular the overall reduction in sick days across all areas of the College, with significant reductions across management and support staff.

10

Policy Development

10.1

Promoting a Positive Learning Environment

Committee noted at this Policy, part of the Single Policy Environment, had been approved by CMT.

Board Member sought clarification on Section 7.1 – Roles & Responsibilities with specific regard to Engagement Committee and whether the oversight nature of Committee's role should be better defined.

Committee **approved** the Policy.

In addition, Committee **agreed** that Clerk would liaise with the College's Quality Manager to provide clarity of role definition under Section 7.1   Clerk

10.2

Student Code of Conduct

Prior to considering the Policy, Clerk to the Board of summarised an issue raised by President HISA Perth regarding the vetoing of the Student Code of Conduct at Moray College UHI due to the use of a phrase in the Gender Based Violence section of the Code.

Clerk noted that HISA did not have standing policy in opposition to the Code, nor had HISA been able to consult its members on the issue, hence HISA were comfortable with passing the Code as it stands, albeit with the understanding that, following consultation, they may wish to lobby UHI regarding future iterations of the Code.

Following a brief discussion, Committee agreed that Clerk would discuss issue over wording with the College's Quality Manager with a view to providing HISA with the clearest advice on taking the matter forward.

Clerk

Committee **formally noted** the Student Code of Conduct.

11

Board Development

Clerk to the Board introduced a draft timetable for the Board Development Plan 2019-20 and summarised the planned sessions.

12

Committee Minutes

The minutes for the following meetings were noted:

- EDIT, 20 June 2019

Chair queried whether the Disability Confidence Scheme (Item 15.d) had lapsed. Clerk to the Board to explore and respond to Committee.

Clerk

13   **Date of Next meeting**

07 November 2019 at 5.30pm

14   **Review of Meeting**

The Committee agreed the meeting had covered its Terms of Reference.

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 1998. 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 ☑**

Air Service Training Board of Directors Meeting

DRAFT Minutes

Meeting reference: AST 2019-20/01
Date and time: Tuesday 10 September 2019 at 5.30pm
Location: Room 019

Members present: Charlie Shentall, Board Member (Chair)
Sharon Hammell, Board Member
Craig Ritchie, Board Member
Margaret Cook, Principal, Perth College UHI

In attendance: Veronica Lynch, Vice Principal (External)
Andrea Saunders, Head of Finance
Mark Taylor, AST General Manager
Ian McCartney, Clerk to the Board of Management

Apologies: Mike Haufe, AST
Robert Sutherland, AST

Chair: **Charlie Shentall**
Minute Taker: Ian McCartney
Quorum: 3

Summary of Action Items			
Ref	**Action**	**Responsibility**	**Time Line**
5.1	**Matters Arising from meeting of 23 May** Introduce a cover sheet template in line with other College committees Finalise pricing/costing model and develop processes/procedures	GM/Clerk GM	Next Committee meeting
5.2	**Matters Arising from meeting held 25 June** Locate Deed of Covenant referred to by Auditors	Head of Finance	Next Committee meeting
6	**Cash Flow Position** Confirm whether Libya income included in Cash Flow	GM	Next Committee meeting
8	**General Manager Report** AST GM to clarify insurance position re radioactivity levels in engines	GM	Next Committee meeting

	AST GM to review Dashboard in line with AST Board suggestions	GM	Next Committee meeting
9	**End of Year Accounts for FY 2018/19** Review coding protocols for travel expenditure lines	GM	Prior to Audit
	Review treatment of Gift Aid accruals	GM	Prior to Audit
10	**Business Plan & Budget for 2019/20** AST GM to clarify quarterly targets for monetisation of marketing	GM	Prior to College Board meeting
	AST GM to reflect wider aspirations relating to Scottish students on degree programmes within Business Plan	GM	Prior to College Board meeting

Minutes:

Item	Action

1. Welcome and Apologies

Chair welcomed everyone to the meeting, and noted Apologies received from Mike Haufe and Robert Sutherland.

2. Additions to the Agenda

There were no additions to the agenda.

3. Declaration of Interest in any Agenda Item

There were no declarations of a conflict of interest.

4. Minutes of Meetings held on 23 May 2019 and 25 June 2019

The minutes were approved as an accurate record.

5. Matters Arising from Previous Minutes

a) Meeting held 23 May 2019

Ref 5 – Matters Arising

Action: Introduce a cover sheet template in line with other College committees.

