Board of Management

Agenda
Meeting reference: Board 2020-21/04
Date: Thursday 10 June 2021 at 5.00pm
Location: Online
Purpose: Scheduled meeting

* Denotes items for discussion/approval.
  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
1	Welcome and Apologies		Chair	
2	Additions to the Agenda		Chair	
3	Declaration of a Conflict of Interest in any Agenda Item		Chair	
*4	Minutes of the Board meeting held on Wednesday 24 March 2021	Clerk	Chair	Paper 1
*5	Actions arising from previous minutes		Chair	Verbal
6	**Items for Approval**			
*6.1	Tay Cities Deal/Aviation Academy for Scotland Business Plan	Vice Principal	Vice Principal	Paper 2
*6.2	Business Development Strategy	Vice Principal	Vice Principal	Paper 3
*6.3	Addressing Racism Plan	SLWG	Independent Board Member	Paper 4
*6.4	Revised Sector Ambition	Colleges Scotland	Principal	Paper 5
*6.5	AST Strategic Review	AST Board	AST Chair	Paper 6
7	**Audits & Financial Reporting**			
7.1	Perth College Management Accounts to April 2021	Director of Finance	Director of Finance	Paper 7
*7.2	Perth College Draft Budget 2021/22	Director of Finance	Director of Finance	Paper 8
*7.3	Perth College Financial Forecast Return	Principal	Principal	Paper 9
7.4	Audit Action Plan – summary update	Project and Planning Officer	Vice Principal	Paper 10

University of the Highlands and Islands
Perth College

8	**Compliance, Risk & Performance Monitoring**			
8.1	Strategic Risk Register	Clerk	Clerk	Paper 11
8.2	In-Year KPIs	Project and Planning Officer	Clerk	Paper 12
8.3	Board External Evaluation Review June 2020 – progress update	Clerk	Clerk	Paper 13
8.4	Equalities Mainstreaming Report	Head of HR	Depute Principal	Paper 14
9	**Standing Reports**			
9.1	Chair's Report	Chair	Chair	Paper 15
9.2	Principal's Report	Principal	Principal	Paper 16
9.3	HISA Perth Report	HISA Perth	HISA Perth President	Paper 17
9.4	HISA Perth Elections Report	HISA Perth	HISA Perth President	Paper 18
10	**Minutes of Board Standing Committees** *For the Board of Management to note.*			
10.1	Engagement Committee – 22 April 2021	Clerk	Chair - Engagement	Paper 19
10.2	Academic Affairs Committee – 28 April 2021	Clerk	Chair – Academic Affairs	Paper 20
10.3	Chairs' Committee – 05 May 2021	Clerk	Chair – Chairs'	Paper 21
10.4	AST Board – 20 May 2021	Clerk	Chair – AST	Paper 22
10.5	Finance & General Purposes Committee – 24 May 2021	Clerk	Chair – F&GP	Paper 23
10.6	Audit Committee – 31 May 2021	Clerk	Chair – Audit	Paper 24
*11	Calendar of Meetings 2021-22	Clerk	Clerk	Paper 25
12	Date & Time of Next Scheduled Meeting • Thursday 14 October 2021 @ 5:00pm	Clerk		
13	Review of meeting (Committee to check against the Terms of Reference to ensure all competent business has been covered)		Chair	Paper 26

Board of Management

DRAFT Minutes

Meeting reference: Board 2020-21/03
Date and time: Monday 14 December 2020 at 5.00pm
Location: Online

Members present: Brian Crichton, Board Member (Chair)
Andrew Comrie, Board Member
Heather Cormack, Board Member
Jim Crooks, Board Member
Sheena Devlin, Board Member (until Item 9)
Katrina Hodgson, Board Member
Debbie Hutchison, Board Member
Ann Irvine, Board Member
Fiona Martin, Board Member
Craig Ritchie, Board Member
Linton Scarborough, Board Member
Charlie Shentall, Board Member
Graham Watson, Board Member
Margaret Cook, Principal & Chief Executive
John Dare, Staff Board Member (until Item 11)
Patrick O'Donnell, Staff Board member
Alex Wilson, Student Board Member
Michaela Asisten, Student Board Member
Miranda Landale, Board Co-Optee

In attendance: Lorenz Cairns, Depute Principal (Academic)
Veronica Lynch, Vice Principal (External)
Catherine Etri, Associate Principal (Curriculum)
Iain Wishart, Director of Finance
Ian McCartney, Clerk to the Board of Management

Apologies: None received

Chair: **Brian Crichton**
Minute Taker: Ian McCartney
Quorum: 8

Summary of Current Action Items			
Ref	Action	Responsibility	Time Line
6	**Perth College Revised Budget 2020/21 & Financial Forecast Return** Chair requested that an action plan for mitigating actions with outline timescales be prepared for Board to consider.	Director of Finance	Next meeting
8	**Strategic Risk Register** SMT & Clerk should conduct an in-depth review of the Risk Register and discuss revised version in detail at each subsequent sub-Committee before bringing back to next Board meeting.	SMT/Clerk	Next meeting
9	**Health & Safety – Annual Report 2019/20** Health, Safety & Wellbeing Adviser to be invited to the next Board meeting to update Board on wellbeing issues.	Clerk	Next meeting

Summary of Historic Items			
	Action	Responsibility	Time Line
	Matters Arising from 20 July 2020 Ref 7: AST Revised Budget 2020/21 Revisit budget to be presented to Board at earliest opportunity depending on external environment.	AST Chair	ASAP
	Matters Arising from 20 July 2020 Ref 16: Business Development Strategy Strategy to be tabled at December Board	Vice Principal	December Board
	Matters Arising from 18 March 2020 Ref 24.6: Audit Committee – 10 March 2020 SMT to liaise with other Academic Partners prior to engaging external consultants to draw up a specification for an integrated finance/payroll/HR system that meets the College's current and future needs	SMT	ASAP

MINUTES

Item		Action
1.	**Welcome and Apologies** Chair welcomed everyone to the meeting, and noted full attendance. Student Board Member advised on intermittent IT issues which may affect participation.	
2.	**Additions to the Agenda** There were no additions.	
3.	**Declaration of Interest in any Agenda Item** Sheena Devlin declared a non-financial interest in Item 6.1	
4.	**Minutes of Board Meeting held on Monday 14 December 2020** Minutes were not available due to accessibility issues caused be the recent cyber security incident. These would be issued for review as soon as available.	
4.	**Minutes of Board Meeting held on Tuesday 02 March 2021** Minutes were not available due to accessibility issues caused be the recent cyber security incident. These would be issued for review as soon as available.	
5.	**Matters Arising from Previous Minutes**	
	<u>**Current Actions**</u> **Matters Arising from Board Meeting of 14 December 2020** <u>8.2 – Resource Allocation Model Consultation</u> **Action:** SMT to firm up response and issue to John Kemp @ UHI by deadline Action Update: Response issued <u>12.2 – Academic Affairs Committee</u> **Action:** Chair/Principal to send letter of thanks to Martin Price on his retirement, with specific reference to his impact on the College's global reputation Action Update: Issued.	Complete Complete

	Matters Arising from Extraordinary Board meeting 02 March 2021 <u>5 – External Audit Annual Report</u> **Action: Vice Principal to report any material changes in final version of Report to Board** Action Updated: No material changes reported. Accounts have now been laid before SFC and Scottish Parliament **Historic Actions** Historic items were not able to be discussed due to aforementioned access issues. Action updates deferred to next meeting.	Complete
	Items for Approval	
6.1	**Tay Cities Deal/Aviation Academy for Scotland – Grant Offer** Vice Principal presented Paper 3, noting that the proposal had been previously tabled at F&GP and strongly approved. Vice Principal noted that Strategic Investment Funding had been requested from UHI to cover Professional Fees, and UHI had offered 50% of these fees plus a contribution for Project Management costs. Vice Principal recommended that offer be accepted as an offer of the balance had been received from Perth & Kinross Council in the form of bridging finance which would be rolled into grant funding once project receives final approval. Student Board Member queried whether bridging finance would be included in revised wording for grant. Vice Principal advised that an additional clause would be included to reflect this if agreed. Board Member stated support for an innovative and market-leading project but was concerned that the paper did not present greater certainty re running costs. Vice Principal advised that detailed Income & Expenditure projections would be brought back to the June Board to provide more clarity on build costs within the grant valuation, and it was not intended to borrow any more than noted in the paper. Board Member queried whether thee would still be an exposure to £27k of Professional Fees. Vice Principal advised that there was no exposure until I&E element approved by Board, paper is only asking to accept UHI funding. Any significant investment would be conditional on further Board approval. Chair noted that the project will not proceed unless Board is satisfied with business case, plus the input of donors via the Development Fund to fit out the building. Principal advised that UHI have now instigated a policy regarding SIF investments being limited to 5% of total costs, and that the buildings at Moray will belong to UHI, which is a different approach than that taken at Perth.	

	Chair of F&GP noted that F&GP had discussed the proposal at length and viewed this Paper as an incremental step to the final Business Plan, and acknowledged those risks reflected in the Paper. Chair noted disappointment that UHI was not funding Professional Fees in full given their support of Moray College's AAS deal.

Board Member queried whether the level of private sector investment in current economic climate was realistic. Vice Principal advised that the £2m target for private investment was not necessarily a crucial element, with further detail to be provided at the next Board meeting.

Staff Board Member asked for a breakdown of actions being taken to mitigate risks re fundraising. Vice Principal noted that Section 10 of the Paper identified the projected risks and mitigations, some of which were already in place.

Board **APPROVED** Paper 3. | |
| **6.2** | **UHI Print Solution Procurement**

Vice Principal presented Paper 4, noting the request to approve the contract strategy. The paper outlined a UHI-wide tender process with a view to saving costs and reducing the number of printers, although larger pieces of work will still require to be produced by the Reprographics Department.

Board Member queried whether the new ways of working would reduce the overall size of the contract. Vice Principal advised that it is assumed that the contract value will be reduced across the partnership.

Student Board Member queried whether the allocation to students would be reduced. Vice Principal advised that Student Printing Allowances will still be in place, however students will be encouraged to reduce the amount of printing that they do except where essential; certain courses require more printing than others but every effort will be made to reduce printing across the whole College.

Board **APPROVED** Paper 4. | |
| **6.3** | **UHI Professional Update/Professional Review & Development Framework**

Principal presented Paper 5, noting the Framework was part of the National Bargaining agreement, although it has taken a number of years to reach the position outlined. Perth College's Head of HR & Organisational Development had played a key role in the development of the Framework as part of the UHI short-life working group. | |

	Principal noted that approval was sought to move forward with the Framework, then push to get College lecturers registered with the General Teaching Council for Scotland as part of a wider push to improve quality. Principal further note that the Framework had received approval at CMT earlier today. Chair sought clarification that the Framework was consistent with the rest of the sector. Principal clarified that the GTCS utilise similar frameworks with other Colleges and RSBs. Board Member queried whether the Framework would assist with cross-sectoral working with colleges and schools. Principal advised that this was not explicitly provided, but the Framework provides comparability and more commonality, and ties in with professional standards. Board Member queried scope under paragraph 4.3 stating that University-employed lecturing staff are not required to register with GTCS. Principal clarified that Perth College does not employ University staff, and this paragraph is included for clarity. Board Member queried quality assurance for University lecturing staff; Principal noted that universities do not require their lecturers to have a teaching qualification, but that assurance routes are provided via Advance HE. Board Member welcomed this development and the links with TQFE qualifications before querying how training and development will be supported for line managers. Principal noted that there will be local facilitation at Perth College. Board **APPROVED** Paper 5.	
	Audits & Financial Planning	
7.1	**Perth College UHI Management Accounts to January 2021 & Mid-Year Review** Director of Finance presented Paper 6, noting the new format of the presentation, which was still being developed fully, and provided a summary of the key items with a focus on cashflow. Director of Finance noted provision available to College re advance being provided by UHI including levels at which UHI Finance Committee would need to provide approval, however Board were advised that this is a rapidly evolving position and regular meetings were being held with Executive Office to ensure they are kept up to date with financial position. The cashflow position would also be issued to F&GP on a 3-weekly basis. Director of Finance highlighted that there were a number of funding opportunities to be investigated that may not be specified in the accounts, amounting to in excess of £460k, including an allocation	

	from the £13m funding allocations indicated earlier today. This was being progressed with UHI. Chair commended Finance Team on the evolving presentation format, before seeking assurance that any monies due from EO arrive without any undue delay. Director of Finance noted that part of the reason for the frequency of the meetings with EO is to allow reference to Committees if required. Principal noted that there was no expectation that additional funding will be top-sliced as it is being provided to support colleges. Depute Principal further noted that it was not yet clear what the SFC will require for these additional monies and whether this will	
7.2	**Perth College UHI – Financial Forecast Return** Director of Finance presented Paper 7, noting that a full FFR was not available due to uncertainty around the date of submission given that key information had not yet been provided by SFC. As submission date was nominally end March, extensions had been requested by Financial Directors across the sector. Based on the information available, the best estimate is that Perth College will be around £1.3m behind budget, however Director of Finance again noted the potential additional funding referred to in the previous item. Director of Finance proposed that any final adjustments to the FFR be distributed for final approval if required. Chair noted comfort with such an approach and Board **AGREED.**	Director of Finance
7.3	**Audits Action Plan – summary update** Vice Principal presented Paper 8, a by-exception update to the Audit Action Plan, highlighting that completed activities were now sitting at 92%, and the intention for all activities to be completed by July 2021. Vice Principal noted that both Internal and External Auditors had commented on the positive position re progress at the last Audit Committee meeting, with the External Auditor advising that they had reported their satisfaction with progress to the Auditor General. Following a query from a Board Member re updates to the Audits Action Plan arising from new Internal and External Audits, Vice Principal advised the current monitoring was specific to issues raised during 2019/20, and that separate action plans from the various current audit reports were being monitored through Audit Reports supplied to Audit Committee. Board Member supplied some recommendations re formatting of report that Vice Principal would correct.	

	Principal advised that the Academic Partners had received notification of proposal around a shared Internal Audit provision across UHI with potential for cost savings. Vice Principal noted that Perth College were in process of tendering for provision of an Internal Audit service, with recommendations due to be supplied to Audit Committee during Cycle 4.	
	Compliance, Risk & Performance Monitoring	
8.1	**Financial Recovery Plan – update** Principal presented Paper 9, noting that the paper had previously been considered at the most recent meeting of Finance and General Purposes Committee. Principal confirmed that approval was being sought to open up the current VS Scheme on an on-going basis, and to make an application to UHI/SFC for permission for Compulsory Redundancy to be available as a last resort. HISA Perth President asked for clarity re savings on "leisure activities". Principal advised that various savings areas were being looked at, and this includes the provision of some community classes where numbers were low, including leisure-based activities such as language classes, jewellery-making, etc, which tended to be delivered as evening classes. However, no business case had been made as yet. Board Member noted that the Trade Unions had declined to engage on savings issues and queried levels of workforce involvement on the issues. Principal reported that a request for staff to submit ideas to tackle financial pressures had been issued and the proposals received are being worked through. There is also a high level of awareness of the current financial climate across the sector. Staff Board Member sought clarification as to what was being sought at the meeting regarding Compulsory Redundancy. Principal confirmed that permission was being sought due to minimise any potential issues due to time lags – any concrete proposals would require to come back to the Board for consideration alongside a full business case. Chair noted for context that approx. 75% of costs in the College were staff costs and, whilst Compulsory Redundancy is the last resort for the College it cannot be ruled out that this may be required. Staff Board Member expressed concern that making an in-principal decision to have Compulsory Redundancy as an option may result in staff being concerned. Chair stated that Board would be unambiguous that this is a required bureaucratic step. HISA Perth President and HISA Perth VPAW indicated that, while	

	they were happy to approve the proposal regarding Voluntary Severance, they could not approve the move for Compulsory Redundancy. With there being no other objections raised to the proposals, the request to open up the current Voluntary Severance Scheme on an on-going basis and to make an application to UHI/SFC for permission for Compulsory Redundancy were both **APPROVED.**	
8.2	**Strategic Risk Register** Clerk presented Paper 10 for discussion. Board Member queried whether Risk 17 required review of score re Mandatory Training. Chair of Audit advised that attendance issues had been noted by Audit Committee and the matter would be reviewed.	
8.3	**Balanced Scorecard & In-Year KPIs** Clerk presented papers 11a and 11b for information. Board Member queried the reduction in sickness absence levels recorded in Paper 11a. Principal advised that there may be a level of under-reporting of sickness due to Working From Home arrangements, a concern that is replicated across the sector. Chair commented on Paper 11b, stating that the information is now presented in a better manner.	
	Standing Reports	
9	**Chair's Report** Chair presented Paper 12 for information, highlighting key points for consideration around UHI sustainability, UHI Residences and the agreement of a framework for the next UHI Strategic Planning process. Chair advised that there were continuing reservations around the UHI IP Policy, but this may need to be passed soon. Paper 12 was **NOTED.**	
10	**Principal's Report** Principal presented Paper 13 for information, noting the scheduled EIS industrial action, and the results of the Stress Survey being likely to hit the press shortly. Staff Board Member queried the recent payroll issue. Principal noted that the College had been unable to process payroll as normal due to recent cyber security incident affecting access to supporting software	

	and data, so payroll was processed by using previous month's data and manual changes. Staff have been reassured that payroll will return to normal as soon as possible, however there may be some requirement for remedial changes to the next payroll run. Paper 13 was **NOTED**.	
11	**HISA Perth Report** HISA Perth President presented Paper 14 for information, noting that the Perth Partnership Project was showing more green than amber, and that the 2021/22 PPP was being discussed at Class Rep meetings. HISA Perth President further advised that any items updated to the Plan of Work had been highlighted in blue, and that a new Officer team had been elected. Chair expressed thanks for the ongoing commitment HISA Perth has shown to student welfare and learning throughout the past year. Paper 13 was **NOTED.**	
12	**Minutes for Board Standing Committees** Board received and **NOTED** Draft Minutes and Chairs' Reports for the following Committees: • Engagement Committee (20 January 2021) • Academic Affairs Committee (05 February 2021) • Chairs' Committee (11 February 2021) • Joint F&GP/Audit Committees (22 February 2021) • AST Board (25 February 2021) • Finance & General Purposes Committee (08 March 2021) • Audit Committee (11 March 2021)	
13	**Date & Time of Next Meeting** • Thursday 10 June 2021 @ 5:00pm	
14	**Review of Meeting** Members **AGREED** the meeting had covered Board business.	

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

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

Status of Minutes – Open ☑

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

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

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

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

Paper No. 4

Committee	Board of Management
Subject	Anti-Racism Project Update
Date of Committee meeting	10/06/2021
Author	Andrew Comrie, Independent Board Member
Date paper prepared	31/05/2021
Executive summary of the paper	Please outline the follow elements of this paper: i) Purpose – this paper seeks to provide an update on progress to date re Perth College UHI's anti-racism plan ii) Impact – On the 20 July 2020, Perth College Board of Management commissioned a short life working group with the aim of better understanding structural racism and to set out a series of actions to address structural race inequality in all its forms. iii) Course of Action – the working group will require a further meeting in September 2021 to complete the action plan, before submitting it to the Board for approval at their October meeting. Members are invited to note/ comment on progress to date.
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	SLWG
Action requested	☒ For information ☒ For discussion ☐ For endorsement ☐ Strongly recommended for approval

Perth College UHI

	☐ Recommended with guidance (please provide further information, below)
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	No
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (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 Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	No

Perth College UHI

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

* 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

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Board of Management

Anti-Racism Action Plan

Progress Update

10 June 2021

Introduction

The working group established to progress Perth College UHI's anti-racism plan has now met three times and is making good progress. A draft anti-racism action plan has been prepared and is attached. This is a substantial piece of work, however, and the working group will require a further meeting in September 2021 to complete the action plan, before submitting it to the Board for approval at their October meeting.

Action

Members are invited to note/ comment on progress to date.

Perth College UHI

Anti-Racism Action Plan

Draft: 10 June 2021

1. Declaration

'Racism exists on our campuses and in our society. Call it what it is and reject it in all its forms. We stand united against racism.'

2. Introduction

Racism exists in British society – and is deeply embedded in many aspects of it – and it follows that it exists, and has existed historically, and systemically, in our educational institutions, whether it is unintentional, unconscious or externalised and intentional.

In October 2019 the Equality and Human Rights Commission (EHRC) published its inquiry into racial harassment in publically funded universities in Great Britain[1]. The EHRC report revealed that racial harassment was a common experience for students and staff. The EHRC made a series of recommendations for the UK and devolved governments, funders, regulators and institutions to raise awareness of the impact of racism in all its forms (including micro aggressions); signpost staff and students to appropriate mechanisms to report racism; raise awareness of the institutional policy on racism and harassment more generally; provide institutional governance structures with the training and the tools to raise the awareness of racism; create safe spaces for discussions about difference and to facilitate constructive conversations about race, racism and whiteness and support conversations about rights and responsibilities within induction processes and student support. Colleges and HEIs are being supported in this work by the Scottish Funding Council (SFC) who have commissioned activities to address the EHRC recommendations and to support Colleges and HEIs to address racism. We reference this work in our plan and intend to use nationally produced resources as appropriate as we act to reject racism in all its forms.

On the 22 June 2020, the Principal and Vice-Chancellor of the UHI made a public statement about our collective duty to address racism.[2] In the statement he stated that:

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[1] HMRC *Racism harassment in British Universities* (October 2019). Found online at: https://www.equalityhumanrights.com/en/publication-download/racial-harassment-british-universities-qualitative-research-findings

[2] UHI Executive Office (June 2020) *Statement from the principal and vice-chancellor: our collective duty to address racism. Found online at: https://www.uhi.ac.uk/en/media/news/statement-from-the-principal-and-vice-chancellor-our-collective-duty-to-address-racism.html*

It is critical that we engage and harness current momentum to push together across the region and society to counter these trends.

As a key organisation covering the largest geographical area of any campus-based university or college in the UK and the largest student population in Scotland, the University of the Highlands and Islands and all of our academic partners want to state our commitment to exert our influence, and by extension the influence of all students and staff, to achieve a fairer institution and region for everyone.

We need to challenge ourselves and others, exerting our privileges to actively influence change, proactively rebuilding major aspects of society to ensure that everyone's voice can be heard at a senior level. Our university partnership wants to enable these conversations to take place.

On the 20 July 2020, Perth College Board of Management commissioned a short life working group with the aim of better understanding structural racism and to set out a series of actions to address structural race inequality in all its forms. The remit and membership of the working group is provided in **Appendix 2**. The following approach has been used to develop the College's anti-racism plan:

- **Leadership from Board of Management, College Executive Team and Student Union**

  This work has been commissioned by Perth College UHI's Board of Management as part of its commitment to call out racism and reject it in all its forms.

  The Leadership approach has been one of partnership between the College Student Union (HISA Perth), the College Executive Team and the Board of Management.

- **A 'whole college' approach**

  Our work has taken a 'whole college approach' spanning both academic and professional services to ensure racism is understood and our actions to call out racism and reject it are implemented as a core aspect of all of our programmes and services.

  Representation on the working group has included staff and students from both academic and professional services across the College.

- **Conversations about race**

  Through our work, we have created opportunities and safe spaces for staff and students to talk confidently and without fear about race, racism and share lived experiences.

- **Engage black, Asian and minority ethnic students and staff**

  We have devised ways to collaborate with Black, Asian and minority ethnic students and staff to better understand their lived experiences of studying and working at Perth College UHI. This work has informed the development of our action plan to ensure that we address areas where action is needed to address racism.

- **Use data to understand students and staff**

  We have collected and analysed relevant data and have used it to inform our action plan.

3. The Action Plan

This action plan is for everyone studying, working and involved in the governance of Perth College UHI. It sets out what is expected by our community and aims to empower and enable constructive discussion about the experience of our student and staff communities, providing a voice to those who have, for too long, experienced systemic racism and inequality at Perth Collee UHI.

The plan has been developed using a framework which has enabled the working group to identify and explore key themes to be included in Perth College UHI's Anti-racism plan. The themes have been identified following consideration of relevant literature, input from members of the working group and consultation with students and staff.

The Action Plan is a living document. The conversation that it prompts, and the actions it sets out must be ongoing work. It will be revisited and updated quarterly via the EDIT Committee, with reporting on progress to the Board of Management's 'Engagement' and Academic Affairs sub-committees.

It is envisaged that this action plan will intersect with other equality and diversity actions and outcomes Perth College UHI undertake to meet legislative requirements and to ensure that other protected minorities are treated equitably and have positive experiences while studying and/or working at Perth College UHI.

ANTI-RACISM ACTION PLAN

THEME 1: STUDENTS

<u>Initial Findings</u>

<u>Student Profile:</u> <mark>to be added</mark>

<u>Student Feedback:</u> An initial student survey conducted in 2021 on race related matters received feedback from six students. Although this is a small sample, the feedback provides an indication of student viewpoints on race at Perth College UHI. Key points were:

- Students felt that race was applicable to every race out there e.g Whites, Blacks, Asian and others are affected by racism. Some are less likely than others but still means they've experienced it.
- 83% (5 respondents) indicated that they felt that they had been/maybe been discriminated against because of their race.
- 83% (5 respondents indicated that they thought racism was present at Perth College UHI.
- 50% (3 respondents) indicated that they had witnessed racist moments at Perth College UHI.
- 83% (5 respondents) stated that they feel included as a student of Perth College UHI.
- 83% (5 respondents) stated that they did not feel disadvantaged at Perth College UHI due to being of an ethnic minority

When asked what can HISA Perth and Perth College UHI do to provide additional support to prevent racism, the following was suggested:

- Get involved from the start, and make at least one hour mandatory for all students to learn about racism/bullying and abuse.
- Raise more awareness to help that the college can provide if someone is going through racism.
- Employ more staff that fits into the minorities ethnic groups. Anyone can walk up & down the corridor and all we see as students are white ethnicity. Like 98%, if not more. It is ridiculous. It is time to challenge the unconscious bias of who is hiring, ensure there is no unconscious bias getting on the way on the hiring process, the induction, the welcoming to the college and so on. Do psychometric tests, run campaigns.
- Reinforcement of a zero tolerance approach. Full investigations and support for victims where an act of racism has been made. DO MORE. MUCH MORE! As so far it seems that not enough has been done. But do, and supervise. Monitor. Ensure you get

results. Rather than just "we did, let's tick that box". Look around the members of staff employed: are they a true reflection of our society? I don't think so

- Develop a "put yourself in their shoes" scenario.

When asked what can be done to raise awareness about addressing and preventing racism, respondents suggested:

- Campaigns raising awareness to current things that happen relating to racism.
- Lead by example, top to bottom.
- To judge people based on their actions and not their skin colour, race, or ethnicity.
- Advertise zero tolerance approach.

When asked what changes needed to be made to how students are taught to help raise awareness of racism, respondents suggested

- They [students] need to be taught rather than emailed. A class should be absolutely mandatory throughout the year
- Employ lecturers that represent that [representative of different ethnic minorities]. I have not seen a single black or asian lecturer in the college, as example. Start from the top, and work your way to the bottom. There is no point in trying to educate the students if the people in power fail to lead by example.

Actions	Cross-Referenced to other Equality and diversity Work (if relevant)	Anticipated Outcome	Monitoring/Reporting
Student Ethnicity Take positive action to increase course applications from minority ethnics to Perth College, taking into account legislative	N/A	Enhance College 'brand' as a place that welcomes students from all ethnic backgrounds opportunities employer in the region.	Monitor applicant ethnicity at each stage of application process to check for adverse impact.

requirements relating to positive discrimination. *Lead: Student Services with support from Marketing and Recruitment*		Increase Applicant confidence to disclose their ethnicity when applying for courses Increase number of students with a minority ethnic background that reflects the demographic profile of Perth and Kinross as a minimum.	Annual Statistical Reporting to EDIT Committee and Engagement Committee on ethnicity profile of students.
Representing the Ethnicity of Students at Perth College UHI Review all imagery and narrative in PCUHU marketing literature and online publicity sites/ social media to ensure it promotes inclusivity and that images reflect the ethnic diversity of the college community. Collect Case studies of the 'lived experience' of ethnic minority students and use them to highlight the diversity of PCUHI's student population *Lead: Marketing and Recruitment*	N/A	Enhance College 'brand' as a place that welcomes students from all ethnic backgrounds opportunities employer in the region. Increase number of students with a minority ethnic background that reflects the demographic profile of Perth and Kinross as a minimum	Reporting to EDIT Committee and Engagement Committee on ethnicity profile of students
Racism Awareness Raising and providing Ethnic Minority Students with a Voice Establish Racism as a theme for HISA Perth Student Association for 2021-2 (and beyond).	HISA Perth Action Plan for 2021-2	Increase all students' awareness of racism (using the ideas suggested by students) and take active steps to promote what is considered	HISA Perth to report to Engagement/Academic Affairs and BoM on their work in this area

Run a range of events/workshops to raise awareness of the college attitude towards racism and support arrangements in place for students experiencing racism Create a minority ethnics lead within the HISA Perth staff structure with responsibility for engaging with minority ethnic students and capturing their lived experiences, views and ideas for continuing to enhance the experience of studying at the College. Hold raise awareness events/ to promote anti-racism to coincide with annual events such 'Black History Month' *Lead: HISA Perth Student Association.*		acceptable and unacceptable behaviours at Perth College UHI. Ethnic minority students feeling welcomed, safe and respected in the Perth College Community. Identification of ongoing enhancements needed to address racism.	
Student Induction Introduce 'racism as a theme for student induction across the College. *Lead Student Services*	N/A	Increase all students' awareness of racism (using the ideas suggested by students) and take active steps to promote what is considered acceptable and unacceptable behaviours at Perth College UHI. Ethnic minority students feeling welcomed, safe and respected in the Perth College Community.	Reporting to EDIT Committee and Engagement Committee on ethnicity profile of students

Student Complaints, Grievance and Disciplinary Procedures and Practice Work with UHI to amend relevant student policies relating to complaints, grievance and disciplinary and identify positive actions to ensure that there is a 'zero tolerance' towards race discrimination Review and amend Perth College UHI Student code of conduct to ensure a 'zero tolerance' towards race discrimination is communicated Undertake an assessment of all student complaints received from 2019-2021 to determine the extent to which they are race related. *Lead: Quality*	N/A	Student Policies and practices are fit for purpose for calling out racism and communicating Perth College UHI's 'zero tolerance' towards racism. Understand the extent to which there has been race-related complaints/disiplinaries in the past to establish a baseline for future action.	UHI Student policy reviews Annual Statistical Reporting to EDIT Committee and Engagement Committee
Management /Board Engagement with Ethnic Minority Students The Principal and/or Depute Principal and other members of SMT and the Board will meet with groups of ethnic minority students to discuss their experiences. Meetings will be scheduled once per academic year.	N/A	Understand the barriers and lived experiences of students and identify actions remove these.	This meeting to take place as part of a scheduled meeting of the Engagement/ or Academic Affairs Committee.