Action Update: Not implemented due to time pressures – will be fully utilised next meeting | GM/Clerk

Action: Finalise the pricing/costing model and develop process/procedures

Action Update: Using basic model until pricing mechanisms finalised – will be in place for next meeting | GM

Action: Use a ledger identifier for students on debtors list

Action Update: In place, but not shown on current lists.

Ref 6 – Management Accounts to 30 April 2019

Action: Review invoicing arrangements for fee income to allow greater clarity on balance sheet and forecasting reporting

Action Update: In place for all Direct Entry students, however there is an issue with corporate sponsored places so still using annual invoicing, meaning treatment via Aged Debtors processes still required

Ref 9 – Interim GM Report

Action: Advise Board of action taken/outcome further to receipt of solicitor's letter.

Action Update: Letter issued 5th June with no response since. Matter now deemed to have been closed.

Action: Progress appointment of Senior Training Manager / handover

Action Update: Interviews scheduled for 13//09 – 10 candidates for 2 positions.

Action: Bring monitoring report to Board on student feedback/actions.

Action Update: Advised within GM Report (Item 8)

Ref 10/11 – Business Plan/Cities Deal Update

Action: Obtain College Board feedback on OBC and convene AST Board meeting second half June.

Action Update: Completed

<u>Ref 12 – Any Other Business</u>

Action: Bring paper to future meeting on staffing / workflow and impact on students

Action Update: Justifications for additional staff produced, recruitment on-going. Issues regarding staff ratios have been identified and are under review.

Action: Review number of instructors allowed for in 2019-20 draft budget.

Action Update: Completed. A pool of potential Instructors has been identified for potential use once other HR issues resolved.

b) Meeting held 25 June 2019

<u>Ref 4 – Business Plan</u>

Action: Review AST Articles / financial regulations regarding Gift Aid repayment requirements.

Action Update: Completed. No reference that Gift Aid payments must be made, however Auditors referred to a Deed of Covenant which needs to be tracked down.

Head of Finance

<u>Ref 5 – Matters Arising</u>

Action: Develop single comprehensive AST business plan, including sales and marketing plans and pricing model

Action Update: Completed per Business Plan, Item 10.

Action: Adjust cashflow figures in AST budget planning to exclude investment.

Action Update: Completed per Business Plan, Item 10.

Action: Establish AST business plan monitoring and reporting arrangements including dashboard metrics

Action Update: Completed per Business Plan, Item 10.

Action: Develop AST business plan to cover three year period.

Action Update: Completed per Business Plan, Item 10.

6   Cash Flow Position

AST GM outlined the cash flow position, per the figures outlined in Paper 6, noting in particular the pressure put on the net cash flow during April.

Board Member queried whether the cash flow presented included Libya income. AST GM would clarify and report back, but noted that the Libya cash was not utilised.   GM

AST GM outlined projected cash profile for 2019/20. Head of Finance noted that there had been some changes made to internal financial processes allowing for a higher degree of confidence in dealing with cash flow issues.

7   Debtors Analysis & Processes

AST GM outlined the current Debtor position, highlighting in particular that the Leonardo contract had presented some challenges regarding invoices linked to an outsourced invoice management system, and was 4-6 weeks late in making payment, however an outstanding invoice had been paid since the paper was produced, reducing Debtor position to £491k.

Chair noted that the figures represented the best Debtors position for AST in several years.

8   General Manager Report

AST GM took Board through a detailed report, highlighting the following items:

- On-going issues related to standards of English among the current cohort of Leonardo students, prompting the financial and reputational risks on this contract to be increased on Risk Register. Principal noted that this episode presented an opportunity to explore other fee options for this contract in the future;

- The Risk Register has also been updated to reflect the risk associated with the closure of the Keilir approved site, although there may be compensation due dependent on CAA interpretations;

- 3 engines have been quarantined due to radioactivity levels, although 5 replacement engines had recently been purchased by the College and loaned to AST. Following a query over insurance

cover re radioactivity, AST GM to clarify situation with insurers;

GM

- Dashboard compiled by AST GM represents a first attempt to crystallise key data and metrics. Trends and other target analysis will be introduced to future versions. Chair noted that there is a need for the Dashboard to incorporate measures and forecasts to reflect improvements as well as basic performance, and to ensure College Board can be satisfied that key issues are being addressed;

GM

- Business Development work continuing in key identified areas, however also looking to improve marketing activities closer to home to increase brand exposure, such as presence at exhibitions and involvement in panel discussions, etc at conferences, to generate leads;

- Issues regarding pass rates in some areas, and the risk of potential impact on reputation and future income;

- Some quality issues were being addressed having been highlighted during feedback.

9   End of Year Accounts for FY2018/19 (Draft)

AST GM presented the draft accounts for 2018/19, noting a £206k surplus for the year against a target of £162k.

Chair noted some large variances related to travel expenditure lines, which looked to be a coding issue; protocols to be reviewed for 2019/20.

GM/Head of Finance

It was also noted that Gift Aid Accrual will need to be reflected within accounts. This will be discussed prior to Audit.

GM/Head of Finance

10   Business Plan including Approval of Budget for 2019/20

AST GM presented the latest iteration of the Business Plan & 2019/20 Budget, plus a 3-year projection of revenues.

Chair queried where targets for monetisation of marketing initiatives were situated. AST GM responded that figures had been included, but perhaps need to be more visible. Chair noted that quarterly targets would be preferred to allow Board oversight.

GM

Chair queried the increase in proportion of Scottish students within degree programme. AST GM agreed that it would be financially beneficial to recruit more RUK and International students, however

there were other factors involved. VP (External) noted that the proposal for the Tay Cities Deal reflects the risks associated with a greater proportion of Scottish students, however it was not a purely commercial decision as it was linked to Government targets. VP (External) further noted that capping of Scottish student numbers does happen in other subject areas.

Chair requested that, in light of the factors outlined above, a statement in the Business Plan be included that reflects these wider aspirations.   GM

VP (External) noted that there would be potential impact on Gift Aid payments to College in model noted above, however this may demonstrate the College's cognisance of the subsidy element, or trigger the consideration of commercial charges for AST to deliver courses for College. AST GM noted the potential detrimental impact to other income-generating areas of the business that promoting the degree offer as a marketing tool may have. It was agreed that the issue needs further consideration to allow the Board to make the best decision.

There being no further questions, the 2019/20 Business Plan & Budget was **approved** by AST Board, and will now be tabled at the 9th October meeting of the Perth College Board of Management.

11   Tay Cities Deal

Vice Principal (External) provided a verbal update on the current position regarding the Tay Cities Deal.

12   Any Other Business

There was no additional business raised.

13   Date & Time of Next Meeting

Due to a scheduled CAA Audit, the original date for AST Board is no longer available. New date identified as **Monday 25th November at 5:30pm**

14   Review of Meeting

The Committee agreed the meeting had covered its Terms of Reference.

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** ☐   **Closed** ☒

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 1988. 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 1988?   **Yes** ☒   **No** ☐

Audit Committee

DRAFT Minutes

Meeting reference: Audit 2019-20/01
Date and time: Tuesday 17 September 2019 at 5.30pm
Location: Room 019

Members present: Jim Crooks, Board Member
Andrew Comrie, Board Member
Ann Irvine, Board Member
Lynn Oswald, Board Member
Anna Zvarikova, Board Member

In attendance: Stuart Inglis (Henderson Loggie)
Grace Scanlin (EY)
Margaret Cook (Principal)
Lorenz Cairns, Depute Principal (Academic)
Veronica Lynch, Vice Principal (External)
Andrea Saunders (Head of Finance)
Ian McCartney, Clerk to the Board of Management

Apologies: David Archibald (Henderson Loggie)

Chair: **Jim Crooks**
Minute Taker: Ian McCartney
Quorum: 3

Summary of Action Items			
Ref	**Action**	**Responsibility**	**Time Line**
7.1	**Health & Safety Policy** Audit Chair to liaise with Board Chair re Board link to Health & Safety Committee	Chair	November Audit Committee
7.2	**Health & Safety Report 2018/19** Improve readability of future Reports. Review position of Health & Wellbeing Group given widening remit of Health & Safety Committee	HS&W Adviser Depute Principal (Academic)	Next Report November Audit Committee
9.2	**HR & Payroll Systems** Provide report on systems implemented re control systems	Head of Finance	Future Audit Committee