Lead: Chair of Engagement Committee/Academic Affairs Committee and Board Secretary			
Student Retention and Achievement Take positive action to assess student retention and achievement across the College to identify discrepancies (if any) between retention and achievement of ethnic minority students compared to other students *Lead: Student Experience*	N/A	Understand the barriers if any, experienced by ethnic minority students and identify actions remove these. .	Annual Statistical Reporting to EDIT Committee and Engagement Committee
Student Destinations Take positive action to utilise positive destination statistics to identify any challenges faced by minority ethnic students when entering the world of work**.** *Lead: Student Experience*	N/A	Understand the barriers if any, experienced by ethnic minority students and identify actions remove these.	Annual Statistical Reporting to EDIT Committee and Engagement Committee

THEME 2: STAFF (including Board of Management)

Definitions:

- Professional Service staff are staff employed under support staff terms and conditions which are subject to National Bargaining.

- Academic staff are staff employed under lecturer terms and conditions which are subject to National Bargaining.

- Management and Senior Management staff are employed under local terms and conditions which are not subject to National Bargaining.

<u>**Initial Findings**</u>

Perth and Kinross

The 2011 Census figures showed that Perth and Kinross had a population of 146,652. Of this, 96.97% of the population of Perth and Kinross categorised themselves as 'White'(slightly above the national average of 96.02%) and 3.3% (4,840) were non-white ethnic representation. However, the white representation included some 2,482 people categorised as 'White Polish' (1.69% of the total population above the national average of 1.16% and the 4th highest local authority population in Scotland), 3,124 (2.13%) categorised as 'Other White' which would include other Eastern European countries of origin.

The Asian and Middle Eastern population in Perth and Kinross totalled 1,852 (1.26% of the total population below the national average of 2.66%) – this figure includes 585 Indian, 461 Chinese and 331 Pakistani.

0.73% (approx. 1000) of the population categorised themselves as African. 0.54% (792) as American/Caribbean and 0.35% (513) Antarctica and Oceania

In total the number of people identifying as white other and non-white ethnic was 7.1% (10, .446)

Perth College UHI

Representation: Staff with a non-White, ethnic representation at Perth College UHI has been progressively declining in the last two years from 4% in 2018 to 1% in 2020. Around 9% of staff identify as minority ethnic which includes categories of 'white other'. As at May 2021 this is currently 7% of staff ident

Equal Pay. In 2019, Perth College UHI had a 4.3% mean ethnicity pay gap among full-time staff. However, minority ethnic staff are not concentrated in the College's lower pay grades. Just under half were in pay-grade H and above.

Representation at Management level. It was found that minority ethnic staff are not represented at Management/Senior Management level in the College.

Race Disclosure: It was found that between 2017 and 2020, the number of non-disclosures on ethnicity characteristics has increased and that currently as at May 2021 only 78% disclose their ethnicity, preferring to leave this blank/ not disclose/prefer not to answer.

Staff Complaints, Grievance and Disciplinary Procedures and Practice: Further work is required to review the effectiveness of Perth College UHI complaints, grievance and disciplinary procedures to ensure that they provide for a 'zero tolerance' towards race discrimination (along with other types of discrimination set out in equality and diversity legislation). Further, work is needed to assess complaints received against staff to determine the extent to which they are race related.

Board of Management

The Board of Management has made significant in-roads in achieving a gender balanced membership with a 50:50 male female split (May 2021). Currently, there are no minority ethnic members.

Actions	Cross-Referenced to other Equality and diversity Work (if relevant)	Anticipated Outcome	Monitoring/Reporting
Staff Ethnicity Take positive action to increase applications from minority ethnics for job vacancies at Perth College, taking into account legislative requirements relating to positive discrimination. *Lead: HR*	N/A	Enhance Employer 'brand' as an equal opportunities employer in the region, using the Minority Ethnic Recruitment Toolkit (produced by the SFC) as relevant. Increase Applicant confidence to disclose their ethnicity when applying for vacancies Increase number of staff with a minority ethnic background that reflects the demographic profile of Perth and Kinross as a minimum.	Monitor candidate ethnicity at each stage of selection process to check for adverse impact. Annual Statistical Reporting to EDIT Committee and Engagement Committee on ethnicity profile of staff.
Management Take positive action to recruit more people from ethnic minority backgrounds to management levels across the College, including senior management/executive when vacancies arise. This must take	N/A	Enhance Employer 'brand' as an equal opportunities employer in the region using the Minority Ethnic Recruitment Toolkit (produced by the SFC) as relevant.	Monitor candidate ethnicity at each stage of selection process to check for adverse impact. Annual Statistical Reporting to EDIT

		Increase Applicant confidence to disclose their ethnicity when applying for vacancies Increase number of managers at all levels of management with a minority ethnic background that reflects the demographic profile of Perth and Kinross as a minimum.	Committee and Engagement Committee on ethnicity profile of staff.
account of legislative requirements relating to positive discrimination. *Lead: HR*			
Staff Pay Conduct annual review of race pay gap as part of a wider pay review with other protected characteristics. *Lead: HR*	Equal Pay Review	Review race pay gap in comparison with previous years, recognising that this is significantly impacted by National Bargaining.	Annual Statistical Reporting to EDIT Committee and Engagement Committee
Staff Complaints, Grievance and Disciplinary Procedures and Practice Conduct a review of relevant HR policies and procedures relating to complaints, grievance and disciplinary and identify positive actions to ensure that there is a 'zero tolerance' towards race discrimination	N/A	Ensure relevant HR Policies and practices are fit for purpose for calling out racism and communicating Perth College UHI's 'zero tolerance' towards racism.	Updated policies and practices as required approved by relevant committee.

Undertake an assessment of all complaints received against staff from 2019-2021 to determine the extent to which they are race related. *Lead: HR*		Understand the extent to which there has been race-related complaints/disiplinaries in the past to establish a baseline for future action.	Annual Statistical Reporting to EDIT Committee and Engagement Committee
Board of Management Take positive action to recruit more people from ethnic minority backgrounds to the Board, using where relevant specialist recruitment organisations that can assist the Board to seek a broader range of candidates for Board Vacancies. This must take account of legislative requirements relating to positive discrimination. *Lead: Chair of the Board/ Board Secretary*	N/A	Increase number of Board Members with a minority ethnic background that reflects the demographic profile of Perth and Kinross as a minimum.	Chair's Committee Board of Management

Theme 3: Learning and Teaching

Initial Findings

<mark>This section has still to be completed</mark>

Actions	Cross-Referenced to other Equality and diversity Work (if relevant)	Anticipated Outcome	Monitoring/Reporting
Course Content and Learning and Teaching Methods Each Sector will undertake a review of course content, resource/library lists, assessment tasks, teaching methods and input from external contributors to ensure that courses are acceptable to all ethnic groups. It is anticipated that this would be done in consultation with students. *Lead: Associate Principal with support from Sector Managers/ Head of Learning and Teaching Enhancement and the Library*	N/A	To 'de-colonise' the curriculum and ensure acceptability to all ethnic groups being taught. Ethnic minority students feeling welcomed, safe and respected in the Perth College Community.	Sector plans will be monitored by the Associate Principal and progress reported to Academic Affairs

Course/Programme Annual Reports The College Annual Programme/Course Monitoring process (the reports for 2021-2 onwards) will require courses/programmes to report progress made to decolonise the curriculum in consultation with students. in October 2020 and actions are monitored in subsequent meetings, involving student reps.		To 'de-colonise' the curriculum and ensure acceptability to all ethnic groups being taught. Ethnic minority students feeling welcomed, safe and respected in the Perth College Community.	Programme Committees with Associate Principal reporting annually to Academic Affairs
Examples of Effective Practice Collect Examples of effective action taken that has led to the de-colonisation of the curriculum at Perth College *Lead: Head of Learning and Teaching*	N/A	To provide evidence of actions taken that has led to the 'de-colonisation of' the curriculum'	Update provided to Academic Affairs

Theme 4: Professional Learning and Development

Initial Findings

<mark>This section has still to be completed</mark>

Actions	Cross-Referenced to other Equality and diversity Work (if relevant)	Anticipated Outcome	Monitoring/Reporting
Senior Management Team and Board Members Members of the College Senior Management Team and Board of Management will undertake relevant racism training as part of their ongoing professional learning and development *Lead: Chair of the Board/ Board secretary*	N/A	To raise awareness of racism at senior management and governor level and to ensure that racism is a factor when considering the student experience	Engagement Committee to consider how best to build this into Board/Senior Management Professional reviews

All Staff Professional Learning and Development	N/A	To raise awareness of racism at senior management and board level and to ensure that racism is a factor when considering the student experience	Principal to provide update to Engagement Committee
The Senior Management should make 'racism' the theme for least one staff conference in 2021-2 to raise awareness and to provide a forum to have facilitated conversations about racism. *Lead: Principal / Head of Teaching and Learning Enhancement / Head of HR & Organisational Development*		To propose training specifically related to preventing racism for staff to undertake during the 21/22 academic year	Annual Statistical Reporting to EDIT Committee and Engagement Committee

Appendix 1

Terminology

The following explains some of the terms used and associated issues that emerge when racism is being discussed:

Structural Racism

The legacy of a society that thrived on the historic enslavement and colonisation of peoples of colour manifests systems today that disadvantage peoples of colour. An example would be the criminal justice system, where people of colour are disproportionately represented in stop-and-search, and arrest, conviction and sentencing data relative to white people.[3] Very recently, research into Covid19 and its impact on BAME communities has suggested that historical and present day racism contributes to members of this community being less likely to seek medical assistance, and therefore contributes, along with other socio-economic factors, to disproportionate effects of the virus in Black and minority ethnic populations.[4] The structural barriers that are faced by members of these communities has ramifications for experience in institutions and personal encounters.

Institutional Racism

Practices, policies and 'traditions' within institutions such as Colleges and HEIs put certain racial groups at a disadvantage. For example, the use of materials that were adjudged acceptable objects of study in the past (a time of different overt values) such as films, literature, plays and music, which (mis)represent, distort and/or glorify racism, slavery or activities such as blackface, can still be found in curricula. Often the argument that the value of the work as an exemplar of fine writing, cinematography or compositional craft is used to justify the persistence of such materials in contemporary curriculum. Our values are less overtly prejudiced than in previous generations, but the effect of these incidences is just as impactful on people who are immediately at a disadvantage relative to the majority in a room. Slang words, 'jokes' and excuses that 'this has been done for years/we never had complaints before' do occur. It is worth noting that such insidious behaviour and attitudes affect *all* minority groups, and we abhor all such casual discrimination, but this action plan is focussed in particular on issues affecting students and staff of colour, and their experience of our institution and its practices.

Individual Racism

Individuals often believe themselves to be champions of equality, anti-racist and denounce racism in all its forms. However, behaviours that are learned, unconscious

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[3] See, for example Alpa Parmar, Policing Migration and Racial Technologies, *The British Journal of Criminology*, Volume 59, Issue 4, July 2019, Pages 938–957, https://doi.org/10.1093/bjc/azz006

[4] See *Beyond the Data: Understanding the Impact of COVID-19 on BAME Groups*, Public Health England, 2020 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/892376/COVID_stakeholder_engagement_synthesis_beyond_the_data.pdf

or sometimes conscious continue to confront students and staff of colour, including face-to-face comments, microaggressions that 'gaslight' people and covert or unconscious biases that determine opportunities, a student's (lack of) self-confidence and levels of trust in the institution and employees.

Even walking into a majority white institution, for those whose skin colour is not white, can be a major challenge, compounded by the above mentioned microaggressions and often, lack of awareness in those surrounding them. It is not for the student of colour to have to fight to be seen, to express themselves, or to be treated on an equal footing with anyone else, regardless of race. It is those of us with responsibility for learning and teaching, recruitment, employment and partnerships, marketing, alumni and research, facilities and governance that must do the work to eradicate racism.

White Privilege

White privilege is having white skin: certain opportunities, and privileges, are assumed for those with white skin in British – in Scottish – society (see Bernadine Evaristo's _A Point of View_, hyperlink at the top of this document). It does NOT mean that white people are all privileged in terms of their backgrounds, socio-economic status and lived experiences, but that whatever adverse experiences _have_ affected their lives, the colour of their skin has not been a contributory factor. In other words, you can be poor, working class and underprivileged/disadvantaged in many ways, but if you are white, you enjoy white privilege: the fact of being white.

White privilege is also seeing yourself reflected throughout Western society: in jobs you aspire to hold; in magazines you buy; etc. If you are Black, especially, you do not typically share this experience of seeing yourself in the society of which you are a part, in roles and positions that represent what you personally know you are capable of achieving. Imagine that you grow up in a society where, from a very young age, you struggle to see yourself represented – it therefore shapes, from the earliest time in your life, the ambition you may have, the expectations you have and the plans you make. When this is reinforced at various junctures of your life (going to school, going to college, etc.) then the message is clear: you will not reach the same fulfilment of potential as your white peers. This is another example of systemic oppression, and why we must recognise our white privilege and use it to promote and give a platform to our Black colleagues, students and professionals. This experience of not seeing yourself represented translates into curriculum.

Being white is a privilege because difference is not _seen_. This does not mean that there is no racism (because everyone is 'seen' as equal). It means that we, for example, select course materials or repertoire from a white vantage point, ignoring (not _seeing_) the different heritages of some of our community, and therefore forcing students to study issues and works relevant to them 'in their own time'/in the margins. There are opportunities here for us to diversify works studied in order that our students of colour are represented in the spectrum of learning.

Recognising white privilege is also not about centring yourself in the debate – trying to compare your own experiences of oppression with those of our Black and minority ethnicity students. Neither should you presume to speak for communities of colour.

White privilege can be used as a platform to educate white colleagues and students, so that the students of colour don't have to do that work.

Recognising difference

It is crucially important to understand that racism has many guises, and that racism that affects one community may have different emphases, different origins, and histories, to that which affects another community. There are different oppressions, for example, affecting our Black student/staff community compared with our Asian students, our Muslim students, our Latin American students, our Jewish students, and still other ethnic groups. Some communities have a history of oppression through colonisation; others, enslavement, brutalisation (and colonisation); others through historic genocides and ethnic cleansing. Our Black American students will have a different history compared with Black African students, or Black European students, and so on. This is why sometimes, we will focus on a particular community. This is not because we do not recognise that all communities of colour are oppressed, but because to subsume all minority communities into one is to preserve 'otherness' (ie. there is the majority white community, and there are 'people of colour').

Appendix 2

Working Group Remit and Membership

<u>Remit</u>

- Investigating whether there are issues of systemic racism, harassment or victimisation at Perth College UHI and identifying potential actions that can be taken that will improve the representation, progress and success of minority ethnic staff and students, either working or studying at PCUHI and eradicate all form of racism.

- Share findings and proposed actions with a wider constituency across the college.

- Producing an <u>anti-racism and racial harassment action plan</u> and present this for comment to key committees including: HISA Perth and minority ethnic student representatives, minority ethnic staff representatives, The Equality and Diversity Committee, Academic Affairs Committee and Student Engagement Committee.

- Present the action plan to the Board of Management for approval and implementation.

<u>Membership</u>

Dr Margaret Cook, Principal (Convenor)
Alex Wilson, Student President, HISA Perth 2020-1
Aimee Cuthbert, HISA Perth Coordinator
Andrew Comrie, Independent Board Member
Katy Lees, Head of HR & Organisational Development
David Gourley, Head of Learning and Teaching Enhancement
Lin Shen, Director of Partnerships
Rahul Kumar, Lecturer
Anita Mackenzie Mills, Lecturer
Anna Marie Kaczmarek, Equality, Diversity and Inclusivity Advisor
Shaddai Tembo, Lecturer

Committee	Board of Management
Subject	College Sector Statement of Ambition
Date of Committee meeting	10/06/2021
Author	Margaret Cook
Date paper prepared	03/06/2021
Executive summary of the paper	This paper has recently been prepared by Colleges' Scotland as part of the review of its Board and its operations. The sector has had a statement of ambition for a number of years and this is a refreshed statement which will be used to engage with external stakeholders both locally and nationally. All Boards in Scotland have been asked to approve the document so that it can be used as part of our engagement with the new government Ministers and other key stakeholders in this time of change.
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	This is a national consultation exercise
Action requested	☐ For information ☐ For discussion ☐ For endorsement ☒ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)

Perth College UHI

Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	No
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (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	This forms part of the landscape of the sector and will be considered as part of our strategy development going forward
Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	No Click or tap here to enter text.
Island communities	No

Perth College UHI

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)?	If yes, please give details: 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?*	Yes

* 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

College Sector Statement of Ambition, 2021 – 2025

When colleges thrive, Scotland thrives.

Colleges are supporting Scotland's economic recovery with innovation, excellent education and teaching, skills training, and smart investments in people and place.

Colleges unlock the potential of students and communities. Industry gains, and productivity increases through strong colleges – we make an impact beyond our walls.

When colleges thrive, Scotland thrives.

WHEN COLLEGES THRIVE, SCOTLAND THRIVES.

Supporting and innovating

Support economic recover with innovation, excellent education and teaching, skills training, and smart investments.

Supporting students

Deliver excellent education, teaching and skills training, available locally.

Supporting Scotland

Unlock the untapped potential of a stronger and more empowered college sector.

Supporting industry

First choice delivery partner for work-based skills and training.

Supporting communities

Anchor institutions in our communities and resilient partners for the stakeholders around us.

About Scotland's Colleges

Across Scotland, colleges are equipping students from every background with the education and skills they need to achieve their ambitions, maximise their potential, supporting our country to thrive. Colleges are the first choice destination for students with aspiration, turning potential into qualifications and skills that last a lifetime. Colleges are a great place to work, with routes to professional improvement and opportunities for development and promotion. Every college in Scotland has close links to industry and their local communities, with 26 colleges across 13 regions.

Colleges are inclusive and offer opportunities to everyone, building community wealth through education and training with a hugely diverse course offering. Nearly a third of college students come from Scotland's lowest socio-economic backgrounds, with a supported population of care experience students. Fifteen per cent of students have a recorded disability and three quarters of those students are studying on mainstream programmes. Advancing social inclusion and delivering equality are a vital part of the impact colleges make.

Every year, almost a quarter of a million students benefit from a total of 70 million hours of teaching, with 19 in every 20 students who complete their studies going on to a job, training or continuing in education as positive destinations. More than a quarter of all higher education in Scotland is delivered by colleges.

Our ambition, following the shock of the Covid-19 pandemic, is to unlock the untapped potential of a more empowered college sector, making a strong and positive impact on lives, our environment, our economy and in our communities. By building even closer links with industry now and for the future, strengthening our role as anchor institutions in local communities, and leveraging the energy and innovative spirit of the sector into success, colleges can deliver a game-changing amount of good for Scotland. Students are at the heart of everything colleges do, and they are at the heart of our ambitions for the future. Colleges are organisations built around people - our students, our staff, our stakeholders, and our partners.

A lot has changed in a short period of time, and this refreshed Statement of Ambition for 2021-2025 reflects these changes incorporating the major contributions from a range of stakeholders to the college sector in the past two years, including from 2020 the College of The Future Report; The Cumberford-Little Report; The Report of the Advisory Group on Economic Recovery, and the forthcoming 2021 Review of Coherent Provision and Sustainability by the Scottish Funding Council.

Supporting and innovating

Our ambition is that colleges will support economic recovery with innovation, excellent education and teaching, skills training, and smart investments. Emerging from the Covid pandemic, colleges will play a vital role in Scotland's education-led recovery, and we will work to make an impact on every part of the system to help achieve economic stabilisation, community wealth building and growth.

COLLEGES WILL MAKE AN IMPACT BY:

- Playing a vital part in Scotland's **Covid-19 recovery**. We will influence and advocate for the best learning and working experience at college, while adhering to public health guidelines and keeping people safe. We will be visible in the discussion about economic recovery and active in promoting colleges as a solution to the many harms brought about by the pandemic. Colleges will repurpose the knowledge and expertise garnered in the pivot to digital learning – expertise will not be lost. Scotland's colleges will be a key partner by supporting inclusive and sustainable economic growth – regional economies are key to achieving this Ambition, and colleges as regional partners will be active and visible. Colleges will add to community wealth building and be strong contributers to wellbeing in our communities.

- Influencing decision makers on the need and opportunity to deliver a **coherent, flexible and integrated tertiary system** – in driving economic recovery there should be a move to a seamless skills system.

- Advocating for the urgent need for **fair funding** for institutions. Our ambition is to move to a simplified and streamlined funding landscape under new ways of working with the Scottish Funding Council. Our ambition is to reform the relationship between student headcount and qualifications. We will highlight the need for flexibility across the system.

- Capitalising on the sector's **Digital Ambition**, which has the potential to transform college's future estate requirements as well as bring innovation and creativity to teaching, learning and vocational study. Colleges will continue to be leaders in the national conversation on digital transformation, and we will work strategically and collaboratively with partners.

- **Delivering innovation**. Colleges will work together to investigate the huge opportunities of digital learning and innovative education, accelerated because of the pandemic, reflecting the swift changes to work and learning which have taken place. Colleges will increasingly work with universities to shape the innovation landscape.

- Making **smart investments** with limited resources, to deliver long-term sustainable financial investment for colleges. We will advocate strongly and visibly for appropriate resources to provide high standard facilities for our students and our workforce in a refreshed conversation about funding for estates. Colleges will continue to be efficient, and provide an excellent return for investment. We will work with Scottish and UK Governments to rebalance the loss of funding to colleges because of the UK's exit from the European Union.

Supporting students

Our ambition is to support students to unlock their potential. Colleges will deliver excellent education, teaching, and skills training, available locally and with different methods of delivery, and to everyone whatever their age, ability or circumstance. We recognise the disruption caused by the pandemic to young people and adults.

COLLEGES WILL MAKE AN IMPACT BY:

- **Listening to and empowering students**, understanding what they want and need from college as part of lifetime learning. We will deliver excellent education and teaching, skills training, and smart investments, supporting students to unlock their potential with recognised and trusted qualifications delivered by strong curriculum programmes, and a strong life skills framework. Colleges will continue to work closely with employers and will advocate for suitably resourced careers advice for college students. We will work to increase the baseline amount invested in each college student for education.

- Equipping the college workforce with the resources they need to **deliver excellence** for students. This investment is especially important because of the impact of the pandemic on the college workforce.

- **Strengthening pathways** in a truly tertiary system for students, connecting schools, colleges, universities and employers.

- Advocating for **fair funding for college students** with decision makers, to ensure that anyone who wants to learn can access suitable grants and loans whatever route they take.

- **Supporting students** holistically, delivering increased resource for mental health support, support for care experienced students, and maximising the college experience for students with additional support needs, vulnerabilities, and disabilities. We will recognise the impact of poverty and digital poverty, and address these with effective funding bids.

- Promoting the importance of **higher technical and professional qualifications**.

- Assessing the **current qualifications landscape** and challenging how well this meets the needs of the future workforce.

Supporting communities

Our ambition is to build on the pride we collectively hold as anchor institutions in our communities and to be resilient partners for the stakeholders around us. Colleges are part of a local, regional and national ecosystem which includes the third sector, local authorities, employers, public sector bodies, and government. Colleges also connect internationally. We will capitalise on the opportunities with partners to do more for our students and communities, raising the profile of colleges with stakeholders and with the public.

COLLEGES WILL MAKE AN IMPACT BY:

- Being **anchor institutions**, recognising the rich history and generational connections colleges have within communities, being cognisant of the sense of place and belonging.

- **Looking local first**, responding to local needs and capitalising on local knowledge and expertise on economic, workforces and skills needs.

- **Driving** a fundamental change in the volume and delivery mode of adult and lifelong learning, enabling adults to gain the skills and knowledge that help them as parents, citizens and members of local communities.

- Being part of the development of **20 Minute Neighbourhoods**.

- Continuing work to realise the shared ambition between colleges and the Scottish Government of **widening access** to education for people from all backgrounds, of all ages, ethnicity, and disability. We will increase equality and diversity in the makeup of college leadership and staff to address underrepresentation of BAME staff in tertiary education.

- Minimising the **environmental impact** of colleges, including taking behaviour changes from the pandemic into account when planning around travel and the potential benefits of hybrid learning and working. Colleges will continue to embrace our role as contributors to Scotland becoming a net-zero emission economy.

Supporting industry

Our ambition is to affirm the role of colleges as a core business support enabler, and the first choice delivery partner for work-based skills and training in Scotland.

COLLEGES WILL MAKE AN IMPACT BY:

- Building colleges into the regional economy discussion at every level, working across our **regional partnerships** to increase the role of colleges in economic recovery, development, and regeneration.

- As part of building regional economies and community wealthbuilding, colleges will be key organisations locally and in regions for future workforce development, embedding the skills needed most in the areas which need them most.

- **Supporting** two specific recommendations of the College of the Future Report (2020), 1. by committing to widening the remit of all colleges to include the provision of services to businesses as well as education and training, particularly towards SMEs. This will accelerate strategic partnerships between employers and colleges, help to embed colleges as key partners locally and regionally, and increase national productivity and innovation, and 2. by achieving investment for the development of specialist college 'Employer Hubs'. These would act as a one-stop shop for employers, offering support on skills needs and strategic advice.

- Maximising college provision of **apprentices** and other work-based training intrinsic to colleges, which support employers and help to build a highly trained workforce which fits economic needs.

- Working to recover and then grow **commercial income** for colleges, dented by the pandemic.

- **Supporting employers** through the Just Transition, and the moves to net zero by 2045.

- **Increasing sensitivity** to the quick changes at play in our economy, ensuring that colleges respond to demand for new ways of learning and to a rapidly redefined workforce.

Supporting Scotland

Our ambition is to deliver positive impacts for Scotland through the activity of colleges. Hand-in-hand with the economic recovery is the opportunity to unlock the untapped potential of a stronger and more empowered college sector, helping Scotland to thrive. When colleges thrive, Scotland thrives.

COLLEGES WILL MAKE AN IMPACT BY:

- Working across our **regional partnerships** to increase the role of colleges in economic recovery and regeneration. **Nationally** we will be a trusted partner across the Four Capitals which underly the Scottish Government's ethos – Business, Community, Environment and People – maximising opportunities and making the voice of the college sector heard. **Locally** colleges will be resilient partners for the stakeholders around us.

- Establishing recovery from the pandemic, and then continue to make **positive gains** in the measures set out in the Scottish Government National Performance Framework.

- Responding to the **climate emergency**. Colleges will educate and train students to support the strategic needs of the green economy, providing a pathway to good, green jobs, supporting the ambitions of the Just Transition Commission. We will engage with Scotland's Covid-19 recovery plans and play our part in creating a fair and green future economy. And as institutions, colleges will reduce carbon footprints, again making smart and creative investments to reduce and mitigate our impact on the environment.

- Continuing to **develop and invest** in the college workforce for the future, attracting talent, providing high quality continuing professional development, and career paths for our staff. Colleges will invest in staff, and play our part in the Fair Work agenda. We will deliver impact for our students by equipping the college workforce with the resources they need to deliver excellence for students. This investment is especially important because of the impact of the pandemic on our staff, including the rapid pivot to online and blended learning. Workforce development will be cognisant of the growing demand for higher level technical and professional skills needed in the Scottish economy.

- Supporting the National Joint Negotiating Committee as a means of **delivering progress** and sustainable outcomes for college staff, in partnership with trade unions.