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Ref	Action	Responsibility	Time Line
9.3	**Follow-Up Reviews** Progress report on Equalities & Mainstreaming actions	Depute Principal (Academic)	November Audit Committee
11.1	**Health & Safety Committee** Consider matters of wellbeing more directly within remit of Health & Safety Committee	Board	Future Audit Committee
13	**Review of Meeting** Reports on Freedom of Information and Data Protection to be provided at future Audit Committee meetings	Clerk	November Audit Committee

Minutes:

Item		Action
1.	**Welcome and Apologies** The Chair welcomed everyone to the meeting, and noted apologies from David Archibald.	
2.	**Additions to the Agenda** There were no additions to the agenda.	
3.	**Declaration of Interest in any Agenda Item** There were no declarations of a conflict of interest.	
4.	**Minutes of Meeting held on 14 May 2019** It was noted that Ann Irvine had submitted apologies to the meeting. Following this, the minutes were approved as a correct record.	
5.	**Matters Arising from Previous Minutes**	
	5 Actions Arising from Meeting on 19 February 2019 **Action 1:** Health & Safety Committee – Terms of Reference – confirm introduction of template for common reporting. **Action Update**: Issue had been discussed at last meeting of Health & Safety Committee and added for future meetings. **Action 2**: Confirm staff who use own vehicles for College business are reminded about terms of business insurance.	

Action Update: Reminder had been issued.

6 Safeguarding

Action: Provide schematic to show safeguarding management processes

Action Update: Head of Student Services had asked for extension for completion of this work until next Audit meeting.

7 Balanced Scorecard

Action: Pass Committee feedback to Principal.

Action Update: Completed, new format on Agenda under Item 6.

8/9.4 Risk management/Internal Audit follow-up reviews.

Action 1: Appraise Board of Committee's view on compliance risk arising from Equality & Diversity Lead vacancy.

Action Update: Completed, Equality & Diversity Adviser employed from July 2019; full HR team now operational. New Equality & Diversity Adviser has prioritised compliance issues within role.

Action 2: Assess status and urgency of above risk.

Action Update: No impact noted against Risk Register.

10 Deferred Income Matter

Action: Report on outcome of investigation

Action Update: On Agenda under Item 14

15/16 Evaluation of Internal Audit Service/ Evaluation of External Audit Service

Action 1: Provide Chair of Audit Committee with editable evaluation forms.

Action Update: Completed.

Action 2: Circulate draft evaluation responses to Committee Members for comment and agreement.

Action Update: Responses circulated. Matter on Agenda under Items 15 & 16.

6	**Balanced Scorecard**		
	Depute Principal (Academic) introduced new format of Balanced Scorecard, noting that the Balanced Scorecard was a work in progress and that views of members of all Committees were being sought.		
	Members agreed that the new format was an improvement in a number of areas, including the clarity of layout, positional arrows re trends, sector comparisons and separation of the summary page from additional granular detail.		
	It was further noted that the addition of information related to Tolerances will be a useful addition as this will deal with those areas where "red" items are not necessarily poor outcomes.		
7	**Health & Safety**		
7.1	**Health & Safety Policy**		
	Depute Principal (Academic) noted the changes made to the Policy per the Version Control History and presented the Policy for approval.		
	Board Member asked how Board ensures effective implementation of Policy from an evidential point of view. Depute Principal (Academic) noted that a Board Member sits on Health & Safety Committee, and that there is appropriate alignment of health and safety within organisation, for example the Head of HR and Organisational Development chairs both Health & Safety and Equality & Diversity committees.		
	Board Member noted that link from Board Member sitting on Health & Safety was straight to Board of Management, not via Audit Committee. It was **agreed** that this link should be reviewed and that the Chair of Audit Committee would involve the Chair of the Board of Management in discussions. It was noted that one of the members of the Audit Committee would be willing to be available for such duties.	Chair	
	Board Member noted that Policy had not been tabled at Health & Safety Committee. This was down to timing issues to ensure timeous approval by Board.		
	The Health & Safety Policy was **APPROVED** in principle.		
7.2	**Health & Safety Report 2018-19**		
	Depute Principal (Academic) presented the Report, noting in particular that some issues re training and capacity need to be		

	addressed, that most of the training is now delivered in-house, and that new reporting mechanisms are being put in place to address uptake levels for statutory training provided online. Depute Principal (Academic) further noted that there is a need to ensure that both current and new staff are captured via such reporting mechanisms and other routes such as performance review systems, particularly around compulsory training. Board Member complimented those involved in the improvements shown within the Report, which provides a great deal of comfort compared to the past. Following a Board Member's observation, it was **agreed** that there needs to be some focus on the readability of the Report, including clear numbering and also demonstrating clearer links between the Report and the Strategy, which is referred to within the Report. Board Member queried where the Health & Wellbeing Group fits in within the committee structure. After it being noted that this Group is informal but can feed into EDIT or Staff Engagement committees where relevant, Depute Principal (Academic) would review Group's position given the widening remit of Health & Safety Committee. Following a query by Henderson Loggie regarding progress on the Monitoring Report, it was suggested that there may be a preference for reports by exception to the Committee.	HS&W Adviser Depute Principal (Academic)
8	**Risk Management**	
8.1	**Strategic Risk Register** Clerk to Board of Management noted that Paper 5 was intended to provide Committee with an understanding of the time-sensitive actions on the Risk Register pending a broader review and provision of the total risk picture to the Board. Principal noted that there had been some slippage in timings, identifying in particular the significant work undertaken by Estates within a very restricted window, meaning that any works not completed by end August could not be tackled again until the October break.	
9	**Internal Audit Plan**	
9.1	**Internal Audit Progress Report – 2018-19 Annual Plan** Henderson Loggie noted change of document provided to Committee and summarised the main points, noting in particular that the overdue report regarding key control systems in AST would be issued shortly.	

	Work had commenced on the 2019/20 Plan, with a deadline of early October to provide this to the Scottish Funding Council.	
9.2	**HR & Payroll Systems** Henderson Loggie presented HR & Payroll Systems audit update, noting the change in Report Number from that originally circulated, and summarised the main points therein. Principal noted that College had asked for this audit to be brought forward as it was known that there were issues in the feed-through between the 3 systems in use. Principal further noted that College still has work to do in terms of having correct systems in place, and that a single integrated end-to-end system is some way off due to the costs involved, but that significant steps had been made to ensure that HR, Payroll and Finance were working much more closely together. Head of Finance noted that Payroll Manager had been proactive in identifying issues and had pulled together a Payroll Risk Register to solidify issues identified. In response to a query from a Board Member, Henderson Loggie noted satisfaction with progress made, however suggested that HMRC control areas perhaps need additional attention to minimise potential reputational risk. In response to a query from a Board Member, Head of Finance noted that any staff member personally affected had been dealt with on an individual basis and agreements reached where over-payments had occurred. Chair noted that there needs to be clarity on control mechanisms, and that there should be a report on those systems implemented to come before a future Audit Committee.	Head of Finance
9.3	**Follow-Up Reviews** Depute Principal (Academic) introduced Paper 8, summarising next steps in progressing outstanding actions in Equalities Mainstreaming, noting that the key staff member was now in place and is working on identified key priorities with a primary focus on compliance issues. Depute Principal (Academic) further noted that significant progress is expected by November and beyond, with a detailed progress report to be brought before Audit Committee at the November meeting. In response to a question from a Board Member re potential exposure due to non-compliance, Principal confirmed that there had	Depute Principal (Academic)

		been no issues raised or received regarding non-compliance.	
9.4	**Business Continuity Plan**		
		Clerk to Board of Management presented Paper 9, which updated Section 1 of the College's Business Continuity Plan from an out-dated British Standard to the relevant ISO standard.	
		Clerk noted that other Sections still need to be reviewed, with particular reference to numerous job role changes with the various sections of the Plan.	
10	**External Audit – Annual Audit Plan**		
		EY provided a verbal update on the Annual Audit Plan, noting that the week of 20 October 2019 had been identified for fieldwork, and a list of specific items would be provided to the Head of Finance ahead of this visit.	
11	**Committee Minutes**		
11.1	**Health & Safety Committee**		
		Minutes of the Health & Safety Committee meeting of 29 August 2019 were accepted by the Committee.	
		The Minutes prompted a discussion around increasing attendance at Health & Safety meetings and issues around work-related stress. Following this discussion, it was agreed that the Board should give some consideration to including matters of wellbeing more directly within the remit of Health & Safety Committee, and renaming the Committee accordingly	Board
12	**Date & Time of Next Meeting**		
		Wednesday 27 November 2019	
13	**Review of Meeting**		
		Board Member noted that the Internal Control section of Terms of Reference for Audit Committee referred to "oversight of Freedom of Information and Data Protection on behalf of the Board".	
		Clerk to the Board of Management to provide appropriate reports at future meetings to ensure this requirement is complied with.	Clerk
		The Committee agreed the meeting had otherwise covered its Terms of Reference.	
		Representatives of Henderson Loggie and AY left the meeting.	