Colleges

● **NORTH EAST SCOTLAND COLLEGE**
www.nescol.ac.uk

● **AYRSHIRE COLLEGE**
www.ayrshire.ac.uk

● **BORDERS COLLEGE**
www.borderscollege.ac.uk

● **FORTH VALLEY COLLEGE**
www.forthvalley.ac.uk

● **DUMFRIES & GALLOWAY COLLEGE**
www.dumgal.ac.uk

● **EDINBURGH COLLEGE**
www.edinburghcollege.ac.uk

● **FIFE COLLEGE**
www.fife.ac.uk

○ **GLASGOW KELVIN COLLEGE**
www.glasgowkelvin.ac.uk

● **GLASGOW CLYDE COLLEGE**
www.glasgowclyde.ac.uk

● **CITY OF GLASGOW COLLEGE**
www.cityofglasgowcollege.ac.uk

● **ARGYLL COLLEGE UHI**
www.argyll.uhi.ac.uk

● **INVERNESS COLLEGE UHI**
www.inverness.uhi.ac.uk

● **LEWS CASTLE COLLEGE UHI**
www.lews.uhi.ac.uk

● **MORAY COLLEGE UHI**
www.moray.ac.uk

● **NORTH HIGHLAND COLLEGE UHI**
www.northhighland.uhi.ac.uk

● **ORKNEY COLLEGE UHI**
www.orkney.uhi.ac.uk

● **PERTH COLLEGE UHI**
www.perth.uhi.ac.uk

● **SHETLAND COLLEGE UHI**
www.shetland.uhi.ac.uk

● **WEST HIGHLAND COLLEGE UHI**
www.whc.uhi.ac.uk

● **SOUTH LANARKSHIRE COLLEGE**
www.south-lanarkshire-college.ac.uk

● **NEW COLLEGE LANARKSHIRE**
www.nclanarkshire.ac.uk

● **DUNDEE AND ANGUS COLLEGE**
www.dundeeandangus.ac.uk

● **WEST COLLEGE SCOTLAND**
www.westcollegescotland.ac.uk

● **WEST LOTHIAN COLLEGE**
www.west-lothian.ac.uk

● **SABHAL MÒR OSTAIG UHI**
www.smo.uhi.ac.uk

● **NEWBATTLE ABBEY COLLEGE**
www.newbattleabbeycollege.ac.uk

● **SCOTLAND'S RURAL COLLEGE**
www.sruc.ac.uk
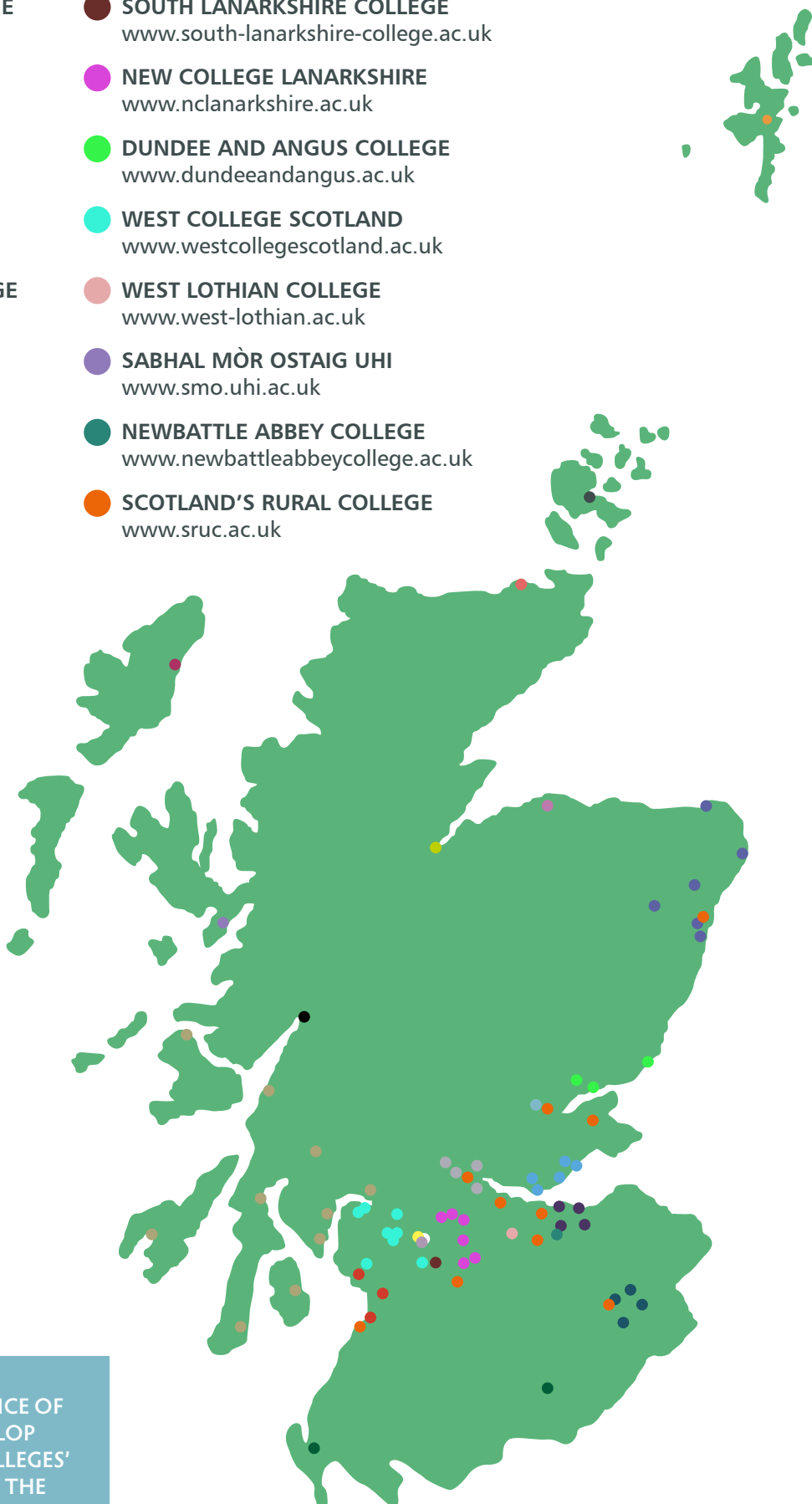
COLLEGES SCOTLAND IS THE VOICE OF THE COLLEGE SECTOR. WE DEVELOP POLICY AND ADVOCATE ON COLLEGES' BEHALF, RAISING AWARENESS OF THE TREMENDOUS VALUE COLLEGES BRING TO DAILY LIFE IN SCOTLAND.

Paper No. 7

Committee	Board of Management
Subject	April 2021 Management Book
Date of Committee meeting	10/06/2021
Author	Iain Wishart
Date paper prepared	03/06/2021
Executive summary of the paper	Please outline the follow elements of this paper: i) Purpose – to present first 9 months financial performance ii) Impact – what are the intended outcomes: Information and discussion iii) Course of Action – what happens next & by whom: Actions will be agreed (if any) in the meeting.
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	None
Action requested	☒ For information ☒ For discussion ☐ For endorsement ☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)

Perth College UHI

Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	No
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (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	Presents our performance
Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	No Click or tap here to enter text.
Island communities	No

Perth College UHI

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)?	If yes, please give details: 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?*	Yes

* 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

Overview

Headlines

- Q3 AOP is high due to 100% of additional SFC funding having been booked through April. This will not repeat and we have significant costs still to be charged in the final quarter including £300K catch up on professional service salaries, £400K of additional Estates, AST costs will increase in Q4 etc.

Headlines

Services Non-Staff Costs include
1. Unbudgeted £250K spend for digital poverty and
2. £60K for COVID supplies and cleaning.
3. £210K of insurance related costs (we have received £180K income to offset)

YTD furlough received by the college is £183K

Apr YTD 20/21	Academic	Business	Services	Elimination	YTD Act	FY Budget	YTD Usage
Funding	12,045	0	680		12,726	16,347	77.8%
Tuition Fees	3,448	1,333	0		4,781	4,761	100.4%
Commercial	1,244	697	423	(75)	2,364	3,286	71.9%
Bursary/Hardship Funding	0	0	2,235		2,235	3,131	71.4%
Total Income	**16,737**	**2,030**	**3,338**	**(75)**	**22,105**	**27,525**	**80.3%**
Staff Costs	9,177	1,298	3,831		14,307	19,655	72.8%
% Income	54.8%	64.0%	17.3%		64.7%	71.4%	
Non-Staff Costs	553	755	2,988	(75)	4,295	6,636	64.7%
Bursary/Hardship Funding	0	0	2,235		2,235	3,131	71.4%
% Income	3.3%	37.2%	156.4%		29.5%	35.5%	
AOP Surplus/(Deficit)	**7,007**	**(23)**	**(5,715)**	**0**	**1,269**	**(1,897)**	
% Income	41.9%	(1.2)%	(25.9)%		5.7%	(6.9)%	

INCOME

20/21 v 19/20 ■   20/21 YTD v FY Bud ■

	ACADEMIC	BUSINESS	SERVICES	TOTAL
20/21 v 19/20	112.3%	73.7%	95.2%	104.4%
20/21 YTD v FY Bud	82.0%	66.0%	82.9%	80.3%

STAFF COSTS

YTD 20/21 v 19/20 ■   20/21 Act YTD v FY Bud ■

	ACADEMIC	BUSINESS	SERVICES	TOTAL
YTD 20/21 v 19/20	104.1%	92.4%	98.8%	101.5%
20/21 Act YTD v FY Bud	76.0%	68.4%	67.4%	72.8%

NON-STAFF COSTS

YTD 20/21 v 19/20 ■   20/21 Act YTD v FY Bud ■

	ACADEMIC	BUSINESS	SERVICES	TOTAL
YTD 20/21 v 19/20	91.6%	59.3%	100.9%	94.2%
20/21 Act YTD v FY Bud	58.2%	36.8%	74.4%	64.7%

Academic

Headlines

- AOP is high due to 100% of additional funding having been booked through April.
- Non-Staff costs are down on budget due to less travel, printing etc.
- Commercial income includes £698K of International Income.

Apr YTD 20/21	Research	YTD Act	FY Bud	YTD Usage
Funding		12,045.3	15,448.4	78.0%
Tuition Fees	51	3,448.2	3,034.0	113.7%
Commercial	139	1,243.6	1,936.9	64.2%
Bursary/Hardship Funding		0.0	0.0	
Total Income	**189.4**	**16,737.2**	**20,419.3**	82.0%
Staff Costs	159	9,177.3	12,070.7	76.0%
% Income	84.0%	54.8%	59.1%	
Non-Staff Costs	5.9	552.5	949.1	58.2%
% Income	3.1%	3.3%	4.6%	
AOP Surplus/(Deficit)	**24**	**7,007**	**7,399**	
% Income	**12.9%**	**41.9%**	**36.2%**	

INCOME

Legend: 20/21 v 19/20, 20/21 YTD v FY Bud

SECTORS: 112.9%, 81.9%
RESEARCH: 75.5%, 90.3%
TOTAL: 112.3%, 82.0%

STAFF COSTS % INCOME

Legend: 19/20 Act YTD, 20/21 Act YTD, 20/21 FY Bud

SECTORS: 58.7%, 54.5%, 58.6%
RESEARCH: 85.0%, 84.0%, 108.0%
TOTAL: 59.1%, 54.8%, 59.1%

NON-STAFF COSTS % INCOME

Legend: 19/20 Act YTD, 20/21 Act YTD, 20/21 FY Bud

SECTORS: 3.9%, 3.3%, 4.4%
RESEARCH: 12.2%, 3.1%, 24.1%
TOTAL: 4.0%, 3.3%, 4.6%
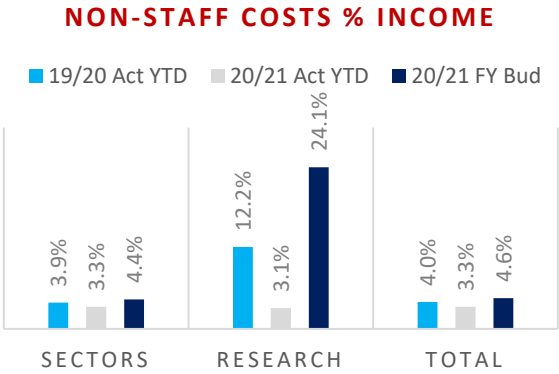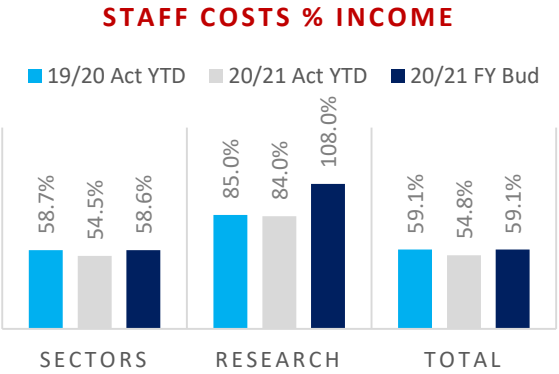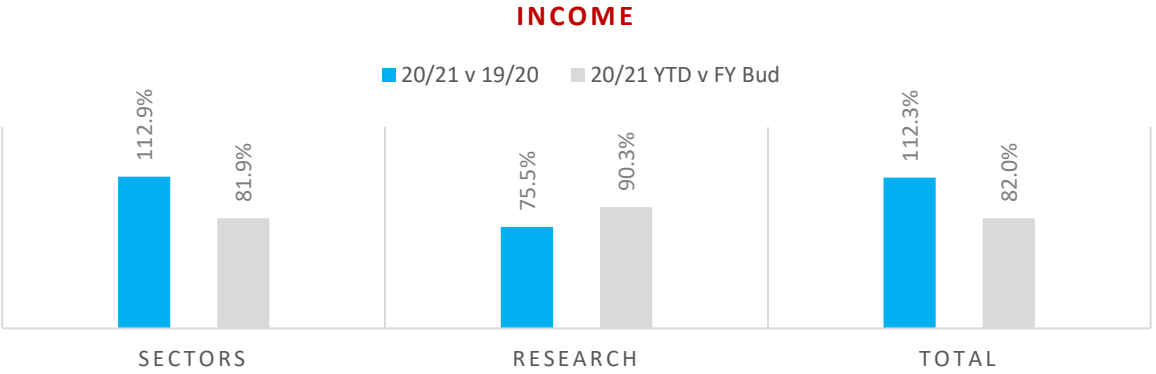
Business

Headlines

- COVID impacting income across all our Businesses.

- AST strong through 9 months but will have additional staff costs in Q4 and the level of AOP is expected to drop.

- Residences income includes £26K of funding support from SFC.

- Furlough monies are included in ASW, £50K. The allocation of electricity etc has been removed from non-staff costs, reducing them by £66K.

Apr YTD 20/21	AST	Catering	Residences	ASW	Nursery	YTD Act	FY Budget	YTD Usage
Funding						0.0	0.0	
Tuition Fees	1,332.8					1,332.8	1,727.0	77.2%
Commercial	86.2	64.8	193.6	160.9	191.3	696.9	1,349.2	51.7%
Bursary/Hardship Funding						0.0	0.0	
Total Income	**1,419.0**	**64.8**	**193.6**	**160.9**	**191.3**	**2,029.7**	**3,076.2**	**66.0%**
Staff Costs	823.5		2.4	229.6	242.8	1,298.3	1,899.1	68.4%
% Income	58.0%	0.0%	1.2%	142.6%	126.9%	64.0%	61.7%	
Non-Staff Costs	240.1	190.0	185.2	131.1	8.4	754.8	2,049.1	36.8%
% Income	16.9%	293.1%	95.7%	81.4%	4.4%	37.2%	66.6%	
AOP Surplus/(Deficit)	**355.4**	**(125.2)**	**6.0**	**(199.7)**	**(59.9)**	**(23)**	**(872)**	
% Income	25.0%	(193.1)%	3.1%	(124.1)%	(31.3)%	(1.2)%	(28.3)%	

Business - AST

Apr YTD 20/21	Act YTD	FY Budget
Funding	0.0	0.0
Tuition Fees	1,332.8	1,727.0
Commercial	86.2	65.4
Bursary/Hardship Funding	0.0	0.0
Total Income	**1,419.0**	**1,792.4**
Staff Costs	823.5	1,083.0
% Income	58.0%	60.4%
Non-Staff Costs	240.1	710.0
% Income	16.9%	39.6%
AOP Surplus/(Deficit)	**355.4**	**(0.6)**
% Income	25.0%	(0.0)%

Income

- 104.6% — 20/21 v 19/20
- 79.2% — 20/21 YTD v FY Bud

AOP £K

- 273.0 — 19/20 Act YTD
- 355.4 — 20/21 Act YTD
- (0.6) — 20/21 FY Bud

Staff Costs % Income

- 59.3% — 19/20 Act YTD
- 58.0% — 20/21 Act YTD
- 60.4% — 20/21 FY Bud

Non-Staff Costs % Income

- 20.6% — 19/20 Act YTD
- 16.9% — 20/21 Act YTD
- 39.6% — 20/21 FY Bud
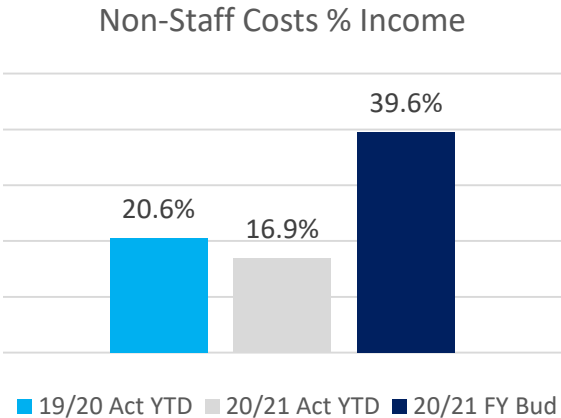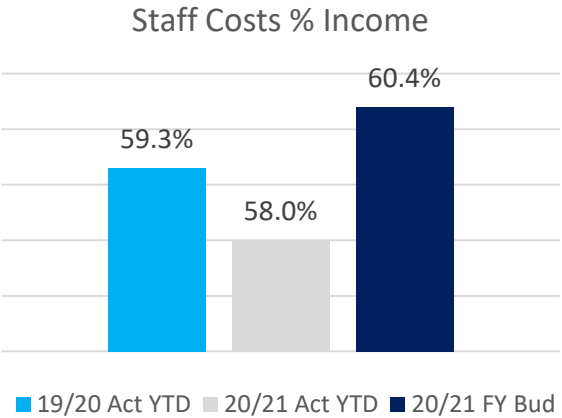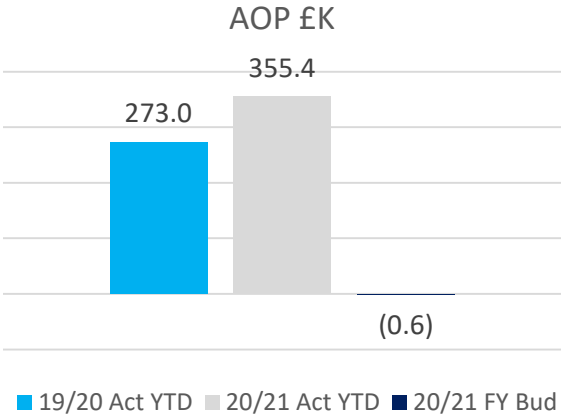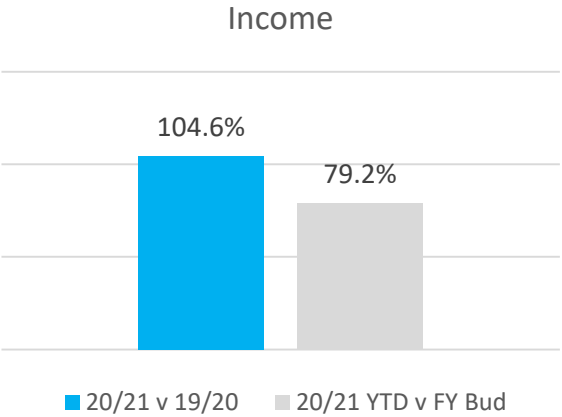
Business - Catering

Apr YTD 20/21	Act YTD	FY Budget
Funding	0.0	0.0
Tuition Fees	0.0	0.0
Commercial	64.8	496.0
Bursary/Hardship Funding	0.0	0.0
Total Income	**64.8**	**496.0**
Staff Costs	0.0	0.0
% Income	0.0%	0.0%
Non-Staff Costs	190.0	918.0
% Income	293.1%	185.1%
AOP Surplus/(Deficit)	**(125.2)**	**(422.0)**
% Income	(193.1)%	(85.1)%

Income

- 10.9% (20/21 v 19/20)
- 13.1% (20/21 YTD v FY Bud)

AOP £K

- (48.9) 19/20 Act YTD
- (125.2) 20/21 Act YTD
- (422.0) 20/21 FY Bud

Staff Costs % Income

- 0.0% 19/20 Act YTD
- 0.0% 20/21 Act YTD
- 0.0% 20/21 FY Bud

Non-Staff Costs % Income

- 108.2% 19/20 Act YTD
- 293.1% 20/21 Act YTD
- 185.1% 20/21 FY Bud
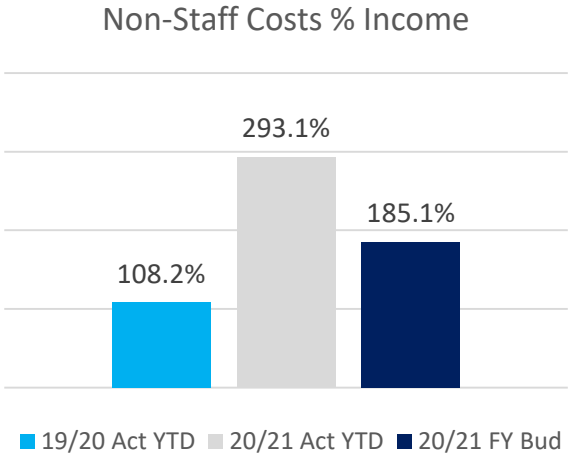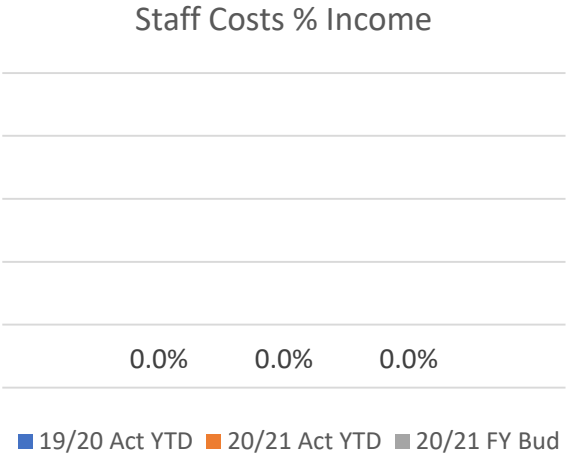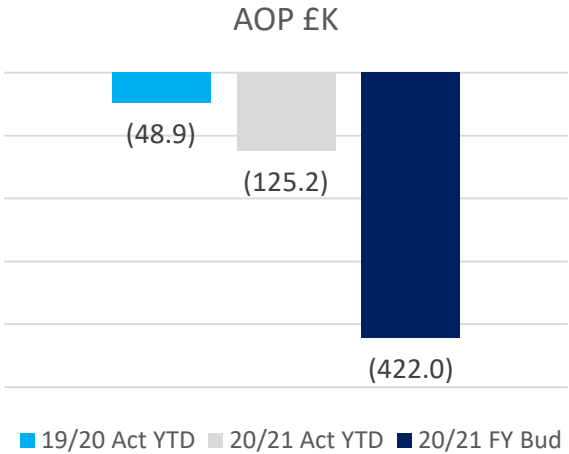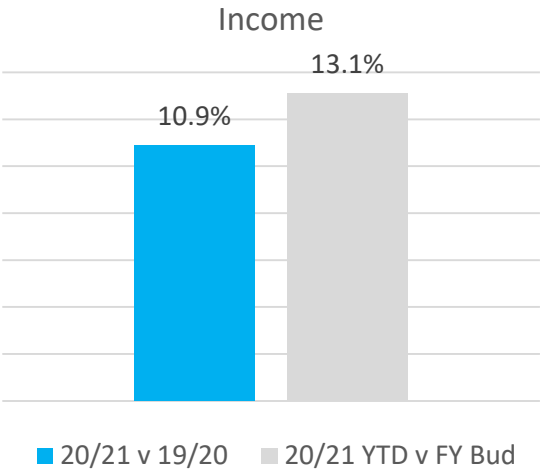
Business - Residences

Apr YTD 20/21	Act YTD	FY Budget
Funding	0.0	0.0
Tuition Fees	0.0	0.0
Commercial	193.6	217.0
Bursary/Hardship Funding	0.0	0.0
Total Income	**193.6**	**217.0**
Staff Costs	2.4	0.0
% Income	1.2%	0.0%
Non-Staff Costs	185.2	247.6
% Income	95.7%	114.1%
AOP Surplus/(Deficit)	**6.0**	**(30.6)**
% Income	3.1%	(14.1)%

Income

- 75.8% — 20/21 v 19/20
- 89.2% — 20/21 YTD v FY Bud

■ 20/21 v 19/20   ■ 20/21 YTD v FY Bud

AOP £K

- 71.6 — 19/20 Act YTD
- 6.0 — 20/21 Act YTD
- (30.6) — 20/21 FY Bud

■ 19/20 Act YTD   ■ 20/21 Act YTD   ■ 20/21 FY Bud

Staff Costs % Income

- 0.4% — 19/20 Act YTD
- 1.2% — 20/21 Act YTD
- 0.0% — 20/21 FY Bud

■ 19/20 Act YTD   ■ 20/21 Act YTD   ■ 20/21 FY Bud

Non-Staff Costs % Income

- 71.6% — 19/20 Act YTD
- 95.7% — 20/21 Act YTD
- 114.1% — 20/21 FY Bud

■ 19/20 Act YTD   ■ 20/21 Act YTD   ■ 20/21 FY Bud
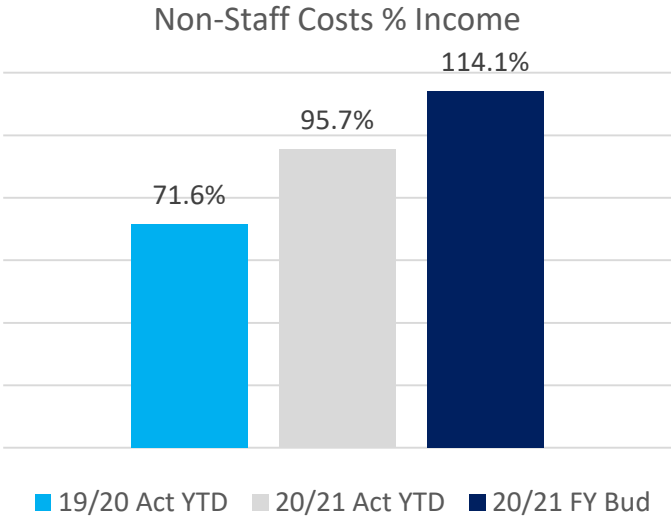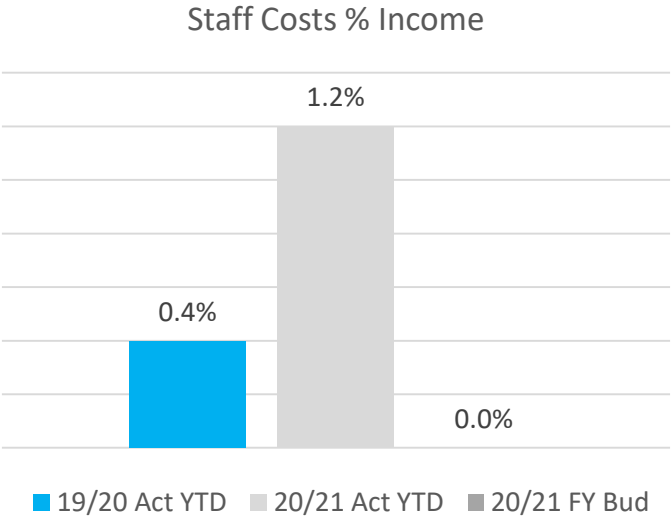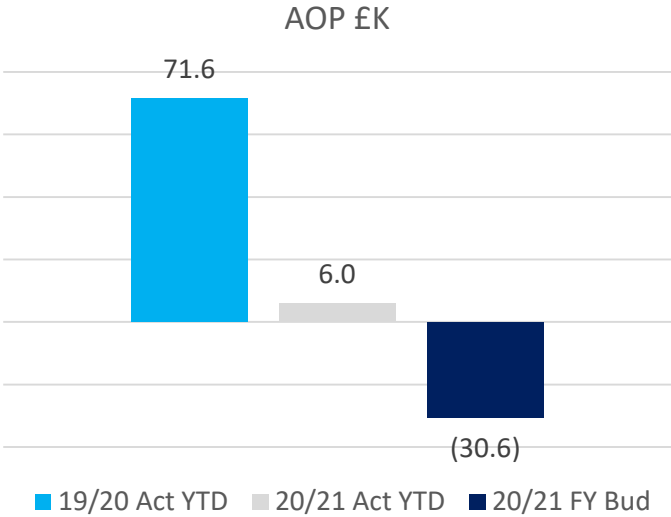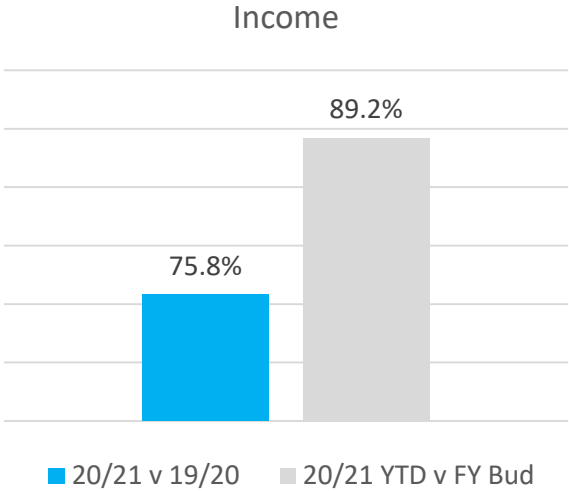
Business - ASW

Apr YTD 20/21	Act YTD	FY Budget
Funding	0.0	0.0
Tuition Fees	0.0	0.0
Commercial	160.9	345.8
Bursary/Hardship Funding	0.0	0.0
Total Income	**160.9**	**345.8**
Staff Costs	229.6	425.0
% Income	142.6%	122.9%
Non-Staff Costs	131.1	158.5
% Income	81.4%	45.8%
AOP Surplus/(Deficit)	**(199.7)**	**(237.7)**
% Income	(124.1)%	(68.7)%

Income

46.5%

44.9%

■ 20/21 v 19/20   ■ 20/21 YTD v FY Bud

AOP £K

(134.2)

(199.7)

(237.7)

■ 19/20 Act YTD   ■ 20/21 Act YTD   ■ 20/21 FY Bud

Staff Costs % Income

142.6%

93.8%

122.9%

■ 19/20 Act YTD   ■ 20/21 Act YTD   ■ 20/21 FY Bud

Non-Staff Costs % Income

81.4%

43.6%

45.8%

■ 19/20 Act YTD   ■ 20/21 Act YTD   ■ 20/21 FY Bud
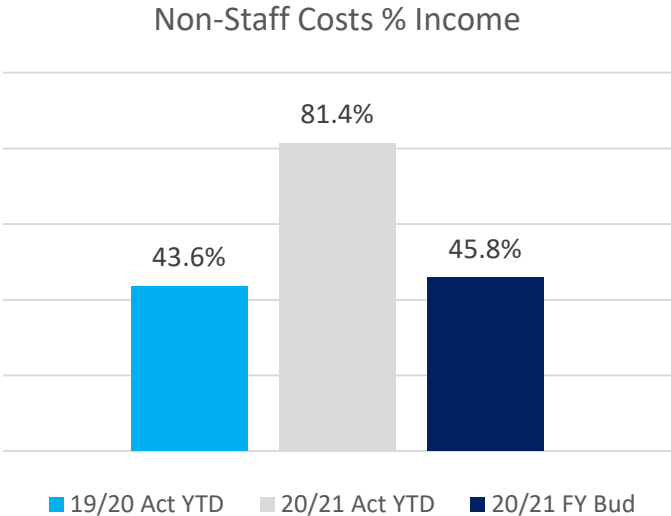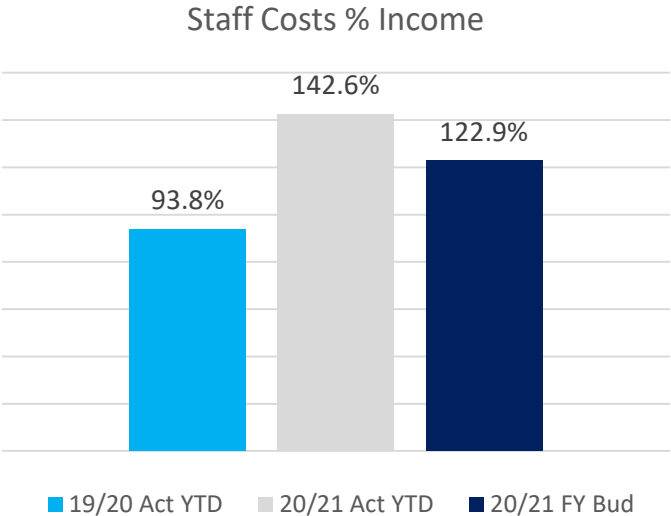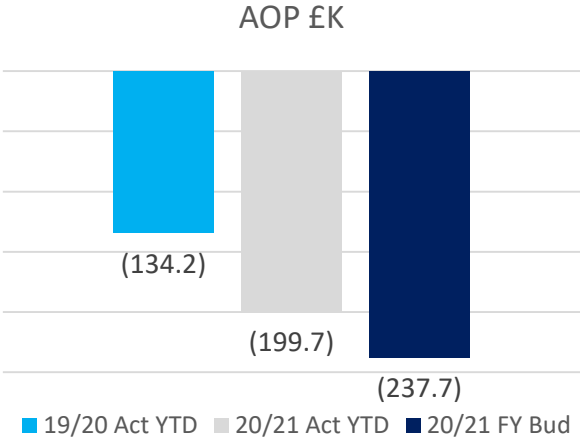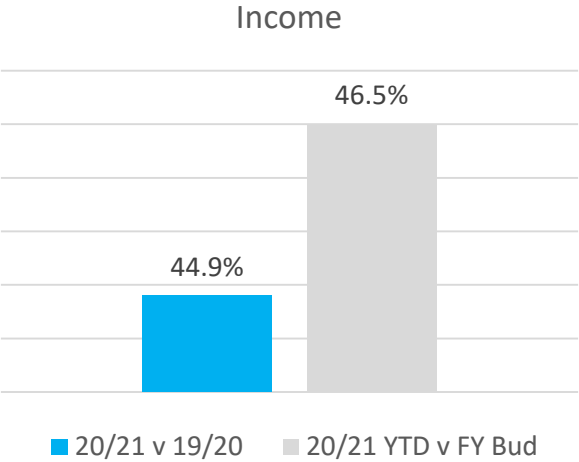
Business - Nursery

Apr YTD 20/21	Act YTD	FY Budget
Funding	0.0	0.0
Tuition Fees	0.0	0.0
Commercial	191.3	225.0
Bursary/Hardship Funding	0.0	0.0
Total Income	**191.3**	**225.0**
Staff Costs	242.8	391.1
% Income	126.9%	173.8%
Non-Staff Costs	8.4	15.0
% Income	4.4%	6.7%
AOP Surplus/(Deficit)	**(59.9)**	**(181.1)**
% Income	(31.3)%	(80.5)%

Income

103.5% — 85.0%

■ 20/21 v 19/20   ■ 20/21 YTD v FY Bud

AOP £K

(87.8)   (59.9)   (181.1)

■ 19/20 Act YTD   ■ 20/21 Act YTD   ■ 20/21 FY Bud

Staff Costs % Income

142.5%   126.9%   173.8%

■ 19/20 Act YTD   ■ 20/21 Act YTD   ■ 20/21 FY Bud

Non-Staff Costs % Income

5.0%   4.4%   6.7%

■ 19/20 Act YTD   ■ 20/21 Act YTD   ■ 20/21 FY Bud
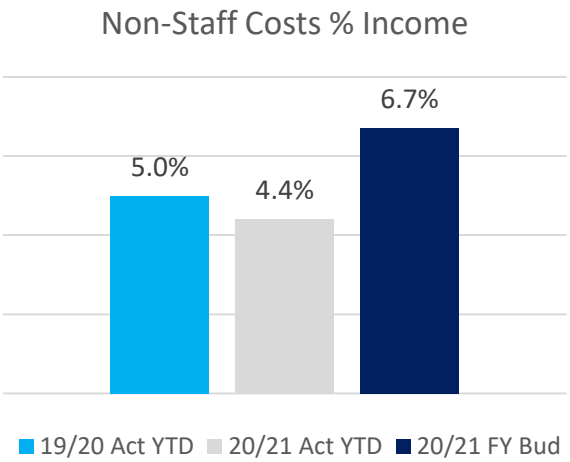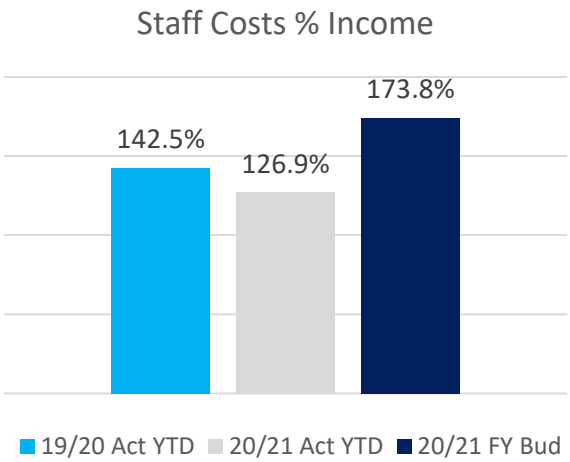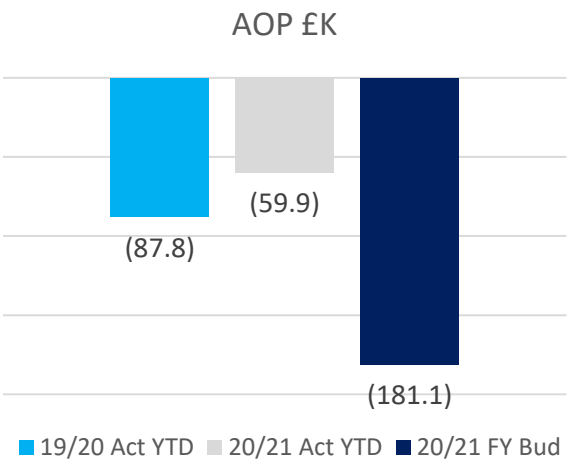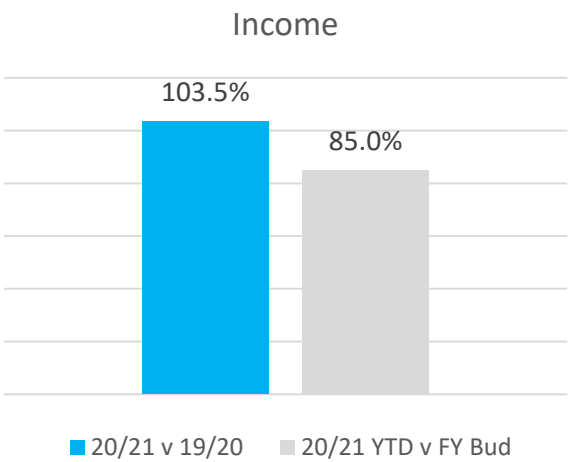
Services

Apr YTD 20/21	Student Services	Estates	ICT	Business Services	YTD Act	FY Budget	YTD Usage
Funding		680.3		0.0	680.3	898.4	75.7%
Tuition Fees				0.0	0.0	0.0	
Commercial	65.1	243.5		114.9	423.5	0.0	
Bursary/Hardship Funding	2,234.7				2,234.7	3,130.8	71.4%
Total Income	**2,300**	**923.8**	**0**	**115**	**3,338**	**4,029**	**82.9%**
Staff Costs	866.6	576.4	338.3	2,049.8	3,831.1	5,685.1	67.4%
% Income	3.9%	2.6%	1.5%	9.3%	17.3%	20.7%	
Non-Staff Costs	192.0	1,353.4	650.2	792.2	2,987.8	3,638.1	82.1%
Bursary/Hardship Funding	2,234.7				2,234.7	3,130.8	71.4%
% Income	0.9%	6.1%	2.9%	3.6%	13.5%	90.3%	
AOP Surplus/(Deficit)	**(993.6)**	**(1,006.0)**	**(988.5)**	**(2,727.2)**	**(5,715.2)**	**(8,424.8)**	
% Income	**(4.5)%**	**(4.6)%**	**(4.5)%**	**(12.3)%**	**(25.9)%**	**(209.1)%**	

Headlines

- Actual ICT non-staff includes £250K unbudgeted spend on digital poverty.

- 20/21 actual Estates non-staff spend includes the following unbudgeted spend: £210K for insurance related incidents (we have received £180K of income), £60K on PPE and £120K on COVID related alterations to campus (we have been fully funded for this). .

STAFF COSTS

19/20 v 20/21 Act   Act v Bud 20/21

	STU SERV	ESTATES	ICT	BUS SERV
19/20 v 20/21 Act	98.9%	97.8%	104.9%	98.0%
Act v Bud 20/21	71.4%	67.9%	75.9%	64.5%

NON-STAFF COSTS

19/20 v 20/21 Act   Act v Bud 20/21

	STU SERV	ESTATES	ICT	BUS SERV
19/20 v 20/21 Act	81.5%	136.4%	247.2%	66.4%
Act v Bud 20/21	74.2%	100.7%	110.1%	54.8%
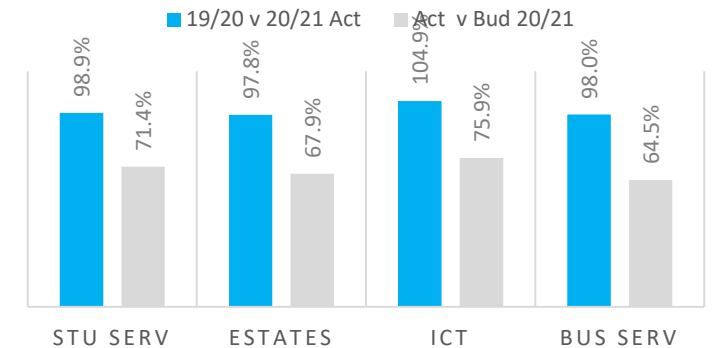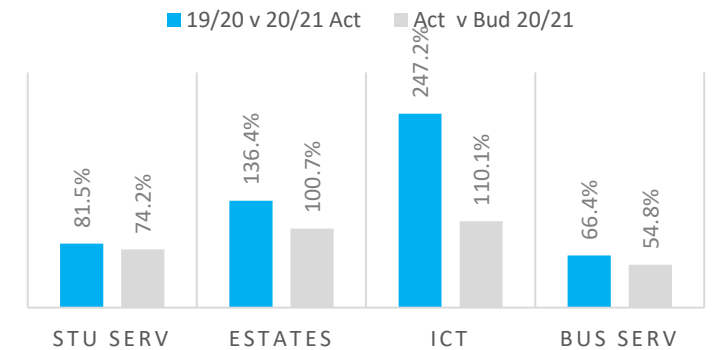
Cash Flow

Month Closing Cash Balance

£3.94M

3 Month Avg Cash Usage

£2.3M

£1,188K

FY Projected Closing Cash

20/21 CASH FORECAST £M

Tuition monies received as a lump sum.

— Cash In — Cash Out — Closing Cash

1.64 1.37 1.7 1.69 1.39 1.29 4.39 3.5 3.94 3.45 2.82 1.19

AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN JUL
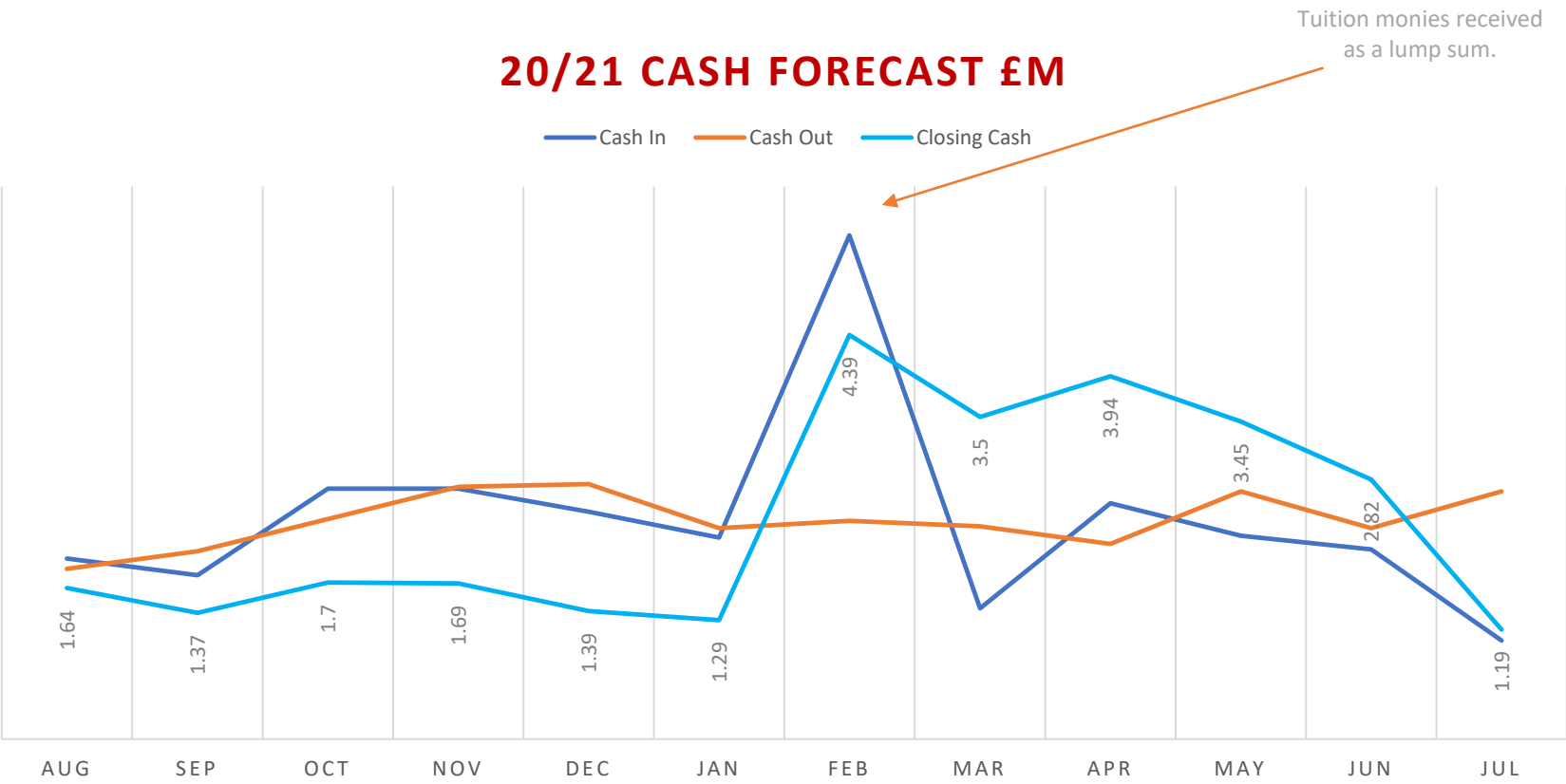
This is a cash flow forecast which will change as information changes. If we were in a situation where we would run out of cash by the end of the year then EO would provide an advance which would be repaid over four to five months.

Paper No. 8

Committee	Board of Management
Subject	21/22 Budget
Date of Committee meeting	10/06/2021
Author	Iain Wishart
Date paper prepared	03/06/2021
Executive summary of the paper	Please outline the follow elements of this paper: i) Purpose – to present and discuss the first draft of the 21/22 budget. ii) Impact – what are the intended outcomes: Get agreement on the income and AOP budget for 21/22 iii) Course of Action – what happens next & by whom: SMT will take actions to achieve the agreed budget.
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	SMT, UHI, F&GP
Action requested	☒ For information ☒ For discussion ☒ For endorsement ☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)

Perth College UHI

Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	Yes, the budget reflects the use of resources through 21/22
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	Yes, the budget sets assumptions that may not translate into actual results. 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	Aligns with Financial Sustainability
Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	No Click or tap here to enter text.
Island communities	No

Perth College UHI

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)?	If yes, please give details: 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?*	Yes

* 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

Overview

The easing of restrictions related to COVID 19 and the continuing vaccination roll out should mean that the college can move to a new phase for the start of academic year 21/22.

Colleges Scotland has indicated that planning assumptions for 21/22 should be based on physical distancing of 1m which would allow most colleges to reach 75% of campus capacity.

At the F&GP meeting we had not received funding numbers from UHI but that position has changed in this paper. We now have key funding numbers for FE and HE recurrent grants but some items still remain unallocated at this time. The pages that follow will highlight what has been received and what is still to be allocated.

It is recommended that the college takes actions in 21/22 to achieve a breakeven AOP and secure near term sustainability.

Forecast 20/21

	Forecast 20/21	Budget 20/21	Variance
Income	26,046.6	24,394.5	1,652.0
Bursary	2,362.4	3,130.8	(768.3)
Total	28,409.0	27,525.3	883.7
Staff Cost	19,654.8	19,654.8	0.0
% income	0.8	0.7	
Non-Staff Cost	6,391.8	6,619.5	227.7
% income	0.2	0.3	
Bursary	2,362.4	3,130.8	768.3
AOP	(0.0)	(1,879.8)	(112.3)

Although this document forecasts a breakeven AOP there is a great deal of uncertainty over our closing position. Since F&GP the SFC have issued a spreadsheet to all Colleges requesting a breakdown of how all additional funding has been spent. This exercise may indicate that the SFC could "clawback" any unspent monies. This would have a negative impact on our AOP and our cash position. There are potential upsides as well but the outcome of all the plusses and minuses is very difficult to project at the moment.

Income Variance
In 20/21 "business income" is forecast to be down £(822)K on budget and skills development" down £(298)K on budget. These shortfalls are forecast to be offset by a number of income streams;
• Increased funding from SFC £1.3M
• Furlough monies £330K
• Sale of Kinross £123K
• Higher tuition income than budgeted £623K
• Higher international income that budgeted £151K
• Insurance income £186K

Non-Staff Costs Variance
Lockdown measures have resulted in lower spending on areas such as travel, less printing, less utility costs, lower canteen costs etc. There has also been areas of additional spend around issues related to insurance claims, PPE and COVID adjustments related to the estate.

Projecting 21/22 – Income

Income sets the spend limit required to achieve a breakeven AOP. Funded income makes up > 69% of our total income. The FE

FE: UHI have been given an increased credit target for 21/22 with associated funding. We don't want to take funding for a higher target as we are not seeing higher numbers coming through at the moment. Our budget for 20/21 was based on 24,084 credits while our expected credits for 21/22 are 22,438. The FE funding number on the right is the value we have been given from UHI and you can see that there is a reduction of £(572)K. The reconciliation at the bottom shows that a change in Top Slice methodology along with our funding being reduced in line with our credit numbers are driving the reduction.

HE Our HE numbers are looking strong for 21/22 and we expect a small increase in FTE's. The HE number on the right is the value we have been given by UHI. You will see that our funding has gone up £829K. This is due to an offsetting reduction (versus FE) in the Top Slice methodology for HE along with our slight increase in FTE's.

Estates funding from the SFC is set to drop by 6%.

	Forecast 20/21	F&GP Budget 21/22	Change F&GP V Fcst	Board Budget 21/22	Change F&GP V Board
FE Recurrent Grant	8,830,628	8,830,628	0	8,258,300	(572,328)
HE Main Recurrent Grant	6,804,147	6,918,251	114,104	7747117	828,866
Total Estates	898,388	844,485	(53,903)	844,485	0
Total Tuition	3,662,067	3,662,067	0	3,662,067	0

FE Recurrent Grant Change Reconciliation £K

20/21	8,830.6
21/22	8,258.3
	(572.3)
Top Slice Increase	(418.5)
Reduced Credits	(380.9)
21/22 Cost of Living	209.2
ESOL	17.9
	(572.3)

Projecting 21/22 – Income

There is an expectation at government level that there will be a significant growth in skills development demand in 21/22 and that colleges will play a critical role in meeting this demand.

We are projecting a conservative 4% increase in the skills development arena. Drivers include:
- We believe that employers may cut back on apprenticeships in 21/22.
- There are uncertainties around including demand, and lecturer availability. Our number is based on being able to source "associate trainers" as we don't have the capacity or in some areas the specialist expertise in-house to meet the expected demand.

	Forecast 20/21	F&GP Budget 21/22	Change F&GP V Fcst	Board Budget 21/22	Change F&GP V Board
FWDF	0	174,000	174,000	174,000	0
Modern Apprenticeships	53,019	119,138	66,119	119,138	0
Foundation Apprenticeships	275,834	165,500	(110,334)	165,500	0
Managing Agents	30,512	46,800	16,288	46,800	0
Total Skills Development	359,365	505,438	146,073	505,438	0

Projecting 21/22 – Income

Moving to a new phase in 21/22 should result in a significant increase in business income.

Catering
It is very difficult to estimate canteen income as we will have a new canteen provider and we are not sure what demand there will be and exactly how many staff and students will be on site.

AST
The number has changed slightly from the F&GP to fall in line with the AST strategic plan.

Residences
At the time of writing we only have two apartments that have not been filled for next year so the increase in income should be achievable.

ASW & Nursery
The easing of lockdown and the return of more students and staff should result in increased income in both these areas.

	Forecast 20/21	F&GP Budget 21/22	Change F&GP V Fcst	Board Budget 21/22	Change F&GP V Board
AST	1,792,053	2,102,623	310,570	1,965,987	(136,636)
Catering	63,500	800,000	736,500	800,000	0
Residences	158,701	351,299	192,598	351,299	0
ASW & Climbing Centre	139,700	514,450	374,750	514,450	0
Nursery	99,656	217,487	117,831	217,487	0
Total Business	2,253,610	3,985,859	1,732,249	3,849,223	(136,636)

Projecting 21/22 – Staff Cost

Projected 21/22 Staff Cost	
Forecast Staff Cost 20/21	19,654.8
VS	100.0
Savings in 21/22	200.0
	19,354.8
2% Increase	387.1
Projected 21/22 Staff Cost	19,741.9

The highest cost in the college is staff cost. If we were able to maintain a flat headcount then, in theory, we would arrive at the projected staff costs for 21/22 as set out on the left……

The forecast staff cost for 20/21 is £19.65M. This includes the cost of VS so we should back this cost out when projecting 21/22. The VS should deliver staff savings of £200K in 21/22. So with a flat headcount and no salary increase our staff costs could be £19.35M. When a salary increase of 2% is added then the projected staff cost for 21/22 is £19.74M.

Projected Budget 21/22

	Forecast 20/21	Budget 20/21	Variance	Projected Bud 21/22
Income	26,046.6	24,394.5	1,652.0	26,500.1
Bursary	2,362.4	3,130.8	(768.3)	3,130.8
Total	28,409.0	27,525.3	883.7	29,630.9
Staff Cost	19,654.8	19,654.8	0.0	19,741.9
% income	0.8	0.7		0.7
Non-Staff Cost	6,391.8	6,619.5	227.7	6,758.3
% income	0.2	0.3		0.3
Bursary	2,362.4	3,130.8	768.3	3,130.8
AOP	(0.0)	(1,879.8)	(112.3)	(0.0)

The prior slides projected the significant income categories and staff costs for 21/22. Assuming that we increase non-staff costs to ££6.7M then we could achieve a breakeven AOP in 21/22.

Budget 21/22 – First Pass Roll Up

	Forecast 20/21	Budget 20/21	Variance	Projected Bud 21/22	Roll Up Bud 21/22	Roll Up v Projected
Income	26,046.6	24,394.5	1,652.0	26,500.1	26,500.1	
Bursary	2,362.4	3,130.8	(768.3)	3,130.8	3,130.8	
Total	28,409.0	27,525.3	883.7	29,630.9	29,630.9	0.0
Staff Cost	19,654.8	19,654.8	0.0	19,741.9	21,008.4	(1,266.5)
% income	0.8	0.7		0.7	0.8	
Non-Staff Cost	6,391.8	6,619.5	227.7	6,758.3	7,428.7	(670.4)
% income	0.2	0.3		0.3	0.3	
Bursary	2,362.4	3,130.8	768.3	3,130.8	3,130.8	0.0
AOP	(0.0)	(1,879.8)	(112.3)	(0.0)	(1,937.0)	(1,936.9)

The first pass roll up of the budget showed higher costs.

Staff Cost
23 additional heads were requested in the first roll up of the budget. At a fully loaded average cost of £45K this would account for over £1M. We also asked staff to include TQFE in 21/22 as this did not go ahead in 20/21. The first roll up included 19 staff on TQFE, their time has to be backfilled which adds cost.

Non Staff Cost
At the time of writing finance are still working with departments to try to eliminate "double dips" and errors. One key area where we believe there is double counting is ICT. Once this initial review has taken place then meetings will be held with the SMT to establish final department budgets.

Summary

The recommendation of the SMT is to establish a budget that delivers a breakeven AOP in 21/22. This would be excluding any restructuring costs.

We would seek approval from the Board to use, as a base, the conservative income values we have presented.

The SMT can then review and refine budget submissions to establish the size of any remaining deficit and develop actions accordingly to deliver a breakeven AOP.

Perth College UHI

Committee	Board of Management
Subject	June FFR
Date of Committee meeting	10/06/2021
Author	Iain Wishart
Date paper prepared	03/06/2021
Executive summary of the paper	Please outline the follow elements of this paper: i) Purpose – to present recommendations for inclusion in the FFR ii) Impact – what are the intended outcomes: Information, discussion and approval of recommendations iii) Course of Action – what happens next & by whom: Action Board recommendations.
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	SMT
Action requested	☒ For information ☒ For discussion ☐ For endorsement ☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)

Perth College UHI

Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	No
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (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	Details our future financial performance target.
Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	No Click or tap here to enter text.
Island communities	No

Perth College UHI

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)?	If yes, please give details: 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?*	Yes

* 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

FFR

June 2021

FFR

A Financial Forecast Return (FFR) is normally due to be submitted to the SFC at the end of June each year.

The FFR covers 5 years, so for this FFR the years will be:
1. Last year's actual.
2. Current year forecast.
3. 21/22 budget.
4. 22/23 forecast and
5. 23/24 forecast.

At the time of writing the guidelines for completion of the FFR have not been published by the SFC.

Although the FFR, normally, requires 12 pages of detailed information to be completed the bottom line is they require future years to show a breakeven AOP.

It is recommended that the Aviation Academy be shown as a comment in the FFR rather than including it in our numbers at this time.

AOP Income £K	Forecast 20/21	Budget 21/22	Forecast 22/23	Forecast 23/24
Presented to the Board in July 20	27,525	29,743	29,778	29,842
Recommendation July 21	28,409	29,631	30,224	30,828
Change: July 21 Year on Year		1,222	593	604

The income recommendation is based on the following assumption:

1. We need to show a breakeven AOP and
2. Costs will grow by 2% year on year in 22/23 and 23/24.

Some of the increase in income will come from the cost of living allowance but the remainder will be based on credits, HE FTE's and growing our commercial businesses. Both AST and Business Development have strategies for growth. The alternative to a 2% income growth is to reduce our cost base.

Recommendation: Apply a 2% growth in income year on year.

Note: £768K of the £1.2M change between 20/21 income and 21/22 income is related to bursary and childcare.

Perth College UHI

Committee	Board of Management
Subject	Audit Action Plan/By-Exception Progress Update
Date of Committee meeting	10/06/2021
Author	Project & Planning Officer
Date paper prepared	24/05/2021
Executive summary of the paper	The attached paper provides Committee with a By Exception Status Table for the Audit Action Plan and a Progress Update providing an overview of the main points to note. Carrying out the actions identified by the college's external and internal auditors ensures the college processes and systems are compliant and effective. **Please note** the request in the progress update for line 2 to review/discuss the continued relevance of this action was discussed at Audit Committee on 31 May and a verbal update will be given to the Board by the Vice Principal External Engagement The outstanding actions will continue to be monitored for progress and the current timeline for completion is September 2021.
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	Action Leads were consulted to provide information and context where available.
Action requested	☒ For information ☒ For discussion ☐ For endorsement

Perth College is a registered Scottish charity, number SC021209

Perth College UHI

	☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	The majority of actions sit with the Finance team and although implementing the actions has put extra pressure on the resources of this team they should see the benefit in increased efficiency and effectiveness.
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	The college is at risk of non-compliance or poor performance in the areas where actions have been identified. Implementing the actions mitigates against this risk. 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	Compliance
Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	No

Perth College UHI

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

* 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.	☐

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and

Perth College UHI

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

Audit Action Plan

Progress and By Exception Update

University of the Highlands and Islands
Perth College

24 May 2021

What information was captured?

The Audit Action Plan Progress Update table contains the following categories of information:

Action Plan – Identifies the key department or college service for each activity

Theme – identifies the area for development that will benefit from the activity

Project – a brief description of the activity

Lead Owner/Accountable – identifies where the responsibility and accountability sits for each activity

Anticipated Completion Date - Understanding of the timelines and working with Leads in order to give a realistic timescale for completion

Source – reference to the Audit Report the action was captured from

Current Status – the stage the activity is currently at (status categories can be seen in **Appendix 1**)

Status Update – a brief description of progress to date

KPIs/Metrics – how the impact and performance improvement for the activity will be measured

Audit Action Plan Overview

The purpose of this progress update is to provide the current view on where the college sits against the completion of all the activities set out within the audit action plan and a by exception overview of outstanding actions.

- **UHI Internal Audit Report 28 February 2020**

- **Perth College Annual Audit Report to the Board of Management and the Auditor General for Scotland – year ended 31 July 2019**

- **Internal Auditor Reports – IT Network Regulations, Health & Safety, Equalities, Payroll & HR**

The Data-set is comprised of actions from the 3 main college audit reports previously mentioned and contains

115 Activities

- 109 or 95% of actions are fully or partially complete

- 4 or 3% are in progress

- 2 or 2% are paused
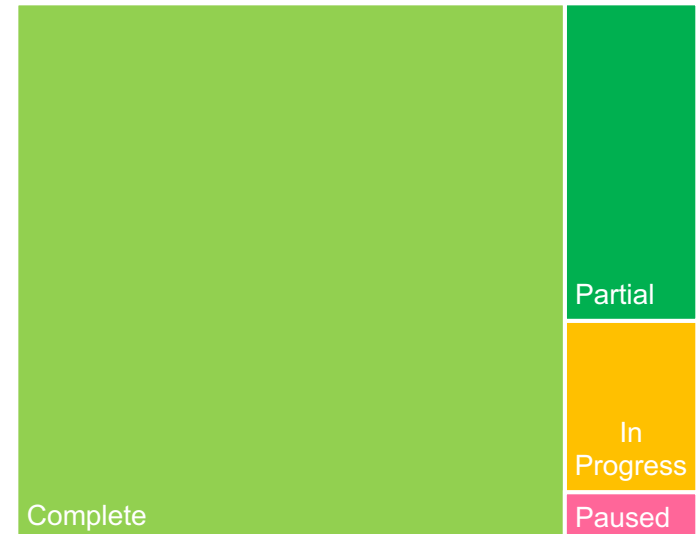
By Exception Overview

The Data-set is comprised of by-exception actions *

22 Actions

* The actions still to be completed in May 2020

- 16 or 73% of the 22 actions fully or partially complete

- 4 or 18% in progress

- 2 or 9% paused

Partial 15 | In Progress 4 | Paused 2 | 1
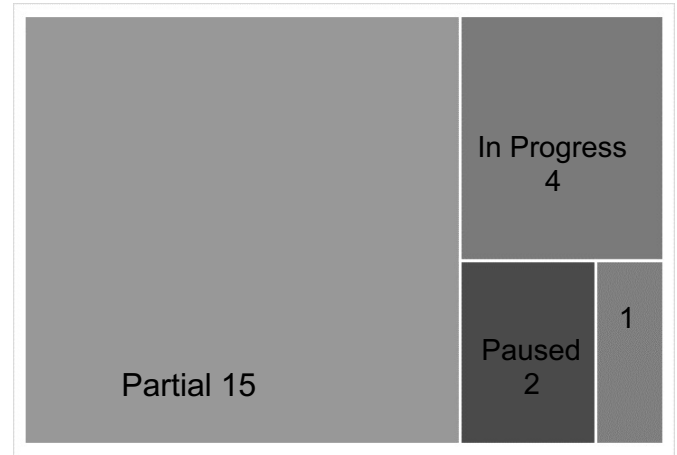
The actions in progress by Dept.