	Part 2	
14	**Deferred Income - CLOSED**	
	Principal summarised difficulties caused by lack of a clear audit trail relating to treatment of deferred income over a number of years, without much traction in terms of guidance and written guarantees, and noted that the figure finally arrived at needs to be dispersed within the Scottish Funding Council (SFC)'s financial year, ie before March 2020.	
	Principal outlined that there was a need to protect both the College and her personal position in this matter as an Accountable Officer, and that the use of these funds would therefore be in the furtherance of known College objectives.	
	Board Member sought clarification that, as funds come from numerous sources, the College will not be in breach of any conditions of funding. Head of Finance confirmed that there was no risk in this regard, and that the College has produced the required outputs in all cases, therefore the matter is a purely accounting issue rather than an operational one.	
	Chair expressed concern that the agreement from SFC was verbal in nature, particularly given the short-term nature of the opportunity to disperse the funds. Principal noted that the intention was to send SFC a non-committal email by exception to ensure protect the College's position.	
	Chair proposed that Audit Committee fully support Principal's position in the commitment of the deferred income funds based on advice provided that issues were an accounting matter. This proposal was **agreed**.	
15 & 16	**Evaluation of Internal Audit Service & Evaluation of External Audit Service - CLOSED**	
	Following on from Item 14, Chair noted that it was clear an apportionment of blame lies with the Auditors for not dealing with the deferred income issue over the last 18 months.	
	Head of Finance advised that the Statement Of Recommended Practice (SORP) relating to public bodies made accounting of deferred income much clearer, therefore difficult to see how items of this size and nature could have been missed.	
	Vice Principal (External) noted that there was an expectation that External Auditors would have picked up this matter rather than the College, but that was not the case.	

	Given the nature and severity of these failures, Audit Committee **agreed** that Chair find a form of words to amend the evaluation report, and that the matter be escalated to Audit Scotland for their consideration.	Chair

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 ☑ (Except for Items 14, 15 & 16)

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

Finance & General Purposes Committee

DRAFT Minutes

Meeting reference: F&GP 2019-20/01
Date and time: Monday 23 September 2019 at 5.30pm
Location: Room 019

Members present: David Littlejohn, Board Member
Brian Crichton, Board Chair
Katrina Hodgson, Board Member
Debbie Hutchison, Board Member
Craig Ritchie, Board Member
Margaret Cook, Principal

In attendance: Lorenz Cairns, Depute Principal (Academic)
Catherine Etri, Associate Principal (Curriculum)
Veronica Lynch, Vice Principal (External)
Katy Harrington, Head of HR & Organisational Development
Andrea Saunders, Head of Finance)
Ian McCartney, Clerk to the Board of Management

Apologies: None received

Chair: **David Littlejohn**
Minute Taker: Ian McCartney
Quorum: 3

Summary of Action Items			
Ref	**Action**	**Responsibility**	**Time Line**
7.1	**2019/20 Budget Proposals** Full Budget proposal to be presented at next Board of Management meeting	Principal	Board Meeting 9 October
8	**Estates Update** Timescale for design and implementation of Estates Strategy to be presented at next Committee meeting	Depute Principal (Academic)	November F&GP Committee
10	**Aviation Academy for Scotland – Tay Cities Deal** Engage in additional dialogue with other key partners before presenting final proposals to the Board	Principal/ Vice Principal (External)	Board Meeting 9 October
13	**Review of Meeting** Update references to Chief Operating Officer within Terms of Reference	Clerk	November F&GP Committee

University of the Highlands and Islands
Perth College

Minutes:

Item		Action
1.	**Welcome and Apologies** The Chair welcomed everyone to the meeting.	
2.	**Additions to the Agenda** There were no additions to the agenda.	
3.	**Declaration of Interest in any Agenda Item** There were no declarations of a conflict of interest.	
4.	**Minutes of Meeting held on 22 May 2019** The minutes were accepted as an accurate record, noting that Head of Finance's job title was recorded incorrectly.	
5.	**Matters Arising from Previous Minutes**	
	7 Indicative Budget **Action:** Present full budget to Board. **Action Update**: Refer to Item 7 on Agenda 9.1 Estates Update **Action**: Prioritise development of Estates Strategy **Action Update**: Covered within Item 8 on Agenda 11 Aviation Academy for Scotland – Tay Cities Deal **Actions**: Present preferred site proposal to Board Provide financial analysis/risk assessment to Board **Action Update**: Refer to Item 10 on Agenda	
6	**Accounts**	
6.1	**Perth College Management Accounts – 12 months to 31 July 2019** Head of Finance tabled outline year-end management accounts, noting full commentary would follow.	