2 — Finance
1 — Policy & Procedure
1 — Comms
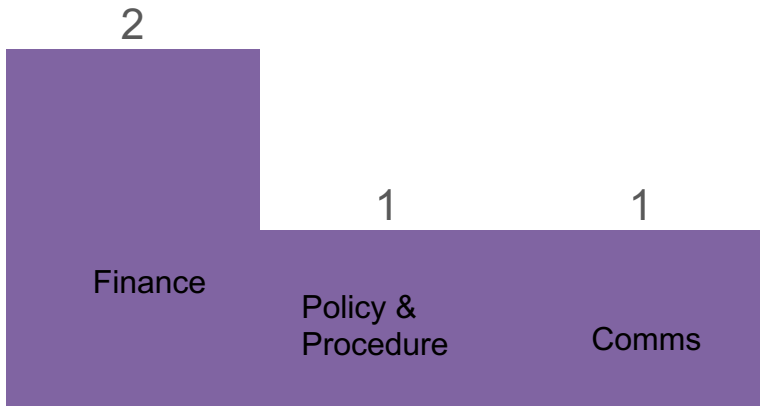
The paused actions ..

Payroll   1*

Equalities   1*

*Covid related – difficulty of completing remotely/will resume once more fully back on campus

Completion timeline ..

5 4 3 0

July-Sept 2021
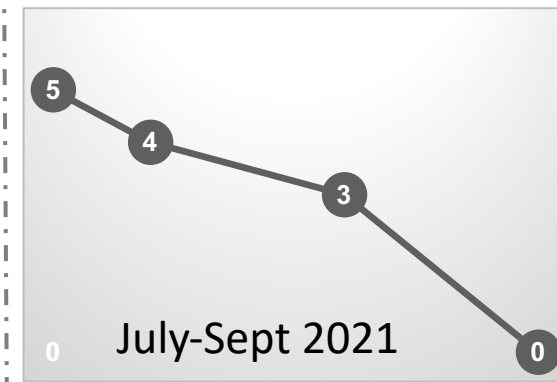
Expected dates remaining in progress actions to be completed by

Appendix 1

Complete

The activity is complete, no further action required

Complete-Monitoring

The activity is complete, and will be monitored for improvement/impact

Partial Completion

An action comprised of a number of Individual activities where some have been completed

In progress

The activity has started and is in progress/on track to meet deadline/pending completion

Paused

The activity will start on completion of dependant actions / paused due to circumstances related to COVID-19 restrictions

Audit Action Plan Project Status Table 2020-21

Action Plan	Theme	Activity	Lead	Anticipated Completion Date	Source	Current Status	May 2021 Progress Update
Finance Action Plan							
Finance	2. Compliance	Effective communication of the Financial Memorandum between College and University to relevant college staff	FD/ VPEE	Jun-21	UHI Action Plan: 2.55	Partial completion	Revised Regs to May 2021 Finance Committee and forward to June Board for sign-off and complete action.
Finance	3. Manual Processes	Implement a documented set of financial procedures for the Finance Team	FD	Jun-21	UHI Action Plan: 2.70	In progress	Would like Audit Committee's permission to discuss the relevance of this action. Documented procedures should take place only after a review and streamlining of finance processes which is ongoing
Finance	2. Compliance	Update college Financial Regulations (last approved by BOM March 2013)	FD/Clerk to BOM	Jun-21	UHI Action Plan: 2.66	Partial completion	Redraft to May F&GP then June Board for approval.
Finance	2. Compliance	Communicate Financial Regulations to all staff and roll-out training to relevant staff	FD	May-21	UHI Action Plan: 2.66	Partial completion	Revised Regs to Finance Comm Mon 24 May and final sign off BOM 10 June to complete action

Finance	1. Future financial planning	Undertake CMT and BOM development sessions for Financial Forecast Return (FFR)	FD/Clerk to BOM	Feb-21	EY Appendix D: 10	Complete	EY session delivered to BOM on 11 May and BOM receptive. From Finance POV all staff now been through new budget process which will be developed as a tool used for FFR. Action complete.
Finance	1. Future financial planning	Create and implement a financial plan for the Aviation Academy for Scotland	FD	Jun-21	VPEE	Partial completion	AST Financial Plan to F&GP on 24 May and forward from there to June Board for approval to proceed to the next stage of commitment ie architects fees at £120k inc. VAT which details build costs and timescales. This will enable OBC approval.
Finance	2. Compliance	Develop a revised approach and timetable for the production of financial statements/YE processes	FD	Jul-21	EY Appendix D: 1 & 7	Partial completion	Working to July 2021 timeline, y/e accounts have been completed but t/table of tasks still to be completed ready for audit. To be stressed Timetable dependent on cross-college colleagues meeting deadlines.

Finance	3. Manual Processes	Implement greater supplier management systems	FD/ FinAsst	Jul-21	VPEE	Partial completion	Working to July 2021 timeline. Timeline has been affected by impact of Covid related priorities. Plan is to put one person in control of Purchase Orders, this would allow accounts payable to work more effectively. Letters will be sent to suppliers from 01 August setting out no PO no payment position.
Finance	4. Culture	Review and Improve Induction Process for Finance staff	FD	Jul-21	VPEE	In progress	This is for Finance specific induction not general college induction for new members of all staff. Finance induction will vary for individual roles but there will be core activities common to all. Sticking to July 2021 timeline.
Finance	2. Compliance	Implement Training Needs Analysis and CPD for Finance Team	FD	Jun-21	EY Appendix D: 5	Partial completion	To look at work carried out by Head of HROD and from Professional Reviews by end of June 2021 for individuals. On the job training is also part of the process, Moving forward eg Income/Expenditure separated; technical skills eg VAT training.
Payroll Systems							

Payroll Systems	3. Manual Processes	Provide formal training to the Payroll Finance Assistant	Payroll/ HROD	Jun-21	Internal Audit 2019/06: R5	Paused	Training plan delayed due to COVID-19, deadline changed from May to Sept 2020 - training has been identified that will be picked up once more fully back on campus.
Payroll & Pension Systems	2. Compliance	Undertake review of the calculation of employee and employer pension contributions over the period 2013/14 to 2019/20	FD	Nov-20	Internal Audit 2020/04: R1	Partial completion	Four years now complete will go back to internal auditors to confirm how many years to go back given lack of materiality/errors being found.
Payroll Systems	3. Manual Processes	Rectify errors of pension overpayments on work over 35 hours	Payroll	Sep-20	VPEE	Partial completion	Past 3 years now analysed. Checking with internal auditors how many years to go back given lack of materiality/errors.
Governance and Board of Management							
Governance & BOM	1. Future financial planning	Review College Annual Governance Plan	P&CE/ Clerk to BOM	Feb-21	EY Appendix D: 12	Complete	A section in Annual Financial Statements signed off - to ensure best practice going forward, Clerk to BOM will look at guidance from Auditor General Scotland / Accounts Commission / Audit Scotland
Governance & BOM	3. Manual Processes	Review Business Continuity Plan	SMT/ Clerk to BOM	Sep-21	VPEE	Partial completion	Current focus remains on COVID and Cyber-incident related business critical matters.
Equalities Mainstreaming							

Equalities	2. Compliance	Clarify and implement role of Equality Champions	HROD, E&D	May-21	Internal Audit 2018/06: R7	Paused	Action on hold until physical return to campus allows work to be taken forward.
Equalities	2. Compliance	Embed equality actions are built into self-evaluation and operational objectives processes Direct academic team focus to courses with >25% gender gap	SMT/PPO/E&D	Dec-20	Internal Audit 2018/06: R3	Partial completion	Equality actions built into Professional Services team self-evaluations

Health and Safety

Health & Safety	2. Compliance	Conduct hazard surveys in all areas to identify missing Risk Assessments	HROD	Sep-21	Internal Audit 2013/07: R1	Partial completion	All delayed until physical return of majority of staff to campus as need to be done on site, but not essential activity. Risk Assessments are in place for safe return to campus and related to specific areas for COVID purposes.

Policies and Procedures

Policies & Procedures	3. Manual Processes	Review master schedule of policies and procedures	Quality Manager/CMT	Jun-21	APC/VPEE	Partial completion	Working to June 2021 timeline
Policies & Procedures	2. Compliance	Rationalise and combine the number of college policies and procedures	Quality Manager/CMT	Apr-21	APC/VPEE	In progress	This will form part of the Phase 2 work of the Policy & Procedure SLWG

Communications

Communications	4. Culture	Develop a Communications Strategy for internal and external stakeholders	VPEE/ Marketing	Jun-21	VPEE	In progress	ICT Strategy SLWG met for the first time in April and a 2 part workshop looking at strategy will be delivered to the group by JISC at end of May/beginning of June
Communications	3. Manual Processes	Take forward staff Intranet Project	PPO	Jun-21	VPEE	Partial completion	Cyber incident has emphasised and accelerated UHI wide the move away from shared drives to Sharepoint/Cloud. Work on protocols and mapping of how systems link to each other will identify the best way to take PerthNet forward. .

Perth College UHI

Committee	Board of Management
Subject	Strategic Risk Register
Date of Committee meeting	10/06/2021
Author	Ian McCartney, Clerk to the Board of Management
Date paper prepared	03/06/2021
Executive summary of the paper	This paper provides the Committee with an opportunity to scrutinise and assess the full Strategic Risk Register for the College. Committee Members are asked to: i) Discuss the appropriateness of each Risk; ii) Review in particular the currency of the Action Plan; iii) Consider any additional areas of Risk not identified within the current Register, in particular any considerations related to COVID-19 impacting on areas related to the Committee remit All new updates within the document have been highlighted in **red**. Items in individual Risk Areas linked to COVID-19 are highlighted in **blue.** In addition, these items are cross-referenced again the main COVID-19 Risk Area 30 There have been amendments/additions to actions in Risk References 2, 6, 11, 12, 13, 17, 19, 21 & 24, which includes a full review of cyber security risks by UHI affecting local ICT departments and updates around Curriculum Review.
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	Board members and SMT have been consulted via discussions at sub-Committees during the current Board cycle. The full Risk Register was reviewed by Audit Committee, 31/05/2021

Perth College UHI

Action requested	☒ For information
	☒ For discussion
	☐ For endorsement
	☐ Strongly recommended for approval
	☐ Recommended with guidance (please provide further information, below)
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	No
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	Yes Without continual review of risk there exists the potential for strategic objectives to not be achieved.
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	The Strategic Risk Register is the core risk management tool used within Perth College UHI
Equality and diversity Does this activity/proposal require an Equality Impact Assessment?	No

Perth College UHI

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

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

UHI STRATEGIC RISK REGISTER TEMPLATE PARTNER: Perth College UHI DATE: May 2021

All items in red are where updates were made during the last review of the risk register

Ref	Risk Status	Strategic Category	RISK AREA, Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likeli-hood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	CURRENT ACTION PLAN Actions to minimise risk TO DO	Action Owner	Completion Date
1 *	Active	Working in partnership to meet the needs of our local economy and beyond. Providing a progressive curriculum which meets economic and social needs and aspirations.	*Control over strategic environment* Operations limited due to outcome of central or remote decision making reducing local impact and focus. Lack of understanding or clarity of the academic partnership within our external operating environment. **Engagement**	• Collective reporting • Dilution of local need within decision making • Changes to Partnership structures/ organisation.	• Reduced student numbers. •Declining performance. • Loss of commercial potential. •SFC Phase 1 Review of Colleges & Universities •UHI Academic Partner discussions re internal structures	Principal	4	4	16	• College Board of Management and Chair kept informed of arising issues. • UHI Vice Principal Further Education and Chair of Regional Strategy Committee made aware of issues. • SMT proactive in decision making forums. • Perth & Kinross CPP single outcome agreement embedded in ROA. • Create positive working relationships with Colleges Scotland and Scottish Government. Engagement with Board members on key issues with regular discussions in appropriate Committees	16 (4,4)	↔	• Continue to highlight as appropriate. • Continue to work on and implement recommendations of current Programme Board • Work proactively within partnership and beyond. • Be proactive in discussions re. future integration • Review metrics for measuring local engagement	Principal Principal Principal Chair	Ongoing Ongoing Ongoing Ongoing
2 *	Active	Working in partnership to meet the needs of our local economy and beyond.	*Achievement of Student Numbers* Non-achievement of numbers. Low allocation of funded Student Numbers from the region. Adverse impact of Regional funding and allocation Low allocation of funded student numbers from the region **Academic Affairs**	• Lack of marketing focus • Intra regional competition • Curriculum offered does not meet demand • Slow conversion of application to acceptance • Impact of school profile and jobs market • Likely impacts of Brexit, eg ESIF, reduction in FTE funding **COVID-19**	• Financial. • Reputation. • National appetite for increased funded numbers. •Reduction in EU students. • £3m funding not guaranteed • Implications for students without settled/pre-settled student status **Lack of clarity re student progression**	Depute Principal Academic/ Vice Principal External/ Associate Principal	4	4	16	•Curriculum Review completed. • Maintaining engagement with applicants. • Well informed with strong/robust evidence/business case for local demand. • Strong representation on PPF for FE and HE and on the Regional ~~FE~~ Strategy~~Committee.~~ • Clear understanding and management of criteria within the ROA. • Endorsement of Community Planning Partnership. • Liaise with adjoining regions, colleges and providers for out of region provision. • Strategic discussions with PKC Education Department on Schools/College volume. •Ensure student numbers align to strategic plans. • Effective marketing plan in place. • Student Number Planning using more robust data • EREP Action Plan Implementation – in suspension due to COVID	16 (4,4)	↔	• Revised Marketing Strategy – transitioning to digital • Curriculum Review – complete and now ongoing on a continuous basis •Involvement with Tay Cities Deal (24 additional HE FTE places) Implementation of effective messaging system Identify courses with highest EU student cohorts. Learner Journey Strategic Group implementation	Depute Principal Academic/ Vice Principal External Vice Principal External Associate Principal Associate Principal Associate Principal	Ongoing Ongoing Dec 20 Dec 20 Dec 20

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3 *	Active	Developing a successful and sustainable organisation.	*International Student recruitment* Lack of International student recruitment. Lack of RUK student recruitment. Sustaining International Partnerships Student recruitment behind targets **Engagement**	• UK Regulation Registration (UKVI) • In country adverse political environment • Availability of suitable product • Marketing and attraction strategy **COVID-19**	• Loss of income. • Bad publicity. •Lack of student diversification **Likely downturn in international recruitment**	Vice Principal External	5	4	20	• Student Testimonials. • Closer links with the curriculum areas. • Working with UHI VP International and External Engagement • Explore combined product offering between College and AST. • Delivery of Trans National Education • Protection of UKVI Student Licence • Review opportunities for employing staff in market • New International Strategy Approved by Board • Strategy is connected to UHI Sustainability Pan • Recruitment data resulting from Chinese website being monitored within International Strategy	20 (5.4)	↔	• Deepen and establish new relationships • Review delivery models inc commercial subsidiary • Develop exchange opportunities for students and staff • Enhance comms and social channels • Review of EU fee policy • Engage with UHI re development of UHI International Strategy • Collaborate with rest of Scottish College sector re bidding for vocational education options • Capitalise on opportunities arising from Chinese website	Vice Principal External	July 2020 Jan 21 July 21 July 21 Ongoing
4 *	Active	Developing a successful and sustainable organisation. UHI Common Risk	*Institutional reputation* The institution has a poor reputation. **F&GP**	• Inequitable distribution of income across Partnership • Consistent poor student experience/ performance • Breakdown in Partner and Staff relations • Confusion of brand identity re. Perth and UHI • Adverse publicity • Negative external perceptions due to internal processes (eg Consultation)	• Loss of income • Increased costs • Staff retention/ recruitment • Student retention/ recruitment. • Loss of accreditations. • Damage to reputation • Evidence of increased FOI requests on sensitive issues • Increase in referrals to ICO related to College activity	Principal	3	4	12	• Heightened awareness of causes of poor reputation. • Heightened reinforcement of the value of Perth College. • Building trust with Partners. • Effective marketing of College and UHI. • Maintain communication via employer engagement. • Annual marketing and PR Plan in place. .	8 (2,4)	↔	•Review, update and implement communications and PR strategy	Principal	Ongoing

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5 *	Active	Inspiring and supporting our students to achieve their potential. Developing a successful and sustainable organisation. UHI Common Risk	**College Estate** College estate not fit for purpose. **F&GP**	• Reduction of Capital Grant. • Backlog of essential maintenance. • Uncertainty of future Governance model. • Lack of available funds. • Age of current campus • Priority to increase classroom accommodation.	•Estate poorly maintained • Inability to deliver a new improved estate fast enough. • Availability of classrooms and academic equipment does not match demand. • Immediate and recurring costs associated with COVID, eg PPE	Depute Principal Academic	4	3	12	• Attracting external investment. • Backlog maintenance risk register has now been developed. • Weekly 'Walk the Campus' and engage staff – Visible Management. • Approval of identified major building projects. • Update estates planning to ensure optimum use of space freed up by completion of ASW • Ensure additional funding allocated by SFC for backlog maintenance is spent appropriately. • Tender process to commission outline plans for campus options re Estates Strategy under way • Average £650k pa ring-fenced for spring & summer works	9 (3,3)	↔	• Commission of Conditions Survey & prioritisation of required work • Commission tender process for Estates Strategy - deferred	Head of Estates Head of Estates	Ongoing TBC (deferred re COVID)
6 *	Active	Inspiring and supporting our students to achieve their potential.	**IT infrastructure & implementation** Technology not fit for purpose. No replacement or upgrade of critical ICT and academic equipment. Heightened risk of cyber attack Licenses for specialist software classroom-based rather than individual	• Changes in ICT development and technology. • Changing in Learning and Teaching practices. • Increase in network delivery of teaching. • Increased use of social networking. • Inadequate VC facilities/ digital platforms to support larger classes. • Additional requirements from curriculum development and growth. In-equitable digital access for	• Higher investment in resources required. • Need to continually alter accommodation. • Available resources limit delivery options. Digital/ cloud-based services inadequate for curriculum and professional needs. •Poor student and staff feedback. • Lack of knowledge of system design • Duplication of data and processes	Vice Principal External / Depute Principal Academic	4	3	12	• Developed robust Curriculum Development Plan. • Link ICT changes in L&T practice to Estates Planning. • Review and implement working practices to optimise available space and working times through use of CELCAT Management Reports. • Operational Planning process and resource commitments system in place. • Prioritise investment required for resources for key curriculum areas. • Ongoing evaluation of VC capacity and teaching space in line with curriculum delivery plan.-complete • ICT rolling programme of replacement – focus changed from classroom-based PCs to provision of laptops and BYOD for students • Shared licence purchases with UHI	9	↔	• Rigorous approach to timetabling and utilisation of rooms. • ICT Budget and replacement influenced by curriculum needs. Commission tender process for integrated Finance/Payroll/HR system Migration of online training to ~~Webex~~ MS Teams/ Sharepoint/ OneDrive ICT Strategy Group to develop ICT Strategy Updated ICT Asset Register	Depute Principal Academic ICT Manager Vice Principal Associate Principal Vice Principal ICT Manager	Ongoing Ongoing ~~June 2021~~ June 2022 Dec 2020 July 2021 July 2021

Ref	Risk Status	Strategic Category	RISK AREA, Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likeli-hood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	CURRENT ACTION PLAN		
													Actions to minimise risk TO DO	Action Owner	Completion Date
			F&GP	students (equipment and connectivity) • Technological innovation. • Lack of Integrated Information Systems						• UHI Wi-Fi Service upgrade: Continue existing Wi-Fi network service until the new service has been proved through a pilot • Bright Space implementation consolidation -Staff training sessions ongoing throughout February available on demand • VC Application change to Webex and MS teams. • GDPR Training sessions: Awareness of issues around transferring data • New Operational Planning Process • Change tracker for Payroll Process • Communicate changes to staff and students • Opportunities/impetus presented by Scottish Government Digital Strategy • Digital Poverty transition project • ICT rolling programme transitioning from desktop renewal to RAM upgrade and staff laptop allocation.			Implement Common UHI Information Security Framework Policy Implement agreed priorities from College Sector Digital Ambition	Vice Principal Vice Principal	September 2021 July September 2021
7	Active	Developing staff to successfully deliver our Vision. UHI Common Risk	(Senior) staffing levels Disruption to services/projects and/or partnership working resulting from loss of a key staff member. F&GP	• Poor performance management of competence issues. • Fast pace of curriculum development. • Excessive demand on CPD. • Lack of staff capability. • Poor workforce planning. •Affordability/cost of staff	• Inability to compete. • Loss of business and reputation. • Potential requirement to buy in specialist staff •High staff turnover. •Poor staff satisfaction.	Principal	3	3	9	• CPD reports to SMT re progress against CPD targets for professional reviews, mandatory training etc • Prioritise an appropriate level of CPD investment linked to financial sustainability. • Assessment Action Plan in place and monitored • Maintain Healthy Working Lives accreditation • Succession Planning • Minimisation of single-person dependencies • Cross training Recruitment of Director of Finance provides additional resilience on SMT	4 (2,2)	↔	Improve completion levels for Mandatory Training Conduct Staff Survey	Head of HR & OD Principal/ Head of HR & OD	Dec 2020 April 2021

Ref	Risk Status	Strategic Category	RISK AREA, Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likeli-hood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	Actions to minimise risk TO DO	Action Owner	Completion Date
8 *	Active	Developing a successful and sustainable organisation. UHI Common Risk	**Research outputs** Research outputs are sub-standard. Overall number of Research activities/outputs are small. Insufficient momentum to build capacity in most curriculum areas. **Academic Affairs**	• Low numbers of staff with relevant skill-set to conduct research • Lack of time permitted/ incentives provided for research activities • Research not integral part of staff contracts Inadequate support for bidding for research contracts • Funding methodology **COVID-19**	• Inability to identify and agree appropriate projects • Research strategy not clear • REF delay = impact on funding feeding through • Small number Perth college staff contributing to UHI Education Unit of Assessment in REF **Delay of Research Excellent Framework 2021 affects future funding levels**	Principal	4	3	12	• Annual Review of R&KE strategy. • Develop relationships with wider UHI colleagues. • Prioritise R&KE research activities where appropriate for REF income. • Investigate SFC Innovation Funding and maximise • Work with University SMT, Research Clusters and PKC • Tay Cities Deal developments. • Effective and purposeful operation of R&KE Committee and links to UHI structures. • Active & ongoing engagement with research organisations • Research Strategy updated and approved	9	↔	Link with KE specialists in UHI. Vision 2021 and City Development Plan implementation. Review EO funding streams for fostering and supporting research at AP	Principal	Ongoing
9 *	Active	Working in partnership to meet the needs of our local economy and beyond. Developing a successful and sustainable organisation.	**Growth opportunities** Missing viable opportunities for development and growth **F&GP**	• Insufficient research. • Lack of horizon scanning. • Lack of ability to invest in opportunities. • Insufficient planning. • Being too risk averse. • Failing to develop at the required pace. • Funding allocations • Resource limitations • Changes to ESIF Funding. **COVID-19**	• Loss of share of potential market/earnings. • Loss of reputation. • Miss the market. • Stagnation of product offering. • Missed opportunities for staff. • Missed opportunities for students. • Funding criteria changes. **Uncertain future for development activities and appetite for**	Depute Principal Academic/ Vice Principal External/ Associate Principal	4	4	16	• Effective new product development processes/reviews. • Clear review of product development processes / communication International and Home. • Collaborative UHI Partnership process in place. • Scanning and planning cycles and process communicated. • Collecting staff ideas by their involvement. • Encouraging a staff culture of enterprising behaviour. • Legislative change mapping for new courses. • Tayside RSA + H & I RSA to be used as baseline intelligence. • Flexibility in approval Cycle and proportionate responses. • Liaison with UHI re ESIF and LUPS. • Monitor and review international opportunities and costs. International Strategy.	16 (4,4)	↔	• Curriculum Review FE and HE - completed • Target international developments towards such areas where product is requested, e.g... Business Degrees • Schools Strategic Group to plan curriculum 2018-19 onwards . • DYW Strategy Group implementation (Associate Principal on group, no longer separate SDS group) • PPF UHI Curriculum Plan	Associate Principal	Ongoing

Ref	Risk Status	Strategic Category	RISK AREA, Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likeli-hood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	Actions to minimise risk TO DO	Action Owner	Completion Date
					external engagement post-Outbreak, including Tay Cities Deal **Reduced opportunities due to post-COVID climate**					• Continuous collaboration with Learner Journey Strategic Group re school/college curriculum to achieve objectives re apprenticeships & employability • Contracting of Associates to overcome shortage of lecturing staff			Enact Business Development Strategy following Board approval Review presentation of financial reporting to reflect margins rather than revenues	Vice Principal External Finance Director	Dec 2020 Jan 2020
			Tay Cities Deal: Delay in final deal due to General Election leads to issues re: funding and market value Funds withdrawn elsewhere may result in rationalisation of local project		Tay Cities Deal: • Loss of capital funding • Loss of opportunity for developments					Tay Cities Deal: Proposal passed by Board: 5-year Plan = £320k new revenue (net of allowances for costs)			Tay Cities Deal • maintain dialogue with strategic partners Final OBC submitted for approval Financial plan to ensure sustainability of AAS including levering of £1.2m donor contributions	Vice Principal External Vice Principal External	Ongoing Feb 2021 Ongoing
10 *	Active	Inspiring and supporting our students to achieve their potential. Providing a progressive curriculum which meets economic and social needs and aspirations. UHI Common Risk	*Academic Quality* Academic quality is sub standard **Academic Affairs**	• Insufficient tracking of student. • Poor understanding of student requirements. • Product not fit for purpose. • Poor delivery. • Insufficient support for students. • Mis-selling of courses/provision. • Delivery impacted by ongoing industrial action **COVID-19**	• Loss of students. • Loss of earnings. • Adverse PR and poor reputation. • Poor future recruitment. • Poor achievement and retention. **Potential confusion re approaches to progression across curriculum;** **Future students recruited at inappropriate levels**	Depute Principal Academic/ Associate Principal	3	3	9	• Student tracking programme and reviews by Student Advisers. • Heightened student focus on internal communication and training evidenced by the BRAG reporting system. • Managing student expectations. • Active listening to student voice and acting on evidenced by feedback to students. •Act on Student Survey outcomes evidenced by action planning with quality reviews. • Ensure regular/ constructive formative assessment feedback to students/ customers. • Implement Complaints Procedure in line with new legislation and refresh training. • ASW opportunities roll out. • Student Partnership Project • NSS Action Plans implemented for courses with poor results. • Appointment of Head of Student Experience. • Self-evaluation process redesigned. • Working with HISA to conduct student focus groups. • A Student Experience Committee has been convened	9 (3,3)	↔	• Complaints Review • Student funding at Regional and National level.	Depute Principal Academic	Ongoing

Ref	Risk Status	Strategic Category	RISK AREA, Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likeli-hood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	Actions to minimise risk TO DO	Action Owner	Completion Date
														CURRENT ACTION PLAN	
					Impact of COVID on student survey performance based on delivery (-ve and +ve)					• Ensure findings are reported on with regards to the complaints procedure and actions identified and followed up on • Quality review process redesigned (course KPIs by exception) • Identification of protected characteristics and KPIs • Student Support Review • Revamp website with regards to the services available to support learning • Regular discussion of key issues at Student Experience Committee • Attainment & Retention KPIs					
11*	Active	Providing a progressive curriculum which meets economic and social needs and aspirations. UHI Common Risk	*Regional curriculum plan* Regional curriculum plan and delivery not aligned to local demand. **Academic Affairs**	• Fragmented ownership. • Lack of planning. • Over ambitious change in delivery methodology. • Wrong blend between online and face to face. • ESIF changes • Not fully within gift of PC UHI, need others/UHI to contribute • UHI curriculum strategy proposals **COVID-19**	• Lose students. • Financial risk through reallocation. • Students choose another provider. • Poor retention and achievement. • Disputed ownership/ responsibility for failings. **PKC Learner Strategy now recommenced**	Associate Principal	3	3	9	• Influence/engage with development. • Meetings arranged with UHI Deans & subject network leaders • Keep in touch/listen to student views. • Active engagement in SMCT, QAEC and PPF. • UHI to commission research on impact of changed delivery methodologies. • Work with UHI, SDS and local stakeholders to enhance demand analysis. • Regional Outcome Agreement development and implementation. • Depute now sits on SMCT. • Vice Principal now sits on EPSC. • Associate Principal now sits on PPF • Curriculum Review complete • In liaison with PKC re Learner Strategy • Continuous review of FE Curriculum • Associate Principal on UHI HE/FE Curriculum Review groups	9 (3.3)	↔	• Proactively engage in implementation of UHI Strategic Plan. UHI Curriculum Review	SMT UHI	Ongoing March 2021