	Head of Finance noted that the indicative operating surplus had been significantly influenced by the pulling in of Deferred Income, following full dialogue with EY regarding appropriate release and treatment.

Head of Finance further noted that there had been significant accelerated expenditure on Academic equipment and Estates works.

Principal noted that a letter to the Scottish Funding Council (SFC) was being prepared regarding the intent to use the Deferred Income prior to the end of the SFC's financial year.

Following a query from a Board Member, Head of Finance explained that the figures were late in arriving before Committee due to underlying processes that informed the accounts not being completed timeously, however work has started in changing processes to correct this.

Principal also noted that work had commenced with Executive Office to better understand income passed to Partnership. | |
| 6.2 | **AST Management Accounts – 12 months to 31 July 2019**

Head of Finance presented AST year-end management accounts, noting a better than budget performance despite a challenging year caused by the changing profile of the customer base, particularly in relation to some of the international programmes; additional business development work was planned to identify alternative income sources as early as possible to counteract these effects.

Principal noted that the recently-appointed AST General Manager has focused heavily on better understanding finer details of the business. | |
| 7 | **Budgets** | |
| 7.1 | **2019/20 Budget Proposals**

Principal verbally outlined the strategic context affecting funding within the College Sector in Scotland; advised on the potential implications these were likely to have on the 2019/20 budget and the mitigations already undertaken; and outlined proposed actions.

Committee noted the position outlined by the Principal and endorsed the proposed actions be taken to achieve the College's future financial sustainability, including consultation with staff and Trades Unions. A full budget position is to be presented at the Board of Management meeting on 9th October. | Principal |

7.2	**Financial Forecast Return 2018/19-2022/23** Head of Finance presented Financial Forecast Return per SFC requirements, noting that formal return was due to be submitted. Figures were based on best and worst case scenarios within an agreed modelling format across the Sector. Committee noted the Financial Forecast Return.	
8	**Estates**	
8.1	**Estates Update** Depute Principal (Academic) summarised the Estates report, noting the work conducted over the summer months, and the positive impact on morale this has had in certain areas such as the Nursery. Depute Principal (Academic) noted that the Estates Strategy needs to be reviewed, however as the current Head of Estates is leaving the College, this work would be a priority for the new Head of Estates. It was **agreed** that a timescale for design and implementation of the Estates Strategy be presented at the next Committee meeting.	Depute Principal (Academic)
9	**Human Resources**	
9.1	**HR Update** Head of HR & Organisational Development summarised the key points in the HR report, noting in particular that the HR department was now fully staffed.	

10	**Aviation Academy for Scotland – Tay Cities Deal**	
	Vice Principal (External) tabled a paper outlining the current status of the Aviation Academy for Scotland Tay Cities Deal bid, noting that the Outline Business Case had been well received, and that final responses were due shortly. Vice Principal (External) further noted the 15 year timeline for funding, which would require significant up-front investment prior to future returns, indicating a need for UHI to underwrite the project. Given the scope of the risks involved for the College, it was **agreed** to engage in additional dialogue with other key partners before presenting final proposals to the Board.	Principal/ Vice Principal (External)
11	**Standing Committee Minutes**	
11.1	**Joint Negotiating Committee** Minutes of the Support Staff and Lecturers Joint Negotiating Committees held on 13 June 2019 were accepted by the Committee.	
11.2	**Staff Engagement Group** Minutes of the Staff Engagement Group held on 3 June 2019 were accepted by the Committee.	
12	**Date & Time of Next Meeting** Wednesday 27 November 2019	
13	**Review of Meeting** The Committee noted that the reference to Chief Operating Officer requires updating within the document, however otherwise agreed the meeting had covered its Terms of Reference.	Clerk

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.

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Status of Minutes – Open ☐   Closed ☒

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