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12 *	Active	Developing a successful and sustainable organisation.	**Business Continuity** Threat to Business Continuity UHI ICT loss of service. **Audit**	• Major incident. • Pandemic. • Major fire. • Terrorist Activity. • Cyber Incident UHI ICT loss of service. • Radicalisation	• College closure. • Reduced/loss of service. • Potential financial implications, eg fines imposed by ICO	Principal	5	5	25	• Annual Reviews of Business Continuity Plan. • Fibre ring installed. • ICT Risk Register developed and dynamic review. • Live ICT shutdown test. • Desktop exercise with CMT successfully completed. •UHI wide live exercise concluded • All actively involved in Single Policy Work Environment. • Significant increase in input to the UHI L&T Review documentation. • Business Continuity Plan reviewed around Coronavirus • Resilience team formed and meeting regularly • Regular Partnership-wide crises management meetings	20 (5,4)	↔	Review non-COVID Business Continuity Plans to absorb learning from recent approaches/ Solutions and cyber incident Review protocols re back-up systems utilised to identify at-risk non-Cloud systems following cyber incident Complete transition of data from network to cloud platforms Encourage staff to identify and report cyber risk incidents	Clerk ICT Manager ICT Manager SMT	Dec 2020/July 2021 Apr 2021 May 2021 July 2021
13 *	Active	Developing a successful and sustainable organisation.	**Shared services** Lose control of critical processes and systems through Shared Services Shared Service Model controlled by UHI EO and UHI Finance & General Purposes and University Court. **F&GP**	• Insufficient planning. • Inadequate backup. • Poor training and inadequate communications. • Loss of control of direct employees. • Reduced service level. • Additional cost. •Lag in service improvement. • Loss of control over capital investment.	• Disruption to business systems and student learning. • Increased costs.	Principal	3	3	9	• Involved in thorough planning. Members of the LIS Shared Service Board. • Member of the Shared Service Programme Board. • Maintain Perth College input into development of shared services.	9	↔	• Agree principle of Service Level Agreements with UHI Access SLA from LIS to ensure clarity of central functions and local ICT responsibilities • Proactive within commissioning board.	SMT Vice Principal SMT	Ongoing June 2021 Ongoing
14 *	Active	Developing a successful and sustainable organisation.	**Financial sustainability** Unable to achieve a breakeven Adjusted Operating Profit (AOP) on a sustainable basis. **F&GP**	• Significant fall in income. • Staff costs + non-staff costs are higher than income. • Local consequences of National bargaining	• College does not have enough cash to operate and or grow. • Accounts show a deficit AOP for more than one year.	Director of Finance	4	5	15	Continued development of cashflow forecasting model	15	↔	• Development of Management Accounting Information. • Development of financial forecasting models. • Development of cash flow forecasting. • Development of budget process.	Director of Finance	Ongoing – will evolve and develop over next 9 months. Ongoing – in place from September 2021 Ongoing – in place from Jan 2021 Ongoing – new process

Ref	Risk Status	Strategic Category	RISK AREA, Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likeli-hood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	Actions to minimise risk TO DO	Action Owner	Completion Date
				• Occurrence of event on disaster recovery plan.					(3,5)						from Jan 2021, live from Aug 2021
15 *	Active	Developing a successful and sustainable organisation. UHI Common Risk	*Internal controls* Internal controls do not exist or are not effective in preventing a significant issue/event. **F&GP**	No ERM strategy in place. Existing controls not tested regularly. Risk not identified, therefore controls not in place. Staff have not been trained in risk identification and control development. **COVID-19**	Significant events occur where no controls are in place. Significant events occur where controls are in place. **Financial impact of reduced student numbers, delayed Consultation process, commercial income, etc** **Additional COVID-related costs (IT, PPE, etc)**	Director of Finance	3	5	15	Number of relevant polices in place. Regular Internal Audit programs. Annual External Audit.	15 (3,5)	↔	Design an ERM strategy and implement a system of control e.g. SOX 404 or ISO31000	Director of Finance	Dec 2021
17	Active	Developing a successful and sustainable organisation.	*Statutory compliance* Non-compliance of Statutory Health and Safety Legislation and Equality Legislation **Audit**	• Introduction of amendments to existing legislation or new unforeseen and unplanned legislation. Failure to comply with Equalities Duties and contingent statutory reporting	•Introduces financial and staffing resources to administer. • Legal Action. • Risk to Business Continuity. • Financial fines. • Reputational damage.	Depute Principal Academic	5	4	20	•Produced and implemented a detailed Health and Safety Operational Risk Management Register. Updated quarterly and reviewed by Audit Committee every 6 months. • Produce Annual Report on Health and Safety. • Equalities Outcomes and Mainstreaming Report – Action Plan completed. • Regular review of HSE publications, website and notifications. • Health and Safety Management System annual review • Equality & Diversity lead appointed July 2019, with specific	16 (4,4)	↔	• Plans in place to enforce completion of Compulsory H&S training	Head of HR	Annually December

Ref	Risk Status	Strategic Category	RISK AREA, Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likeli-hood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	Actions to minimise risk TO DO	Action Owner	Completion Date
													CURRENT ACTION PLAN		
										initial focus on statutory reporting requirements • Improvement in Mandatory Training stats – 90% Completion Rate target established • New reporting mechanisms for Health & Safety • Increase in prevalence of risk assessments across organisation • COVID Response Group codified as sub-committee of H&S Committee					
18	Active	Developing a successful and sustainable organisation.	**Brexit** Implication of outcome of EU Referendum Leading to: Loss of EU Funding. Decrease in overseas (EU) students. Loss of EU national staff. **F&GP**	•Lack of numbers. •Students wishing to study within EU •Economic and fiscal uncertainty over EU exit. •Staff uncertainty	•Reduced numbers of students/staff •Loss of commercial potential. •Loss of EU funding •Withdrawal of EASA accreditation for pre-Brexit AST qualifications	Principal	5	4	20	• Keep up to date with info flow. • Lobby through Colleges Scotland and Universities Scotland to increase funding to compensate. • Understanding the status of EU residents. • Use next two years productively as planning. • Look at opportunities, e.g. Increased fees. • Scottish Government Extension of free tuition for EU students • Trend analysis for student targets • AST lobbying appropriate bodies within UK/EU to seek legislative change	15 (5,3)	↔	• Scottish Government looking to protect Erasmus + programme		Ongoing
19	Active	UHI Common Risk	**HE student numbers** College does not achieve allocated HE student number targets **Academic Affairs**	Failure to recruit sufficient students due to various factors such as: over ambitious PPF target, poor marketing, curriculum gaps, poor NNS results etc. COVID-19	Reduction of income from UHI, regional student number target at risk resulting in possible claw back to SFC from UHI in year or reduction in future years grant. Financial impact of reduced student numbers	Depute Principal Academic/ Associate Principal	5	4	20	•Review curriculum to ensure robust and up to date complete •Continue close partnership working within UHI. •Ongoing dialogue with PPF and academic partners. •Plan, monitor and review student numbers/applications. • Improved marketing has reduced curriculum gap • Improved NSS scores • Trend analysis for student targets	20 (5,4)	↔	• Implementation of Curriculum Review complete and continuous review in process UHI Curriculum Review	~~Depute Principal Academic~~ Associate Principal UHI, Depute and Associate Principal	~~Ongoing~~ Complete ~~March 2021~~ 1st phase September 2021

Ref	Risk Status	Strategic Category	RISK AREA, Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likeli-hood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	CURRENT ACTION PLAN		
													Actions to minimise risk TO DO	Action Owner	Completion Date
20	Active	UHI Common Risk	**FE student numbers** College does not achieve allocated FE Credit targets. **Academic Affairs**	Failure to recruit sufficient students due to various factors such as: over ambitious target, curriculum gaps, ineffective marketing and engagement with local schools/ employers. **COVID-19**	Reduction of income from UHI, regional student number target at risk resulting in possible claw back to SFC from UHI in year or reduction in future years grant. **Financial impact of reduced student numbers** **Potential for specific courses to be paused/ Discontinued**	Depute Principal Academic/ Associate Principal	5	4	20	•Review curriculum to ensure robust and up to date complete •Develop external partnerships with schools. DYW and employers – Associate Principal sits on DYW Strategy Group. •Plan, monitor and review student numbers/applications.	20 (5,4)	↔	• Implementation of Curriculum Review Continue progress made with partnerships developed through Learner Journey Strategy Group Focus marketing activities on p/t FE courses Ensure curriculum meets demand linked to increased unemployment rates	Depute Principal Academic Associate Principal	~~Ongoing~~ Complete Ongoing Jan 2021 Jan 2021
21	Active	UHI Common Risk	**Statutory Compliance** Non-compliance with relevant statutory regulations. **Audit**	Lack of awareness of relevant laws and penalties. Management failures. E.g. UK GRPR (Data and Information Security), Health and Safety Regulations, PREVENT legislation etc.	Failure to meet appropriate legislative standards likely to result in significant reputational damage and/or possible legal action. Additional scrutiny from statutory bodies such as Auditor General, HSE, OSCR, Information Commissioner, etc	Depute Principal Academic	4	3	12	•Robust governance policy. •Robust management policies, procedures and systems in place. •Dedicated Health & Safety officer. •IT/Data Protection staff in place. •Mandatory staff training. •Close working relationship within UHI. ✦ Policies & procedures produced and published, including Model Publication Scheme and Privacy Notices • Work with/respond to ICO and OSIC to minimise risk of breaches where appropriate	9 (3,3)	↑	• Continuous update and reinforcement of GDPR policies and procedures. Ensure compulsory training is conducted across organisation Introduce mandatory cyber and information security training to increase awareness of cyber risks Information security embedded in all job roles Review Work From Home practices around remote access of sensitive data Review protocols re back-up systems utilised to identify at-risk non-Cloud systems following cyber incident	Principal Head of HR Head of HR SMT Head of ICT Head of ICT	Ongoing June Board December 2021 December 2021 Aug 2021 Apr 2021

Ref	Risk Status	Strategic Category	RISK AREA, Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likeli-hood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	CURRENT ACTION PLAN Actions to minimise risk TO DO	Action Owner	Completion Date
22	Active	UHI Common Risk	*Governance* Governance Failure. **Audit**	Governing body does not have an appropriate balance of skills and experience. Role of a governor/director is onerous and it is difficult to attract a broad range of high calibre individuals to serve for non-remunerated roles. Board members not provided with enough support or information to fully discharge their responsibilities	Challenge to recruit new Board Members High turnover of Board Members Action Plans arising from recent Audits are not sufficiently monitored and reported Failure to comply with Code of Good Governance	Chair, BoM	3	3	9	•Recruitment process robust, transparent and open. •Skills matrix approach in place. •Networking/proactively encouraging diversity of applicants • Robust Action Plan falling out of various Audit Reports produced • Board External Effectiveness Review completed June 2020 • Successful recruitment & induction of new Board Members summer 2020 • Review of Committee membership summer 2020 • Code of Good Governance Compliance Checklist reviewed Oct 2020	3 (1,3)	↔	Audit Action Plan in place with robust monitoring system Board Effectiveness Review Action Plan	Chair BoM Clerk	Ongoing Dec 2020
23	Active	UHI Common Risk	*Student Experience* Poor Student Experience **Engagement**	Poor college estate. Dispersed campus with limited facilities for social interaction. Technology failures. Limited teaching/library resources. Societal issues around Digital Poverty **COVID-19**	Poor performance in national student satisfaction surveys. Reputational damage. Impact on ability to recruit future cohorts. Risk to core income streams. **Likely down-turn in Survey scores due to lack of contact time from March 2020**	Depute Principal Academic	4	3	12	•Partnership approach with HISA •Continuous student engagement, feedback and dialogue. •Ongoing Estate Maintenance and minor Refurbishments • Completion of Scottish Government information survey around COVID local outbreak responses • Significant investment re availability of laptops and WiFi access for students during COVID • Student Survey re VLE/Brightspace conducted and shared with SDDs	12 (4,3)	↔	• Commission of Conditions Survey & prioritisation of required work • Commission tender process for Estates Strategy - deferred • Action Plan re outcomes of VLE/Brightspace Survey to be devised	Head of Estates Head of Estates Head of L&T	Ongoing tbc Aug 2021

Ref	Risk Status	Strategic Category	RISK AREA, Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likeli-hood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	Actions to minimise risk TO DO	Action Owner	Completion Date
24	Active	UHI Common Risk	*Data protection* Institutional, personal and sensitive data is corrupted, lost, stolen or misused or services are disrupted through malicious and illegal activities by external individuals or bodies. **F&GP**	Poor IT security measures. Equipment with security holes. Poor patching regime. Anti-virus is not up-to-date/ comprehensive. Firewalls are configured incorrectly. Coordinated DDOS attack on university infrastructure. Increasing number of security alerts. DDOS attacks on UK academic institutions up to 527 in 2015 - Janet CSIRT. Increase in cyber-attacks such as ransomware reported in national media.	Information Commissioner fine of up to £500k. Adverse press coverage. Loss of confidence by regulators, stakeholders and HE sector. Ransomware encryption has been detected on UHI network.	Principal	3	4	12	•Firewalls and filters updated regularly. •Anti-virus software on all corporate devices. •UHI protocols applied and adhered to. •Passwords changed regularly. • Dual authentication processes rolled out	12 (3,4)	↔	• Monitoring of UHI wireless network hardware and process Review Work From Home practices around remote access of sensitive data Review protocols re back-up systems utilised to identify at-risk non-Cloud systems following cyber incident Embed data and information security within all job roles	ICT Manager ICT Manager ICT Manager SMT	Ongoing Aug 2021 April 2021 December 2021
25	Active	Developing a successful and sustainable organisation	*Commercial subsidiary* Financial failure of commercial subsidiary **F&GP**	Deterioration in economic viability of subsidiary COVID-19	Poor outlook due to worldwide collapse in aviation market	Vice Principal External	4	5	20	• AST management structure reviewed. • Policies identified • Best practice adhered to • College Governance applied. • Advice given to AST Management Team • General Manager appointed • Going Concern work prioritised leading to increased focus on cash management & projections • Job Retention Scheme/Salary Holidays/Rent Reduction to reduce costs while not trading • Growth Plan agreed	20 (4,5)	↔	• 2020/21 Business Plan reviewed once return dates are confirmed	Vice Principal External	Dec 2020

CURRENT ACTION PLAN

Ref	Risk Status	Strategic Category	RISK AREA, Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likeli-hood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	CURRENT ACTION PLAN		
													Actions to minimise risk TO DO	Action Owner	Completion Date
26	Active	Developing a successful and sustainable organisation	*Payroll* Failure of payroll systems & procedures results in non-compliance with standards **Audit**	Lack of integrated HR, Payroll and Finance systems	Recorded instances of erroneous NI payments Incorrect reporting of pensions liabilities and tax payments arising from erroneous NI payments Staff dissatisfaction with issue and/or steps taken to rectify	Director of Finance	5	3	15	• Internal Audit Action Plan commissioned and partially actioned • Affected staff informed of issue and steps being taken to rectify and recompense • Amended the payroll system user access rights to ensure that that these are appropriate for user roles and remove all generic users from the payroll system • Strengthened controls around variations to staff salaries on the payroll system to reduce the opportunity for unauthorised entries to be added to the tracker and inadvertently processed • Introduced mechanisms to ensure that payroll checklists are always completed and held on file and that these checklists are always checked and signed off by someone independent of the payroll team prior to processing of the payroll. • 19 of 20 Audit actions completed • Internal Audit commissioned to conduct evaluation of pensions and tax payments • Voluntary HMRC Disclosure made	3 (1,3)	↔	• Review recruitment & induction processes • Compliance with relevant areas of Audit Action Plan	Head of HR & OD Head of HR & OD	June 2020 Ongoing
28	Active	Developing a successful and sustainable organisation	*Procurement* Procurement processes are not fully compliant with regulations **F&GP**	Internal processes not suitably robust	Contracts register incomplete Historic contracts contain higher level of risk than anticipated upon review (eg catering)	Director of Finance	4	3	12	• APUC provision of remote services from November 2018 • Contracted member of APUC staff engaged by College from July 2019 • Procurement Strategy updated • Procurement Policy updated	6 (2,3)	↔	• Compliance with relevant areas of Audit Action Plan Roll out training to budget holders and other affected staff	Director of Finance Director of Finance	Ongoing April 2021

Ref	Risk Status	Strategic Category	RISK AREA, Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likeli-hood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	CURRENT ACTION PLAN Actions to minimise risk TO DO	Action Owner	Completion Date
29	Active	Developing a successful and sustainable organisation	**Asset Management** Insufficient levels of Asset Management are in place **F&GP**	Lack of systems/controls to record and manage changes to Asset Register	Asset Register not complete Creates difficulty in producing accurate accounts	Director of Finance	4	3	12	• Current Asset Register reviewed and weaknesses identified • Comparative analysis within sector conducted • Standard capitalisation levels reviewed	12 (4,3)	↔	• Update Asset Register • Review Financial Regulations Codification & approval of Land & Buildings valuation calculation Independent valuation of key assets for External Audit	Director of Finance Director of Finance	June 2020 Feb 2021 June 2021

Ref	Risk Status	Strategic Category	Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likeli-hood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	Actions to minimise risk TO DO	Action Owner	Completion Date
30	Active	Developing a successful and sustainable organisation	***COVID-19*** Impacts of COVID-19 on Student Experience, Financial Sustainability & Operational Management **Board of Management**	Full student experience not able to be delivered Issues caused re curriculum Reduced income received from student numbers Reduced income received from commercial activities Operational difficulties through extended social distancing measures, including classroom capacity levels and Residences occupancy levels	Lack of clarity re student progression (Ref 2) Likely downturn in international recruitment (Ref 3) Likely downturn in Survey scores due to lack of contact time from March 2020 (Ref 23) Confusion re approaches to progression across curriculum and potential new regulations on assessments (Ref 10) Future students recruited at inappropriate levels (Ref 10) Potential for specific courses to be paused/ Discontinued (Ref 20) Postponement of Research Excellent Framework 2021 affects future funding levels (Ref 8) PKC Learner Strategy delayed post-COVID (Ref 11) Uncertain future for development activities and appetite for external engagement post-Outbreak, including Tay Cities Deal (Ref 9)	Principal	5	4	20	• Principal meeting regularly with UHI/sector • Active lobbying of key agencies re continued sector funding • Use of Government Job Retention Scheme where appropriate • Sector Heads analysing options for teaching & learning in Academic Year 2020/21 • Continued contact with commercial partners • Short Life Working Group established to plan Return To Work arrangements • Estates implemented social distancing measure on campus • COVID Response Group established, codified and meeting weekly – sub-Committee of H&S	20 (5,4)		• Continue recruitment online • AST Board meeting regularly to manage cashflow and identify new business • Continued exploration of contingencies at SMT/CMT level	Marketing AST Board Principal	Immediate

Ref	Risk Status	Strategic Category	Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likeli-hood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend		CURRENT ACTION PLAN Actions to minimise risk TO DO	Action Owner	Completion Date
					Financial impact of reduced student numbers, delayed Consultation process, likely reduction of international income/AST surplus/etc (Ref 15, 19,20) Poor outlook for AST due to worldwide collapse in aviation market (Ref 25)				🟥		🟥					

Note: Risks 4, 5, 7, 8, 10, 12, 15, 19-24 are UHI Common Risks.

Score	Descriptor	Probability
5 - Almost Certain	More than likely – the event is anticipated to occur	>80%
4- Likely	Fairly likely – the event will probably occur	61-80%
3 - Possible	Possible – the event is expected to occur at some time	31-60%
2 - Unlikely	Unlikely – the event could occur at some time	10-30%
1 - Very Rare	Remote – the event may only occur in exceptional circumstances	<10%

IMPACT CRITERIA   TIMESCALE 3 YEARS

Score	Descriptor	Financial	Operational	Reputational (need to link to communications process for incident management)
5 - Catastrophic	A **disaster** with the potential to lead to: • loss of a major UHI partner • loss of major funding stream	> £500,000 or lead to likely loss of key partner	• Likely loss of key partner, curriculum area or department • Litigation in progress • Severe student dissatisfaction • Serious quality issues/high failure rates/major delivery problems	• Incident or event that could result in potentially long term damage to UHI's reputation. Strategy needed to manage the incident. • Adverse national media coverage • Credibility in marketplace and with stakeholders significantly undermined.
4 - Major	A **critical** event which threatens to lead to: • **major** reduction in funding • **major** reduction in teaching/research capacity	£250,000 - £500,000 or lead to possible loss of partner	• Possible loss of partner and litigation threatened • Major deterioration in quality/pass rates/delivery • Student dissatisfaction	• Incident/event that could result in limited medium – short term damage to UHI's reputation at local/regional level. • Adverse local media coverage • Credibility in marketplace/with stakeholders is affected.
3 - Significant	A **Significant** event, such as financial/ operational difficulty in a department or academic partner which requires additional management effort to resolve.	£50,000 - £250,000	• General deterioration in quality/delivery but not persistent • Persistence of issue could lead to litigation • Students expressing concern	• An incident/event that could result in limited short term damage to UHI's reputation and limited to a local level. • Criticism in sector or local press • Credibility noted in sector only
2 - Minor	An **adverse** event that can be accommodated with some management effort.	£10,000 - £50,000	• Some quality/delivery issues occurring regularly • Raised by students but not considered major	• Low media profile • Problem commented upon but credibility unaffected
1 - Insignificant	An **adverse** event that can be accommodated through normal operating procedures.	<£10,000	• Quality/delivery issue considered one-off • Raised by students but action in hand	• No adverse publicity • Credibility unaffected and goes un noticed

Note: Select criteria most appropriate. Use highest score if more than one criterion applies.

RISK MAP (for Gross risk & residual risk)　　　　　**TIMESCALE 3 YEARS**

IMPACT					
5 - Catastrophic	5	10	15	20	25
4 - Major	4	8	12	16	20
3 - Significant	3	6	9	12	15
2 - Minor	2	4	6	8	10
1 - Insignificant	1	2	3	4	5
	1 -Very Rare	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost Certain
	LIKELIHOOD				

Attention should also be paid to risks that are very rare or unlikely that could cause a catastrophic impact.

Perth College UHI

Paper No. 12

Committee	BOM
Subject	In-Year KPIs
Date of Committee meeting	10/06/2021
Author	Project & Planning Officer
Date paper prepared	03/06/2021
Executive summary of the paper	Please outline the follow elements of this paper: i) Purpose To provide real time data on focused kpis ii) Impact Allow analysis of current situation iii) Course of Action Considerations of the strategic implications
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	Click or tap here to enter text. Finance Director Head of Student Experience Student Funding Adviser Student Services Manager
Action requested	☒ For information ☐ For discussion ☐ For endorsement ☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)

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Perth College UHI

Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	Yes There may be resource implications if the Board considers the KPI data indicates the need for intervention.
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	Yes Poor performance against KPIs may indicate the college is at risk; conversely good performance is an indicator of the 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	Click or tap here to enter text.
Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	No Click or tap here to enter text.
Island communities	No

Perth College UHI

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)?	If yes, please give details: 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?*	Yes

* 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

In-Year KPIs 2020/21

Performance Monitoring

University of the
Highlands and Islands
Perth College

03 June 2021

Financial Sustainability

Income

Baseline: £27.7M

Jan 2021 YTD: £13.6M
Apr 2021 YTD: £22.1M

Income bar chart:
- Jan-2021: £14M
- Apr-21: £22M
- Baseline: £28M

Adjusted Operating Position

- Jan-21: -£498
- Apr-21: £1,000
- Baseline: -£464

(in £000s)
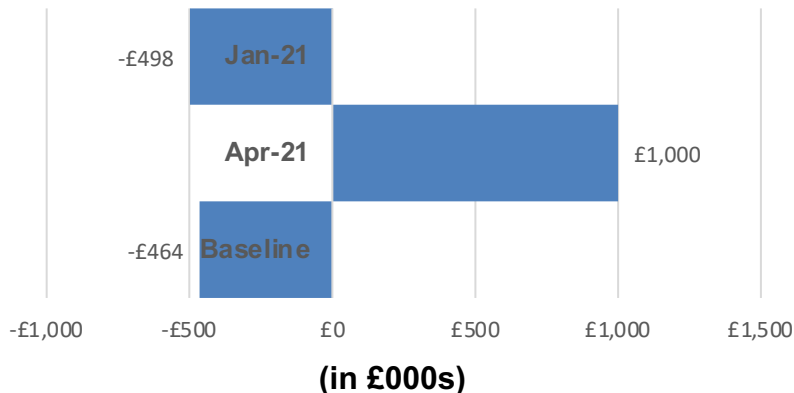
Baseline: £(1880)K; Jan 2021 £(611)K; Apr 2021 £0 YTD

Projected Cash Balance

+£1.1M

Baseline: £(464K); Jan 2021 £(498K); April 2021 £1.1M YTD

Student Experience

Funded Targets

	Actual	Target
HE	**2055**	2063
FE	**22391**	24084

Student Numbers

	F/T	P/T
HE	86.7%	79.4%
FE	77.5%	91.6%

Retention rates vs targets

Student Counselling Services

No. of Students in Receipt of Counselling — **41**

No. of Students on Counselling Waiting List — **0**

Student Funding (Actual Spend v Budget) v No. of Students in Receipt

Chart categories: HE Discretionary Fund, FE Discretionary Fund, Childcare, FE Bursary

Axis: 0, £500K, £1000K, £1500K, £2000K, £2500K, £3000K

Legend: Spent to Date, Allocation
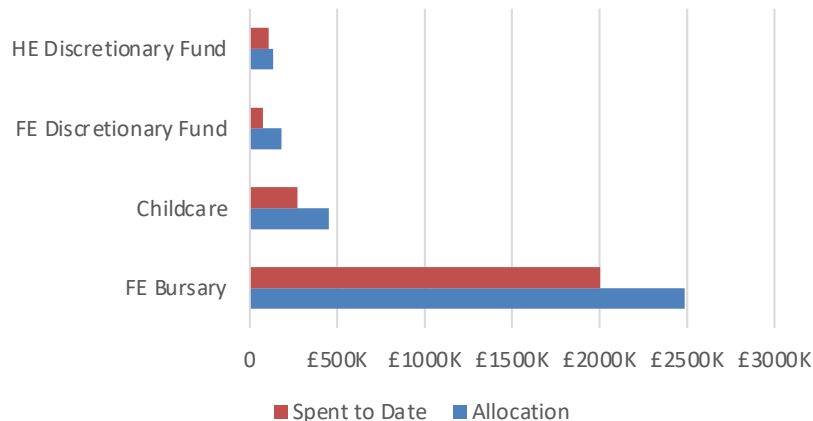
Fund	No of Students YTD
HE Discretionary	**115**
FE Discretionary	**57**
Childcare	**82**
FE Bursary	**605**

Governance & Audit

The number of actions arising from the Audit Action Plan

57 Internal*

58 External**

*Henderson Loggie/VPEE
** EY Annual Audit Report y/e July 2019/ UHI Report March 2020

The activities by Complete/In Progress

■ Internal 57   ■ External 58

	Complete	In Progress
Internal	45	12
External	51	7
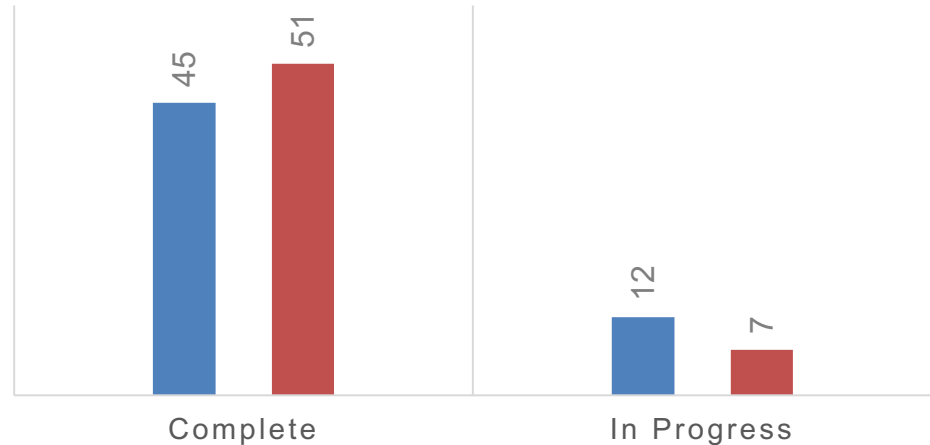
Compliance with Code of Good Governance

✓

Perth College UHI

Committee	Board of Management
Subject	Board External Effectiveness Review – Action Plan
Date of Committee meeting	10/06/2021
Author	Ian McCartney, Clerk to the Board
Date paper prepared	03/06/2021
Executive summary of the paper	This paper seeks to provide Board with a progress update on the action plan supporting the Board External Effectiveness Review, initially presented to Board in June 2020.
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	n/a
Action requested	☒ For information ☒ For discussion ☐ For endorsement ☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	No

Perth College UHI

Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (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	n/a
Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	No Click or tap here to enter text.
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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Perth College UHI

Status (e.g. confidential/non confidential)	Non Confidential
Freedom of information Can this paper be included in "open" business?*	Yes

* 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.	☐

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and
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Board of Management External Effectiveness Review Action Plan – Update To June 2021

Ref	Recommendation	Target Date	Status	Evidence of Completion/Notes
1	When reviewing the Governance Manual, consideration should be given to setting quorum at 50% or higher and ensuring that the majority in any decision making are non-executive members	June 2020	Complete	New Governance Manual approved by Board and published on website.
2	Regarding Scottish Government policy priorities members would benefit from brief 'policy digests' summarising the current policy agenda to support decision making	June 2020	Complete	College Scotland weekly briefings and others as received on ad hoc basis circulated to Board.
3	Continue the work on refining the performance management framework and the identification of an integrated set of set of KPIs which will ensure that all areas of strategic importance to the college are being monitored	Dec 2020	Complete	In-Year KPIs presented on regular basis to Board & Standing Committees. Consideration to be given to future reporting format under Financial Recovery Plan.
4	Review the content, structure, and length of board meeting agendas to ensure a clear focus on strategic decision making	Dec 2020	Partially complete	Progress made re improvements to specific areas (eg Items For Approval given greater prominence in Agendas, Cover Sheets reviewed). More work required to move more "For Information" items to online noting, and agendas still overly long. Progress impacted by COVID/cyber incident, however move to Sharepoint for document storage should accelerate establishment of Board Portal.

Ref	Recommendation	Complete By	Action Required/Notes	Evidence of Completion
5	Provide an annual schedule of decisions and approvals for board and committee meetings so that members understand the cycle of decision making and know what papers to expect when	July 2020	Complete	Board Meeting Calendar updated to include information of Business & Compliance matters due to be presented to each meeting.
6	Ensure a consistency in the 'front page' narrative to board and committee papers which effectively informs and supports board decision making	Dec 2020	Complete	Definition re Cover Paper Executive summary now provided (Purpose/Impact/Course of Action).
7	Conduct a review on what, if anything, could be further delegated to committees, without overloading committee meeting agendas	Nov 2020	Partially Complete	Discussed at Chairs' Committee, November 2020 See Notes under Item 4 re outstanding issues.
8	The final standing agenda item for board meetings is a review of the meeting, it would be helpful to add to this a review of the quality of the board papers	Dec 2020	Complete	Now standard item on all Board and Standing Committee Agendas.
9	Given the volume of committee minutes consideration should be given to committee chairs providing a written cover paper which, by exception, highlights the key issues for board members attention	Oct 2020	Complete	In place from Board Cycle 1 of 2020/21
10	Board members would welcome a written report from the chair.	June 2020	Complete	In place for June 2020 and all subsequent Board meetings.

Perth College UHI

Committee	Board of Management
Subject	Equality Statutory Reporting
Date of Committee meeting	10/06/2021
Author	Katy Lees, Head of HR & Organisational Development
Date paper prepared	02/06/2021
Executive summary of the paper	Please outline the follow elements of this paper: i) Purpose – what is it for ii) Impact – what are the intended outcomes iii) Course of Action – what happens next & by whom The College has a statutory obligation duty to fulfil under both the general and specific public sector equality duties in the Equality Act 2010. These duties include a number of statutory reporting requirements which have been completed for 2021. These include • Publication of a Gender Pay Gap Report (2021) based on data as at 31 March 2020 and published by 31 March 2021. This requirement was met and the document is published at Policies, regulations and guidelines - Equality, Diversity and Inclusion (uhi.ac.uk) • Creation of new Equality Outcomes covering the period 2021 – 2025 by the end of April 2021. A number of student and staff related equality outcomes were proposed and consulted on through an all student and staff survey and these were agreed, and have been published within our mainstreaming report, and the 5 new outcomes are set out below for information and action will be set against each of these outcomes for the next 4 years. 1. More learners than before are disclosing they are Care Experienced. These learners tend to have additional barriers which negatively impact

attainment scores compared to their peers. We will work with the learners and other agencies to deliver interventions and support to narrow the attainment gap.

2. There is an increase in learners disclosing mental ill health. These learners tend to have additional barriers impacting their attainment score compared to their peers. We will work with the learners and other agencies to deliver interventions and support to narrow the attainment gap.

3. We recognise that there are gender imbalances across some areas of our curriculum, we will take active steps to promote accessibility of these programmes and challenge gender stereotyping.

4. We are committed to being an anti-racist organisation and will seek to eliminate racism in all of its forms throughout all parts of the College.

5. The College has a declining proportion of staff disclosing a disability in comparison with the local population. We will look to ensure that our policies, processes and practices are supportive of recruiting and retaining disabled staff. We will focus on hidden disabilities and wellbeing at work.

- Creation of a Workforce and Student Profile which reviews these profiles against previous years to identify if there are any trends and considerations that needs to be made by the College. These profiles have been consolidated into our mainstreaming report which was published by the required deadline of the 30 April 2021

- Creation of our Mainstreaming report, which is the full 4 year review of actions and progress in mainstreaming equality into all elements of the College. This report was published by the required deadline of the 30 April 2021, and leads us into actions that we now need to take moving forward.

Published at Policies, regulations and guidelines - Equality, Diversity and Inclusion (uhi.ac.uk)

The production of all of these reports was a collaborative piece of work between the Head of Student Experience and team, the Equality, Diversity and Inclusion Advisor and the

	Head of HR & Organisational Development and team and we are very proud of being able to publish by the required statutory deadlines as many UHI colleges were unable to do this due to the Cyber Incident and not starting the process early enough. We have committed to be part of the Partnership wide mainstreaming report in future years, however Perth College will still be required to then localise our sections and ensure that we are delivering against the actions we set ourselves.
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	EDIT Committee, All staff and students, CMT
Action requested	☒ For information ☐ For discussion ☐ For endorsement ☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	No
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (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 Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	Yes Completed and published on our website Equality Impact Assessments - EIA 2020-21 (uhi.ac.uk)
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	No Click or tap here to enter text.
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.
Status (e.g. confidential/non confidential)	Non Confidential
Freedom of information Can this paper be included in "open" business?*	Yes

Perth College is a registered Scottish charity, number SC021209

Perth College UHI

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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.	☐

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http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp and

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

Subject	Chair's Notes for BOM 24/03/21
Author	Brian Crichton
Date paper prepared	02/06/2021
Executive summary of the paper	Please outline the follow elements of this paper: i) Purpose – Board Current Awareness ii) Impact - Informed discussion iii) Course of Action – Board input to various topics being disced at UHI, National level.
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	
Action requested	☒ For information ☒ For discussion ☐ For endorsement ☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	No
Risk implications Does this activity/proposal come with any associated risk to the	No Click or tap here to enter text.

College, or mitigate against existing risk? (If yes, please provide details)	
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	Links to all aspects of PC UHI strategy
Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	No Click or tap here to enter text.
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.

Perth College UHI

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

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Perth College UHI

Chair's Notes for BOM 10/06/21:

Discussions UHI/SFC/PC UHI

A meeting was convened 15th April with SFC/UHI/PC UHI in attendance. Subject matter revolved around the "Perth List" paper that arose from the discussions with the Deputy First Minister on PC UHI having closer regional collaborations with institutions around greater Tayside. SFC indicated that it would be challenging for UHI to be sustainable without Perth College and that they did not foresee changes in that direction on the horizon. The meeting concluded with SFC encouraging UHI/PC UHI to continue working towards solutions that would increase the comfort levels of PC. Further discussions have been and are continuing between Principal Cooke and Vice Chancellor Walker, and there are grounds for optimism that progress can be made. SFC want to have a further meeting in the June/July time frame to review progress.

For the time being it is clear that we must continue to work constructively within UHI to move forward with the type of changes we have proposed that will strengthen the whole partnership. There are signs that UHI EO may evolve towards a different model, and we should be positive about any changes that will result on a more cohesive and more collaborative mode of operation.

Colleges Scotland/Employers Association/CDN

- CDN held a seminar on the output of the Colleges Scotland Economic Recovery Work Group. It was well attended and the broad principles of Colleges playing an active part in regional economic partnerships was strongly supported by a wide spectrum of Chairs and Principals attending. The regional incongruence of UHI/PC was used as an example as to why the colleges roles in economic partnerships had to be more flexible and transcend the boundaries of Colleges administrative regions.
- There have been a number of meetings of the Employers Association:
  - Good progress was made in avoiding the disruptive effects of strike action.
  - The job evaluation exercise is progressing with the vast bulk of jobs now described.
  - Limited progress has been made on Principals and Senior Management entering into the National Bargaining process.
  - Discussions with the Unions on facilities time continues.

Regional Strategic Committee/Court

- A proposal (from UHI EO) to eliminate the FE Regional Lead Position and replace the role with an independent member of court committing only 8-10 days/year in total has been withdrawn. The FERL position will continue as constituted, as a remunerated position in most ways equivalent to Regional College Chairs in Single/Multi College regions. This is a sensible outcome for a role that is important to UHI internally, and in the national college sector context.

Perth College UHI

- A refined Resource Allocation model (RAM) has been proposed that will include a top slice on commercial income as well as rebalancing the FE/HE proportions. The details are subject to refinement, and care will need to be taken that this does not become a disincentive to create alternative commercial income streams. PC UHI view is that any top slice should be based on margin not revenue. At this time no reduction in total top slice is being proposed, and as per "Perth List" this remains a contentious issue for PC UHI.

- The 7 smaller northern/western colleges continue to develop merger/clustering options and a proposal is expected shortly. It is expected that the other partners will be consulted before implementation as there may be potential knock-on impacts across the partnership.

- SRUC/UHI – the Accenture study continues to address the potential for closer working/partnership/merging of SRUC/UHI. Opinion across the partnership on this issue is varied. A paper was presented to Court/RSC that outlined the commonalities and complementarities of the two institutions. A prime difference is the national and sector based approach of SRUC as opposed to the regional and place based UHI discipline.

- There has been substantial activity with respect to the partnership framework agreement. Response has been divided across the APs with a few willing to sign, and others with varying levels of reservations around IP/Commercial activity, freedom to act as a charity, lack of mutuality. A Chairs meeting with participation of Court Secretary and Chair was held and it was concluded that some further work was required – not least because of the lack of detail consultation with partners as the document was developed. It is expected that the next iteration will be brought forward soon and will cover only a limited period with commitment to review again as the UHI structure and partnership evolves. This is a good outcome and in line with the proposed PC UHI response.

General Comments

The financial picture has improved somewhat over the last couple of months, and I am pleased that we have a firmer understanding of where we are and shall be on the year to come. Nevertheless we are still in a position that will likely need some actions to ensure financial sustainability.

Recent events across UHI have demonstrated a willingness to consider AP positions on a number of fronts. I am cautiously optimistic that real progress is possible towards a more sustainable and collaborative partnership .

Brian Crichton

02/06/21

Perth College UHI

Committee	Board of Management
Subject	Principal's Report
Date of Committee meeting	10/06/2021
Author	Principal & Chief Executive
Date paper prepared	03/06/2021
Executive summary of the paper	To provide Board Members with an update on key areas of work undertaken by the Principal since previous meeting
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	n/a
Action requested	☒ For information ☐ For discussion ☐ For endorsement ☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	/ No
Risk implications	No

Perth College UHI

Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	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 Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	No Click or tap here to enter text.
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.

Perth College UHI

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Freedom of information Can this paper be included in "open" business?*	Yes/ No

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Perth College UHI

Principal's Report

Board of Management – 10 June 2021

Introduction

We continue to work under the government requirements and the move to Level 1 on Saturday of this week is welcome although it will have little practical impact on our current operations.

COVID

The vast majority of staff continue to work from home and the majority of students are learning on-line. We are seeing a fatigue amongst staff and students for this type of working, this is clearly in line with the sector and with the community in general.

At present to can have a maximum of 29% of our students on campus for face to face practical work, the staff and students are happy to be back on campus and the students are making positive steps to completing their courses in time, there are unlikely to be any students who require to be deferred into next academic year and thanks must go to the staff for supporting the students with this.

Going forward to next academic year we are waiting to see what the government guidance will be but it is important for us to see a reduction in the physical distancing as this will enable the sectors to return to a greater sense of normality and to ensure that students can access their programmes face to face. We are aiming for a change in our teaching model to one third on-line and two thirds face to face for the majority of programmes, there will clearly be some programmes where this blend does not work and there will be more face to face required. We will continue to have on-line courses. The use of VC Suites for networked teaching will stop across the partnership but students on these programmes will be encouraged to come on to campus to access all our services.

We are currently looking at the estates and IT implications of all of the changes and this will be factored in to the estates and IT budgets going forward.

Staff

We are continuing to discuss flexible working arrangements for staff going forward and we have encouraged all staff who wish to change their contractual working arrangements to come forward now so that decisions can be made which will start at the beginning of the new academic year. Decisions on this will be made shortly.

Staff Survey

The staff survey process is coming to an end with the Focus Groups being held last week, we will have the results shortly and this will form part of the Staff Conference later in June. The results/action plans will be brought to the Board in the first cycle of meetings and will be made available to UHI as agreed from the Audit Action Plan.

Cyber Incident

The Audit Committee received a very good presentation from John Maher at their meeting which was very helpful.

We are now at the stage of rebuilding all of the machines individually across the campus but also all of the laptops, many of which staff are currently using from home. This is a labour-intensive process but an essential one.

Our infrastructure has not been rebuilt in the same way as it was previously, we have now moved onto more secure platforms such as Sharepoint, this has been a difficult transition for staff but progress is being made with this and training has been delivered for all staff to facilitate the transition.

UHI

Relationships within UHI continue to be challenging although there are positive signs of more constructive behaviours which are enabling better discussions and outcomes. There is very slow progress with the change agenda but there are some major decisions for the University Court meeting in June eg Curriculum Review, which may see change within the partnership.

Trade Union Discussions

We continue to meet with the TU's regularly to discuss our financial position and any actions which will require to be taken going forward. The Voluntary Severance Scheme has been opened again and a small number of applications have been received. We have requested permission for UHI/SFC for compulsory redundancy should we need to use this going forward, we await the outcome of the request which has been supported by UHI.

IP Policy

F&GP Committee approved the IP Policy at its meeting earlier in the month, the policy is an integral part of the Academic Partner Agreements (referenced in the Chair's Report) and the use

Committee	Board of Management
Subject	HISA Perth End of Year Report 2020-21
Date of Committee meeting	10/06/2021
Author	HISA Perth
Date paper prepared	02/06/2021
Executive summary of the paper	Please outline the follow elements of this paper: i) Purpose – what is it for This paper is to outline the work undertaken by HISA Perth throughout academic year 2020-21 and to provide an end of year summary ii) Impact – what are the intended outcomes This paper demonstrates the impact the students' association has on our students' experience as well as the objectives we have been able to achieve this year. iii) Course of Action – what happens next & by whom Board are asked to note HISA Perth's achievements this year and HISA Perth will take lessons learned from this year to help inform the work of the organisation for academic year 2021-2022.
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	Students, Class Representatives, HISA
Action requested	☒ For information ☐ For discussion ☐ For endorsement

Perth College UHI

	☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	Yes/ **No**
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	Yes/ **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	n/a Links to HISA Strategic Plan 2020-2023
Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	Yes/ **No**

Perth College UHI

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

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Its disclosure would substantially prejudice the commercial interests of any person or organisation	☐	Its disclosure would constitute a breach of confidence actionable in court	☐
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HISA Perth End of Year Reflection 2020-2021

Introduction

Below is a short summary to introduce the work and achievements of HISA Perth during academic year 2020-2021 including work undertaken as part of our Plan of Work, the Perth Partnership Project and other work we undertook this year. We will also reflect on what has been a challenging year

Plan of Work

Appendix 1 shows the final update on the Plan of Work for HISA Perth. Considering the challenges of this year we are incredibly proud of what we have been able to achieve against ambitious targets.

Perth Partnership Project 2020-2021

Appendix 2 shows the final update on the Perth Partnership Project (PPP) 2020-2021. Despite one action we have been able to achieve all actions in this plan as identified by our students. Regular reporting on the PPP at Student Engagement Group and Engagement Committee has helped improve the transparency of the work around this and demonstrate the partnership working that is embedded at Perth College UHI.

Other Work Undertaken by HISA Perth this year

As well as a successful Plan of Work and Perth Partnership Project we have also been able to work on the following:

- Supporting the development and dissemination of the COVID-19 Student Support Fund with the Development Trust
- Build relationships with student representatives at the Hunan Institute for Engineering (HIE) to better prepare them for student life during their year at Perth
- Establishing the Student Health and Wellbeing Group to feed into Health and Safety Committee
- Have a stronger online presence by focussing on our channels of communication better through our Communications Intern
- Offering support to more student led projects e.g NQ Health, NQ Business and Accounting
- Developing stronger links with the Sector Development Directors through regular meetings focussing on student engagement and working in partnership
- Working in partnership with the college in the ongoing response to COVID-19 by being part of the COVID-19 Response Group
- Supporting our students in halls of residence by creating and delivering Winter and Spring packs as well as donating board games from our office

Reflections and Conclusion

Although we have spent the majority of our year at home, HISA Perth are really pleased with all we have achieved this year and are grateful to all those departments and individuals who have helped play a part in and enable our success.

Although online fatigue and frustration have played a part in our students' experiences this year and have led to issues in overall engagement, we have continued to advocate for their needs and wellbeing and feeding back key issues to Perth College UHI.

There have also been some issues in communication this year with our students and a lot of key college staff working from home but despite the challenges this has faced we have been able to achieve a lot of the objectives we set out to complete this academic year. On the opposite end we have been able to establish stronger working relationships with other key staff such as the Sector Development Directors, the Head of Learning and Teaching Enhancement and the Quality Team to name a few.

As restrictions ease and the world begins to open up, we hope that HISA Perth will be able to have a stronger presence on campus for 2021-2022 and we look forward to seeing what the incoming team – Todor Pavlov-Kennedy as Perth President, Madeleine Brown as VPAW and Rebecca Wallace as VPEE – do with their year.

To conclude, we want to thank everyone for their support this year and give our thanks for the outgoing team – Alex Wilson, Michaela Asisten and Cameron Murray – for an outstanding year in office and everything they have done for students this year.

Appendix 1 – Plan of Work

HISA Perth Plan of Work 2020-2021

Introduction

Below is the team and operational objectives for HISA Perth during academic year 2020/21. It will give the individual and team objectives for the student officer team as well as operational plans for the year including events and recurring activities in the HISA Perth calendar. This plan of work will be shared to be ratified by the Student Representative Committee in its first meeting of the academic year and to inform Perth College UHI of the organisation's intentions for the year. This plan also links with the HISA Strategic Plan 2020/2023[i].

The outbreak of coronavirus presents a unique challenge to us as a students' association, so the plans below reflect work that we believe to be achievable in an online setting and, if feasible, in a face-to-face capacity once it is safe to do so.

Individual Objectives

Individual Objectives – HISA Perth President							
Workstream	Output	Dates	Impact on students	Indicator	Target	To Date	Notes
Mental Health	Themed drop ins	Sept – June	Students' emotional wellbeing will be improved, helping them to stay in their studies and succeed.	Regular drops ins hosted for students online and in-person (when allowed)	30	38	Drop ins commenced 5th October. Themes include sharing tips and hobbies.
	Mental health training for Students	Sept - June		Students signed up for mental health training (in partnership with Student Support)	10	12/20	Look After Your Mate (LAYM) Training took place 31st March and 1st April– offered to class reps/clubs and socs leaders continuing next year. Run by Wellbeing and Support Officers
	Peer support network	Sept – June		Creation of a mentoring/peer support plan at Perth College UHI	1	-	Interest been advertised by Student Engagement

				in partnership with Student Engagement			Team/process is being created - GDPR and PVG system being sorted for next academic year.
				Students signed up as mentors.	1	6	6 students have shown interest based on sign-ups for LAYM training.
				Engagement in the network during meetings	1	-	Postponed until network formally set up next academic year - will be included in handover to incoming Perth President.
Inclusivity	Identifying need	October	Students will feel supported and feel more connected to Perth College UHI and HISA Perth	Discussions with student groups and societies from protected characteristics	1		Have reached out to societies representing protected characteristics – Met with Equality Diversity and Inclusion Officer to discuss, will explore next academic year.
				Number of participants	20	-	
	Action plan	November		Action plan created from HISA Perth in partnership with PCUHI based on discussions.	1		Pushed back due to issues in engagement with societies.
	Promotion of resources	Sept-June		Promoting resources available to help aid inclusivity.	1		In the process of identifying relevant resources
				Promoting support groups available	1		Details for both internal and external support groups will be used.
Empowering the Student Voice	Encouraging giving feedback	Sept-June	The student experience	Promotional campaign encouraging students to feed back to HISA Perth.	1	1	Has been promoted and will continue to be promoted periodically.

	Anonymous feedback	Sept-June	will be improved.	Creation of anonymous feedback system for students to give direct feedback.	1	1	Form created and published on website 13/1
				Instances of feedback collected and shared with PCUHI.	50	1	Through anonymous feedback form - will continue to be promoted next academic year
	Celebrating success	Sept-June		Promotional campaign celebrating student feedback that has led to positive change.	1	1	Promotion plan created and being shared on social media.
Communication	Sharing information across campus	Sept-June	Students feel a stronger connection to the community they now belong to	Information is shared consistently across buildings/sectors at PCUHI.	1	1	HISA Perth noticeboards kept regularly up to date. Exploring how to communicate across sectors whilst online - emails are sent regularly.
	Clear information	Sept-June		Monitoring communications to students to ensure clarity.	1	1	Monitoring email communications to students with Communications Intern ongoing. Feedback collected from class reps from 2nd SRC.
				Sharing feedback with relevant areas	1	1	Collating semester 1 and semester 2 information to be shared with relevant groups. Relevant groups to be identified - will be shared with Student EG 16/6
	Communication between students and HISA Perth	Sept-June		Using multiple avenues to communicate the work of HISA Perth to students	1	1	Using social media, regular email updates, face-to-face communication, updating of noticeboards and regular updating of website

							Using Brightspace and emails to communicate with class reps.
					Creating regular communications from HISA Perth to be shared with students.	10	11	Creation of regular email updates with Communications Intern Emails sent approximately every two weeks. Number does not include elections-specific emails.
					Number of students communicating with HISA Perth (across different channels)	150	1187	From Sept 2020 – 20/1/21 Social Media – 20 HISA Perth e mail - 366 General Queries – 136 Clubs and Socs Queries – 58 Class Rep Related Queries – 172 From 20/1/21 - 10/3/21 Social Media - 2 HISA Perth Emails = 399 General – 145 Clubs and Socs Queries – 21 Class Rep Related Queries – 74 Refreshers – 62 Elections Related – 97 From 11/3/21 – 2/6/21 Total – 400 General Enquiries – 132 Clubs and Socs related – 17. Class Rep related – 26. Events related – 31. OBI related – 93.

							Elections related – 101.
Links to HISA Strategic Plan 2020-2022	2.1 HISA, working in partnership with the academic partners and UHI, will run an effective, accessible, and democratic representative system region wide that takes into account all learning modes and demographics. 2.2 HISA digital democracy will be sector leading, accessible to all its members and have real impact. 3.4 Equality, diversity, and inclusiveness are embedded in all HISA activity. 6.1 For every UHI student to be able access mental health support services when they need to 6.2 Support the UHI Partnership in creating a whole community that is committed to supporting positive mental health and wellbeing. 7.1 All members know who HISA are, the opportunities, and services it offers and how HISA can help them. 7.2 Members know their role in HISA and feel like they have a stake in their community. 7.3 Members are aware of the causes and consequences of student issues and problems.						

Individual Objectives – Vice President Activities and Welfare							
Workstream	**Output**	**Dates**	**Impact on Students**	**Indicator**	**Target**	**To Date**	**Notes**
Accessible and inclusive events	Regular themed events	Sept-June	Students will develop a deeper connection to life at Perth College UHI outwith their course, increasing satisfaction in their student experience.	Number of events based around key celebrations.	6	6	October: Black History Month [BHM] (events by our students from ACS), Green Week (Bike Station Workshop – 7 participants), Inktober (on BHM, something spooky and autumn season). November: St Andrews Day Quiz (2/6 shown interest participated) Burns Night Competition – Short Story/Poem (2 participants) Valentine's Day - (4 participants)

							Shrove Tuesday/Mother Language Day – videos LGBTQ Quiz – no show
				Number of regular quizzes for students	6	6	General Knowledge – 06/11/2020 (Hosted by HISA Perth President) St Andrews Day – 30/11/2020 (Hosted by VPAW) LGBTQ Quiz – 24/02 - 4.30pm - no show (so got cancelled) International Womens History Quiz – 22nd March – host HISA Perth President, General Knowledge quiz – 28th April – Host HISA VPAW - No show History Quiz - 26/05/2021 - 17:00-18:00, Host: Cameron (VPEE)
				Number of students participating in events.	20 (per event)		See above.
Increasing engagement with international students	Scottish themed events/activities	Sept-June	International students have a deeper connection to life at Perth College UHI, improving	Number of Scottish cultural events hosted.	3	3	Quiz for St Andrews Day: 30/11 time 5pm Burns Night Event creative writing competition 25/1 Cultural dance exchange in partnership with ESOL students promoted on social media during Easter recess.

			satisfaction with their experience.	Number of students participating in events.	20 (per event)	2 2 10	St Andrews Day Quiz – 2 (3 sign ups) Burns Creative Writing Competition – 2 entrants made joint winners. ESOL students partnership – 10 students confirmed with permissions sought.
	Buddy system	Sept-June		Explore creation of buddy system for international students.	1	-	Discussions ongoing with Student Engagement Team for implementation next year
				Number of students signed up to be buddies.	5	-	See above.
				Number of students taking part in buddy system.	20	-	See above.
	Supporting international students	Sept-June		Working with International Centre in supporting international students	1	1	Talks with International Centre – ongoing dialogue. International students included in winter wellbeing packs.
Supporting Student Wellbeing	Partnership working with local organisations.	Sept-June	Students' wellbeing will be improved, helping students to succeed in their studies.	Resources being shared across HISA Perth channels	1	1	Sharing resources from THT, RASAC, Police Scotland, P&K Council and Barnardos ongoing
				Organisations working in partnership with	5	5	RASAC, THT, Police Scotland, Barnardos and PKAVS Carers Hub
	Partnership working with ASW.	Sept-June		Events run in partnership to promote physical activity.	1	1	In discussions with ASW staff Event run as part of GYST (see below)

	GYST 2.0	Sept-March		Dates identified to host GYST (Get Yourself Together)	1	1	Semester 1 – confirmed. • 30/11/2020 - 12-1pm • 02/12/2020 - 3-5pm • 09/12/2020 - 3-4pm Semester 2 – confirmed. • 10/03/2021 - 12:00-12:40 (with ASW, PC) • 31/03/2021 - 16:00-17:00 (with SDS) - 3 people showed up. • 21/04/2021 - 16:00-17:00 (with Sam, PC) • 26/04/2021 - 13:00-14:00 (with THT) • May – TBC (Gamtalk) 05/05/2021- 17:00-18:00 • May – Beauty Workshop - 17/05/2021 - 12:00-12:30 (Self-care tips) • May – MH Awareness Week – Video shared and information. Discussions with Sodexo around event postponed.

				Number of events hosted with local organisations and PCUHI departments.	10	10	Semester 1:
							• Local Org.: 2
							  o RASAC
							  o Police Scotland
							• PCUHI: 1
							Semester 2 (to date):
							• Local Org: 1

							• PCUHI: 3 • External org.: 2 • HISA Perth: 1
				Number of students participating.	20 (per event)	Tbc	Semester 1: 8 Semester 2: 3 (SDS)
Clubs and Societies	Strong link between local clubs and HISA Perth	Sept-June	Students will have new experiences and develop skills, improving their student experience.	Process developed in partnership with HISA Activities for clubs and societies.	1	1	More ownership given to local teams.
	Supported and developed clubs and societies.	Sept-June		Process developed in partnership with HISA Activities for supporting and developing clubs and societies.	1	1	Creation of activities council and regular catch ups 2 Sports Ambassadors appointed
				Regular meetings held with all club and society leaders.	4	4	First meeting date – 3-4pm - 11/11/2020 - no show on the day (as had individual meetings & e-mail catchups which might have impacted on attendance) 2nd meeting– 1-2pm - 09/12/2020 - 2 clubs leaders in attendance for informal chat 3rd Meeting 29/3 - 4 clubs leaders in attendance Next meeting 19/4 - 4th meeting – 2 clubs showed up to meeting.
				Number of clubs and societies attending regular meetings.	10	8	See above – other clubs chosen to engage via individual email.
		Sept-June		Number of continuing sports clubs and societies	12	7	Clubs: Basketball

	Number of clubs and societies						Societies: ACS, Reading Club, D&D, Connect the Rainbows (LGBTQ+), Perth Archaeology and History Society (PAHS), ESOL Book Club Supporting registration for other clubs/societies - Argentine Tango currently on hiatus – unlikely to reregister under current restrictions. All other sport clubs currently on hiatus - in discussions with Sports Ambassadors in how to encourage continuation. AAC have been active during the easing of outdoor activities restrictions (only one)
				Number of new sports clubs and societies	4	2	One new club: Adventurous Activities Club (AAC) One new society: Creative Writing
Links to HISA Strategic Plan 2020-2023	3.4 Equality, diversity, and inclusiveness are embedded in all HISA activity. 5.1 To provide every student at UHI with the opportunity to take part in extracurricular opportunities. 5.2 To enhance the student social experience across the UHI Partnership. 5.3 To develop clubs, societies and activities that are suitable for UHI students' unique circumstances. 5.4 To ensure any student wishing to set up a club or society can do so locally or regionally. 5.5 To develop societies that are inclusive and attractive to international students.						

	6.1 For all UHI students to feel part of a wider community and for HISA to enhance the spirit and ethos of community. 6.3 Support the UHI Partnership in creating a whole community that is committed to supporting positive mental health and wellbeing.						

Individual Objectives – Vice President Education and Engagement

Workstream	Output	Dates	Impact on Students	Indicator	Target	To Date	Notes
Virtual Learning Environments	Support for students in using VLEs.	Sept-Feb	Students have the resources necessary to successfully engage with their studies.	Support resources created and shared with students.	1	1	Brightspace support drop – in sessions and support for new equipment such as laptops from the college shared via email.
				Face to face support provided to students face to face and online.	1	25	Face to face drop ins on Tuesdays and Thursdays in Webster IT Suite - commenced 15th Sept. Online out of hours support also in place.
				Number of students accessing support.	100	100	September – 28 October – 35 November - 17 December - 20 Online numbers tbc
	VLE subject audit	Sept-June		Class reps identifying issues with their subject VLE.	1	1	Audit sent to class reps after first SRC. 68 responses

				Feedback passed onto relevant departments and subject leaders.	1		Action plan has been created with dates drafted up for the improvements to be made and achieved for the commencement of the new academic year.
Engaging with HISA Perth	Promotion of engagement with HISA	Sept-June	Students will develop new skills and have wider opportunities for development outwith their course.	Opportunities shared to class reps through SRC to share with fellow students.	1	3	Opportunities and events shared at first 2 SRC meetings included PCSEG attendance, UHI Faculties Group and Anti-Racism Working Group
				Promotional campaign showing different ways to engage with HISA.	1	1	Ongoing promotion through social media
				Number of students engaging with HISA Perth (excluding class reps)	10	6	4 contacted about setting up and club/society. 2 students now HISA Sports Ambassadors
	Increasing opportunities for engagement	Sept-June		Identify meetings and committees that students can attend/help make decisions.	1	1	PCUHI Student Engagement Group. Promoted at 2nd SRC Meeting, Reps were informed of future plans to get them in meetings/committees.

				Training and support given to these students.	1	1	Pre meeting arranged with interested students.
				Number of students attending meetings and committees.	10	2	1 student at Student EG 11/3 1 Student at 28/4 2 expected to attend 16/6
	Closing the feedback look	Sept-June		Promotional campaign on how change is made/what is done with their feedback.	1		To commence following HISA Elections
				Creation of space online and on campus updating students on changes being made/in progress.	1	1	HISA Perth webpage on college website created. HISA Con accountability videos added.
Working and studying online	Supporting students	Sept-June	Students can successfully engage in online learning.	Promotional campaign sharing tips on studying and working from home.	1	1	Commenced February – 4 videos to date.
				Number of students sharing tips.	20		Class reps invited to contribute at SRCs.
Opportunities for student engagement	Working in partnership with students	Sept-June	More opportunities to improve the student experience and affect positive change.	Identify sectors/subject areas that have engagement elements to their course.	1	1	Areas identified in meeting with SDDs (Sector Development Directors) and VPEE in Feb
				Project with students on improving engagement with HISA Perth.	1	1	Ongoing partnership with NQ Health Project to promote Wellbeing took place over winter break.

Workstream	Output	Dates	Impact on students	Indicator	Target	To Date	Notes
							Involved in Self Awareness Unit and HISA doing focus group 22/3
	Regular opportunities for feedback	Sept-June		Regular feedback captured from students online.	1	1	Regular questions shared on social media for comment.
				Regular feedback opportunities shared on HISA Perth platforms	1		Student surveys regularly shared on social media (ESES, NSS, SSES, Equality Outcomes)
Links to HISA Strategic Plan 2020-2023	1.2 UHI will be recognised for the quality of its students' experience and for their achievement. 2.1 HISA, working in partnership with the academic partners and UHI, will run an effective, accessible and democratic representative system region wide that takes into account all learning modes and demographics. 4.3 To develop employability prospects for all students. 7.1 All members know who HISA are, the opportunities, and services it offers and how HISA can help them. 7.2 Members know their role in HISA and feel like they have a stake in their community. 7.3 Members are aware of the causes and consequences of student issues and problems.						

Team Objectives

Workstream	Output	Dates	Impact on students	Indicator	Target	To Date	Notes
Perth Partnership Project	Creation of Action Plan	Oct 20	Student's experience is improved	Action plan created with three themes identified and signed off by HISA Perth and Perth College UHI	1	1	Proposed action plan shared with and approved

			through change suggested and led by students.				by SEG and BoM.
	Use of feedback	June 21		Going through all feedback given to address students' views.	1	1	Raw data shared at last SEG to be actioned on.
	Regular reporting	June 21		Project reported on regularly at Student Engagement Group and to wider student body.	1	1	Has been added as standing agenda item for Student EG Update shared in last HISA Perth email to student. Area on HISA Perth section of college website being developed. Standing item at SRC meetings
	Consultation with students	May 21		Consultation created and completed by Perth College UHI	1	1	Consultation launched with wider students 26/5/21. Closes 30/6
Class Reps	Recruitment of reps	Oct 20	Student experience is improved through change suggested and led by students.	Increase in number of courses having at least one class representative.	60%	50% (estimate)	Currently at 249 confirmed reps as at 31/5/21. Percentage of coverage being calculated but estimate included. Gap

							analysis undertaken with SM's - not all details received. Partnership working with Quality to address in future academic years.
	Class Rep Training	June 21		Design and deliver class rep training in partnership with Quality Team.	5	10	First round of training complete. Online training added to Brightspace.
				Increase number of class reps being trained.	68%	44.9%	112 reps currently trained via online webinars/stand-alone online training.
	SRC Meetings	June 21		Review format of SRC meetings	1	1	2 meetings to be held to increase student participation/attendance throughout academic year. Will review at end of year.
				Regular meetings to be held.	6	6	SRC 1 – 11th & 12th November – 75 reps

							SRC 2 – 2nd and 3rd December – 47 reps Semester 2 SRC 3 10th & 11th Feb, SRC 4 24th & 25th March, SRC 5 28th &29th April SMT Q&A – 21st April End of Year Celebration – 19th May
Black Lives Matter	Short Life Working Group	October 2020	Student experience is improved for under-represented students.	Proposal created and approved in partnership with Board of Management.	1	1	Proposal seen at Engagement and EDIT committees/ SLWG to meet.
				Number of students taking part in short life working group.	5	6	In conversations with Afro Caribbean Society around commitment, Promoting to wider student body. Feedback received through anonymous questionnaire.

	Action Plan	Feb 2021		Action plan created and approved in partnership with students, staff and Board of Management.	1	tbc	Being presented at this Board Meeting
				Action plan implemented in partnership with Engagement and Academic Affairs Committee	1	-	Will be implemented next academic year
Links to HISA Strategic Plan 2020-2023	1.2 UHI will be recognised for the quality of its students' experience and for their achievement. 2.1 HISA, working in partnership with the academic partners and UHI, will run an effective, accessible and democratic representative system region wide that takes into account all learning modes and demographics. 2.2 HISA digital democracy will be sector leading, accessible to all its members and have real impact. 2.3 HISA will provide top level training, support and development for its representatives and officers at local and regional level to ensure a sector leading student academic and, wider, experience. 3.1 HISA becomes the place that students and academics alike recognise as providing independent appropriate and quality support advice on academic and welfare issues. 3.2 HISA will be a vehicle for social change at a local, regional and national level. 3.3 Throughout UHI, officers, volunteers and representatives will work in partnership with academics and the wider staff community to solve problems and provide an evidence base to drive policy change. 3.4 Equality, diversity, and inclusiveness are embedded in all HISA activity.						

Operational Plan

Workstream	Output	Dates	Impact on students	Indicator	Target	To Date	Notes
Freshers and Induction	HISA Perth input during Inductions	September 20	New students are made to feel welcome to Perth College UHI	HISA to feature as part of induction programme at Perth College UHI	1	17	15 talks during induction weeks Spoken to over 200+ students to date.

	Freshers activities	7-11 Sept		Events taken place.	2	4	Music Bingo – 11 sign ups Live Music – 21 viewers at peak, 346 views Online Raffle – 30 participants Live Q&A with officers – combined 21 viewers at peak and 349 views.
	Working with local companies/org anisations/char ities	7-11 Sept		Local companies/organisations/charities featured in Freshers' activity.	1	1	Promoted on themed days across social media and on daily Sways that received almost 1000+ reads in total.
	Integration with regional Freshers' activity	Sept 20		Promotion of local and regional activities to be cohesive.	1	1	Local events promoted on regional website. Regional events promoted locally – HISA Presents comedy night, Quiz with FCSA and TradFest

ESES	Improve participation.	Oct 20	Changes are made to the early student experience based on student feedback.	More students take part in ESES.	54%	43%	Promoted heavily on HISA Perth channels
	Improve score.	Oct 20		Increase in awareness of HISA from 2019-2020	86%	76%	Strongly Agree and Agree ALS – 76 % BCML – 83% CCI – 70% STEM – 75% Action plan created with Quality and Head of Student Engagement and shared at Student EG.
Elections	Local positions filled.	Feb 20	Effective student representation decided by students for students.	All HISA Perth positions to have a candidate.	3 (per position)	Done in 2/3 positions.	President – 2 VPAW – 6 VPEE - 5
	Turnout	Mar 20		Increase on voter turnout from 2019-2020	9%	7.11%	Turnout numbers low across all large APs. 420 voters in total. Full breakdown being compiled regionally.
	Number of candidates	Feb 20		Increase in number of candidates.	13	11	Initially 13 at close of

							nominations – two drop outs.
National Student Survey	Improve participation.	June 21	Student experience improved for HE students.	More students take part in NSS.	80%	75%	Actively promoted on social media/at SRC meetings. 76% overall across UHI
	Improve score.	June 21		Increase Q26 score from 2019-2020	53%	-	Will know when results full published in August.
SSES	Improve participation.	March 21	Changes are made to the overall student experience based on student feedback.	More students take part in SSES.	46%	38%	Actively promoted on social media/at SRC meetings. Closed 14 May.
	Improve score.	March 21		Increase in HISA Perth specific questions from previous year.	84%	76%	Agree/Strongly Agree around awareness of HISA Perth. 76% views well presented by class rep.
OBI Awards	Review nominations process	Jan 21	Best practice of staff and students is shared to all at Perth College UHI	Nominations process reviewed and made easier to understand.	1	1	Wording of categories changes to make easier to understand. Review of decision of winners will be

							undertaken in 2021/22
	Review Nomination Form	Jan 21		Nomination form updated and made easier to navigate.	1	1	Created on MS Forms
	Nominations from every sector	Mar 21		Each sector area has nominations in every category.	1	1	Nominations by sector Staff ALS 20, BCML 7, CCI 9, STEM 1 Students ALS 136, BCML 94, CCI 48, STEM 13
	Nomination numbers	Mar 21		Increase in nomination numbers in 2019-2020	200	415	Nominations open 22nd March - 23rd April.
	Celebration of awards	May 21		Awards ceremony takes place.	1	1	Broadcast 28th May
				Wider promotion of winners	1	1	Press release, all staff/student email. Sharing on PCUHI website
HISA awards	Nominations numbers	June 21	Best practice of staff and students is shared to all at Perth College UHI	Increase in nomination numbers in 2019-2020	50	72	Nominations open – 26th April – 21st May. Last year's total = 61

							Total nominations across partnership = 663 2nd highest nominations in partnership
Sporting Blues	Nominations numbers	June 21	Student sporting achievements is celebrated, encouraging participation and success in sporting activities at Perth College UHI	Increase in nomination numbers in 2019-2020	10	tbc	Nominations open 5th April – 28th May
Working online	Students being able to engage with HISA Perth online	June 21	Students can access their students' association.	Platform identified to host SRC/wider student meetings.	1	1	Mix between Webex and MS Teams
				Guide created on process of how to engage with HISA Perth online	1	1	Informal guide created and shared online.
				Ensuring relevant and up to date information available online	1	1	Regular updating of college/HISA page ongoing
Casework	Student queries	June 21	Students will receive impartial	Monitoring and recording of casework queries.	1	1	Ongoing with themes being fed back to

				advice and support.			regional Advocacy Team.
				Promotion of HISA Perth as support for conduct/disciplinary cases	1	1	Being actively promoted on social media
Link to HISA Strategic Plan 2020-2023	1.2 UHI will be recognised for the quality of its students' experience and for their achievement. 2.1 HISA, working in partnership with the academic partners and UHI, will run an effective, accessible and democratic representative system region wide that takes into account all learning modes and demographics. 2.2 HISA digital democracy will be sector leading, accessible to all its members and have real impact. 2.4 HISA's officer structure will be advanced, effective and reflect the needs of its students, UHI and the Partners. 3.1 HISA becomes the place that students and academics alike recognise as providing independent appropriate and quality support advice on academic and welfare issues. 3.3 Throughout UHI, officers, volunteers and representatives will work in partnership with academics and the wider staff community to solve problems and provide an evidence base to drive policy change. 6.1 For all UHI students to feel part of a wider community and for HISA to enhance the spirit and ethos of community.						

Activities and Events

Workstream	Output	Dates	Officer lead	Indicator	Target	To Date	Notes
Liberation Events	Black History Month	October 2020	VPAW	Events created and hosted in partnership with Afro-Caribbean Society	1	1	Movie night hosted by Afro-Caribbean Society 16th Oct. Inktober competition
	LGBT History Month	Feb 2021	VPAW	Events created and hosted in partnership with Perth and UHI LGBT+ societies.	1	1	LGBT+ icons shared on social media and quiz. LGBT quiz hosted.
	Womens' History Month	March 2021	VPAW	Events created and hosted.	1	1	Quiz took place 19th March.

Engagement events	Green Week	19-23 Oct 20	VPAW	Event taken place.	1	1		Information shared online. Bike maintenance session with Bike Station – 7 total attendees
	GYST	Sept-Feb 21	VPAW	Events taken place.	1	10		Semester 1 Events complete Semester 2 events underway (see previously)
	Halloween	Oct-Nov 20	VPAW	Event taken place.	1	1		Inktober competition
	Christmas	Dec 20	VPAW	Event taken place.	1	1		Festive Decoration competition - winners identified.
	Class Rep Conference	Semester 2	VPEE	Event taken place.	1			Postponed under current circumstances – will be rebranded as celebration event.
	Valentine's Day	Feb 21	VPAW	Event taken place.	1	1		Social media competition run - winners identified.
	Monthly Quizzes	May 21	President/VPAW	Event taken place.	6	6		General Knowledge – 06/11/2020 (by President) St Andrews Quiz – 30/11/2020 (by VPAW) LBGT History Month Quiz 24/2 (by VPAW) International Women's History Month Quiz 22nd March General Knowledge Quiz (by VPAW) - 28/04/2021 History Quiz (by VPEE) - 26/05/2021

	OBIs	May 21	All	Award ceremony taken place.	1	1	28th May
	Sport Participation Day	Sep-May	VPAW	Date determined and event taken place.	1	0	Unable to action due to current restrictions. Sports Ambassadors discussion on how to do event in future.
Refreshers	Refreshers	Jan 21	All	Events taken place.	1	4	GBV Workshops – 2nd and 4th Escape Room – 3rd Podcast – 3rd Themed days on social media
				Local companies/organisations/charities featured in Refreshers' activity.	1	12	2 companies (Dominos and Virgin Money) 12 charities
				Promotion of local and regional activities to be cohesive.	1	1	No regional events but artwork cohesive across partnership
Cultural/Awareness Raising Events	Diwali	Nov 20	VPAW	Event taken place.	1	1	Social media - Awareness
	St Andrews Day	30 Nov 20	VPAW	Event taken place.	1	1	Scottish themed quiz 30/11/2020 - 5pm
	Chinese New Year	Jan 21	VPAW	Event taken place.	1	1	Social media awareness on date Exchange event with HIE students sharing Burns Night/Chinese New Year events took place.
	Burns Night	Jan 21	VPAW	Event taken place.	1	1	Creative writing competition took place.
	International Mother Language Day	Feb 21	VPAW	Event taken place, including promotion of Gaelic language, in partnership with ESOL students.	1	1	Video sharing different languages shared on social media.

	Shrove Tuesday	Feb 2020	VPAW	Event taken place.	1	1	Pictures shared by HISA and students on social media.
	Mental Health Awareness Week	May 2020	President/VPAW	Event taken place.	1	1	Online social media, Video & information shared throughout the week around removing stigma of mental health.
Partnership Events	Equality and Diversity Events	Sept-June	VPAW	Events identified and supported with EDI Advisor and Student Engagement	1		Calendar developed with EDI Advisor and Student Engagement
	Perth College UHI Events	Sept-June	All	Events identified and supported in partnership with PCUHI.	1		Ongoing
Link to HISA Strategic Plan 2020-2023	5.1 To provide every student at UHI with the opportunity to take part in extracurricular opportunities. 5.2 To enhance the student social experience across the UHI Partnership. 6.1 For all UHI students to feel part of a wider community and for HISA to enhance the spirit and ethos of community.						

Conclusion

Above shows the plan of work for HISA Perth during academic year 2020/2021 and demonstrates the impact this work will have on our students and how our work ties into the strategic vision of HISA. This plan of work will be updated regularly to showcase the achievements of the student officers and HISA Perth team to the student body and key stakeholders at Perth College UHI. Future updates of the plan will be given in summarised versions for accessibility and to provide clearer visibility on achievements during reporting periods.

Appendix 2 – Perth Partnership Project Action Plan

Perth Partnership Project – 2020/21-- Progress Report

* Lead/Owner highlighted in red

Mental Health					
Raising Awareness of Perth College UHI support					
Actions	**By Who***	**By When**	**Progress to Date**	**KPIs/ Metrics**	**Status R/A/G**
Initial meeting with Student Support	VPAW/HISA Perth/Student Support	November 2020	Introductory meeting held 29/9 Meeting to discuss PPP scheduled 10/11/20. Meeting with Counselling team took place 9/12	Meeting taken place	G
Initial meeting with HISA's Mental Health Officer	VPAW/HISA Perth/ HISA	November 2020	Discussed at HISA Monthly Mental Health Meeting 28/10 Follow up communications around work taken place via email	Meeting taken place	G
Identify content for promotional campaign	VPAW/HISA Perth/Student Support/ HISA	~~December 2020~~ March 2021	Support to be promoted Drop ins (face to face and online) by Student Support Online drop ins by HISA Perth/HISA Student Support services PC Counselling service Online Counselling (PC and UHI Green Button) Togetherall Content Plan created	Content and content plan created	G

Identify avenues for promotional campaign	VPAW/HISA Perth/Student Support	~~December 2020~~ March 2021	Avenues to be used Email (via PC Student Wellbeing) Social Media (PC and HISA Perth) Digital Screens on campus Website Incorporated into Content Plan	Avenues identified and incorporated into content plan	G
Ensuring information on support easy to access	VPAW/HISA Perth/Student Support	~~December 2020~~ June 2021	**Part of wider review being conducted by Student Services Team**	Review of access to mental health support on college webpages undertaken	G
Promote support available	VPAW/HISA Perth/Student Support	June 2021	Promotion commenced on HISA Perth Social media - ongoing until end of academic year	Promotional campaign undertaken Number of students reached Engagement levels	G

Removing the stigma of Mental Health on campus

Actions	By Who	By When	Progress Y/N	KPIs/ Metrics	Status
Initial meeting with Student Support	VPAW/HISA Perth/Student Support	November 2020	Introductory meeting held 29/9 Meeting to discuss PPP took place 10/11/20. Video campaign discussing how issues were overcame proposed	Meeting taken place	G
Initial meeting with HISA's Mental Health Officer	VPAW/HISA Perth/ HISA	November 2020	Discussed at HISA Monthly Mental Health Meeting 28/10 Follow up discussions taken place via email	Meeting taken place	G
Identify local mental health charities	VPAW/HISA Perth/Stu	November 2020	Directory of Services list from NHS Tayside/PKHSCP in existence Will reach out to organisations in New Year	Number of local mental health charities identified	G

Actions	By Who	By When	Progress Y/N	KPIs/Metrics	Status
	dent Support			Number of local mental health charities working with	G
Identify dates of awareness raising campaign	VPAW/HISA Perth/Student Support	December 2020 May 2021	Looking to do campaign Mental Health Awareness Week in May(10th-16th)	Dates identified	**G**
Collate information on mental health conditions to be shared	VPAW/HISA Perth/Student Support	~~December 2020~~ May 2021	**Focus placed on stress, anxiety and depression. Compiled into Sway newsletter**	Content plan created	**G**
Promote support available	VPAW/HISA Perth/Student Support	~~June 2021~~ May 2021	**Promoted through social media during Mental Health Awareness Week**	Awareness raising campaign complete	**G**

Increasing opportunities for peer support

Actions	By Who	By When	Progress Y/N	KPIs/Metrics	Status
Identify options for peer support	VPAW/HISA Perth/Student Support	~~November 2020~~ March 2021	Introductory meeting held with student support 29/9 Meeting to discuss PPP took place 10/11/20 – available training for students to take part in online identified. Look After Your Mate Training delivered to continuing students 30th March and 1st April	Options identified	G
Create space to connect with peers	VPAW/HISA Perth/Stu	November 2020	Online Drop ins set up by both HISA Perth and Student Support Face to face drop ins set up by Student Support	Spaces created for students to connect with peers online	G

	dent Support				G
Implement some form of peer support	VPAW/HISA Perth/Student Support	June 2021	Will look to be implemented next academic year – unable to action due to current situation.	Peer support system in place	R

IT Resources/Materials	

Working with PATS and Class Reps to help identify any issues that arise in IT literacy and needs	

Actions	**By Who**	**By When**	**Progress Y/N**	**KPIs/ Metrics**	**Status**
Engage with PATS on student IT needs and literacy	VPEE/HISA Perth	November 2020	Action plan has been created alongside dates for specific points to met in time for the rollout of the new academic year.	Number of PATS raising student IT issues	**G**
Engage with Class Reps on student IT needs and literacy	VPEE/HISA Perth	November 2020	Class reps were asked about online engagement at 1st SRC Feedback being brought to SEG and shared with CASE	Number of Class Reps raising student IT issues	**G**
Pass on issues arisen to relevant departments	VPEE/HISA Perth	June 2021	Action plan created alongside dates for the specific action points to be met and achieved by the beginning of next academic year.	Number of issues raised escalated to relevant departments	**G**
Creation of student drop ins	VPEE/HISA Perth	November 2020	Face to face drop ins running since w/c 14th September. Online out of hours support also available Continuation for semester 2 under discussion	Drop ins created	G

Exploring possibility of funding for more and better resources	

Actions	**By Who**	**By When**	**Progress Y/N**	**KPIs/**	**Status**

				Metrics	
Discuss and ask class reps to identify where they feel these resources need to be enhanced or improved	VPEE/HISA Perth/Class Reps	December 2020	Audit sent out to reps after 1st SRC Data collected – 68 responses received. Shared with Head of Learning and Teaching Enhancement, SDDs and CASE members	Number of areas identified for more resources	G
Discuss and ask students to identify where they feel these resources need to be enhanced or improved	VPEE/HISA Perth/Students	December 2020	Audit sent out to reps after 1st SRC – encouraged to pass on to fellow students Data collected – 68 responses received. Shared with Head of Learning and Teaching Enhancement, SDDs and CASE members	Number of areas identified for more resources	G
Findings explored and shared to see if additional resources can be allocated	VPEE/HISA Perth	June 2021	Review of findings and action plan created to address relevant changes to be made in relation to the findings.	Number of actionable findings	G
Improving ease of access and usability of VLE's as well as clear signposting					
Discuss and gather feedback from class reps about VLE layout, usability and access to information	VPEE/HISA Perth/Class Reps	December 2020	Audit sent out to reps after 1st SRC Data collected – 68 responses received.	Number of reps providing feedback	G
Discuss with PATs about VLE layout, usability and	VPEE/HISA Perth/Students	~~December 2020~~ April 2021	Awaiting update on the progress of the action plan in its current state from Head of learning and teaching.	Number of PATs providing feedback	A

access to information					
Findings explored and shared with relevant areas	VPEE/HISA Perth	February 2021	Shared with Head of Learning and Teaching Enhancement, SDDs and CASE	Number of VLE areas identified in need of improvement	**G**
Monitoring changes made	VPEE/Class Reps/HISA Perth	May 2021	In discussion with Head of Learning and Teaching Enhancement and CASE on template for VLE layout as part of CASE action plan – will ask class reps to monitor once finalised next academic year	Number of changes actioned	A

Employability/Student Opportunities

Raising awareness of opportunities/support available

Actions	By Who	By When	Progress Y/N	KPIs/ Metrics	Status
Initial meeting with Careers and Employability	President /HISA Perth/Careers and Employability	November 2020	Meeting held 1st October	Meeting held	G
Identify areas to use in promotional campaign	President /HISA Perth/Careers and Employability	~~December 2020~~ April 2021	Feedback from class reps on communication and employability/student opportunities shared with Careers and Employability Team – met to discuss feedback and how best to promote services in April	Number of areas identified	G
Review and update current information provided	President /HISA Perth/Careers and	~~December 2020~~ April 2021	Feedback given by HISA Perth President to Careers and Employability Team – need to confirm if actioned	Review undertaken Information updated	G

Actions	By Who	By When	Progress Y/N	KPIs/Metrics	Status
	Employability				G
Create promotion plan	President /HISA Perth/Careers and Employability	~~December 2020~~ March 2021	Has been created, promotion will be done throughout the academic year	Promotion Plan Created	G
Complete promotional campaign	President /HISA Perth/Careers and Employability	June 2021	Part of wider promotion of the Careers and Employability Service	Promotional campaign complete Number of students accessing service for support	G

Working with local business to promote opportunities available to students					
Actions	**By Who**	**By When**	**Progress Y/N**	**KPIs/ Metrics**	**Status**
Carry out primary research with students	President /HISA Perth/Careers and Employability	December 2020	Discussion on communication held at SRC in December around general communication Discussion on employability/student opportunities at SRC in February Findings shared with Careers and Employability Team	Number of students who provide feedback Findings from research	G – COMPLETED FEBRUARY 2021
Work with local businesses to put on a potential event or series of events based on the feedback given by students	President /HISA Perth/Careers and Employability	June 2021	Career and employability event to be held 7th June 2021 – topics currently being identified by HISA Perth Team	Number of students engaging with event/series of events	A

Helping upcoming and new graduates find work by ascertaining need					

Actions	By Who	By When	Progress Y/N	KPIs/ Metrics	Status
Consulting with students to discuss graduate opportunities and promotion	President /HISA Perth/Careers and Employability	~~December 2020~~ February 2021	Discussion on employability/student opportunities at SRC in February Findings shared with Careers and Employability Team	Number of students who provide feedback Findings from research	G - – COMPLETED FEBRUARY 2021
Implement findings in avenues identified by students	President /HISA Perth/Careers and Employability	June 2021	To discuss findings with Careers and Employability Team	Number of students engaging with result of findings	A

Key:

	Action complete		In progress		Not started/Paused

AC Aimee Cuthbert, Students' Association Coordinator (HISA Perth)

HISA Perth Highlands & Islands Students' Association Perth

SEO Student Engagement Officer

SEG Student Engagement Group (Chair: Deborah Lally, Head of Student Experience)

VPAW HISA Perth Vice President Activities and Welfare

VPEE   HISA Perth Vice President Education and Engagement

President   HISA Perth President

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[i] HISA Strategic Plan 2020-2023 – to be uploaded online at time of writing (link will be shared in due course)

Committee	Board of Management
Subject	HISA Elections Report 2021 – Perth College UHI
Date of Committee meeting	10/06/2021
Author	Matt Sieroncinski King, HISA Democracy, Policy and Campaigns Co-ordinator & HISA Perth
Date paper prepared	02/06/2021

Executive summary of the paper	Please outline the follow elements of this paper:
	
	i) Purpose – what is it for
	    To provide board with a comprehensive update and review of the HISA elections process at Perth College UHI
	ii) Impact – what are the intended outcomes
	    It will help inform the work of the elections process next year and help increase awareness of and engagement in the elections
	iii) Course of Action – what happens next & by whom
	    Board to note this paper and for in-depth discussion to take place at the next Engagement Committee

Consultation Please note which related parties, stakeholders and/or Committees have been consulted	HISA
Action requested	☒ For information ☐ For discussion ☐ For endorsement ☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)

Perth College UHI

Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	Yes/ **No**
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	Yes/ **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	n/a Links with HISA Strategic Plan 2020-2023
Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	Yes/ **No**
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	Yes/ **No** Click or tap here to enter text.
Island communities	Yes/ **No**

Perth College UHI

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)?	If yes, please give details: 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?*	**Yes**/ 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.

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

2021 HISA Elections Perth College Board of Management Report

Executive Summary

HISA conducted elections for 19 roles across the UHI region, six of which could be voted on by Perth College UHI students: HISA Regional President, HISA Regional Vice-President Further Education, HISA Regional Vice-President Higher Education, HISA Perth President, HISA Perth Vice-President Activities and Welfare, HISA Perth Vice-President Education and Engagement. These elections were conducted entirely under the conditions of lockdown, with all candidate recruitment, campaigning, and voting, taking place virtually. All six roles were successfully recruited for.

The election performance at Perth College UHI saw 17.34% full-time students' turnout to vote, compared to 13.15% across UHI as a whole. Turnout across both modes of study at Perth College was 7.13%, while turnout across UHI was 7.20%, resulting in a near perfect demographic balance between Perth College students who voted and UHI students who voted. Perth College recorded the strongest turnout for Post Graduate Research students and fifth year students across the UHI Partnership. Turnout in 2021 was recorded in detail for the first time by study type, learning centre, course, year group, and mode of study, allowing HISA to provide the board with a detailed perspective on how students engaged with the elections.

Introduction

Under the 1994 Education Act, each further and higher education establishment is required to have a Students' Association that elects its officers through a fair and democratic manner. HISA's Articles of Associations states HISA must hold elections for 3 Regional Officers (President, Vice-President Further Education, and Vice-President Higher Education), and at least one representative from each academic partner.

The 2021 elections were held between 27th January and 19th March 2021 entirely under the conditions of lockdown, resulting in nominations, campaigning, and voting being undertaken online. This resulted in HISA taking measures to support this process further by bringing in new elements of training and supporting candidates visiting classes. Furthermore, our new election system brought in new elements that were not available previously, such as the turnout dashboard and the fast-track email function.

HISA uses the Single Transferable Vote system, following the Electoral Reform Society guidance. Voters select candidates in order of preference for each role they are able to vote for. HISA's website, provided by One Digital, has a built-in E-Voting module that allows HISA to conduct our elections online. For every role up for election, in addition to the candidates standing, voters have the option of selecting Re-Open Nominations, should they wish to, reject the candidates on the ballot and call for the election to be re-run.

Posts and Results Summary

Elections for the following positions were held concurrently, resulting in the corresponding individuals being elected. Full results for each role are detailed in the results section.

Position	Elected	Candidates*
HISA President	Florence Jansen	4
HISA Vice-President Further Education	Kyle Gee	2**
HISA Vice-President Higher Education	Aaron Wappler	2
Perth President	Todor Pavlov-Kennedy	2
Perth Vice-President Activities and Welfare	Madeleine Anne Rose Brown	6
Perth Vice-President Education and Engagement	Rebecca Wallace	5

*The option of Re-Open Nominations (RON) is not included in candidate numbers. Voters had the option to vote for (RON) in addition to any candidate.

**During the course of voting week, one candidate withdrew for this role.

Elections Co-ordination and Oversight

The 2021 Elections were overseen by National Union of Students, who served as our Returning Officer. The Returning Officer is responsible for the good governance of the election on behalf of HISA's Board of Trustees, to make judgements on appeals, and to give guidance to the

Depute Returning Officer as and when required. Appointed internally, Anna Templeton HISA's Student Voice Manager served as our Depute Returning Officer. This role is designed to manage the election process and make formal decisions regarding rules and regulations, including the ability to disqualify any candidate. This role also oversees the delivery of the elections project.

HISA's Elections Co-ordinator led on the operational delivery of the elections project across the UHI region, training for staff and candidates, and advising staff throughout the elections process. All three regional managers, along with the Communications Co-ordinator and the Administration Assistant, supported the elections process throughout, while local staff were responsible for the implementation and delivery of the elections locally, promoting the elections to students, engaging with local college staff, recruitment of candidates, delivering local training to candidates, supporting the voting process, announcement of results to local candidates.

Elections Process

Nominations Open	27th January 2021 (10:00)
Nominations Close*	27th February 2021 (15:00)
Announcement of Candidates	27th February 2021 (17:30)
Rules, Ethics and Campaigning Candidate Training	23rd February (lunchtime), 24th February (evening), 27th February (weekend)
Video Training	5 sessions across February and March
Regional/Local Awareness Training	1st March / 26th February and 1st March
Voting Opens	15th March (10:00)
Voting Closes	19th March (16:00)
Results Announced**	22nd March (Afternoon)

*Nominations were due to close on 24th February, however due to a concern that candidates from uncontested positions could drop out, leaving those roles vacant, nominations were extended for all roles.

** The number of formal complaints received on the final day of voting, and the number of candidates who had not submitted their expenses on time, the breadth of the roles that were affected, and the time required to resolve the complaints, the announcement of the results was delayed one working day to 22nd March.

Nominations

Nominations were undertaken entirely online. The HISA website was frequently updated with information relevant to potential candidates. Due to the focus on digital, a decision was made to transition the nominations guidebook online, and pages were curated to advertise key dates, the roles available, election rules and the complaints process.

The table below provides the details of the number of nominations received at the close of the period. Prior and during nominations, election drop-in sessions were run for any student that was thinking of standing.

Position	Nominations Received	Number of Candidates at voting week
HISA President	4	4
HISA Vice-President Further Education	4	2
Vice-President Higher Education	4	2
Perth President	2	2
Perth Vice-President Activities and Welfare	7	6
Perth Vice-President Education and Engagement	6	5

Preparing the Candidates

Candidates received training materials electronically, with training sessions conducted entirely on Microsoft Teams. Candidates were invited to Rules, Ethics and Campaigning Training, and two new sets of training this year: Video Training, led externally, and Regional or Local Awareness Training, led by local and regional staff. The concept behind the former was to enhance candidates' ability to reach out to students, while the concept the latter was to allow candidates to receive an enhanced picture of the local nature of their academic partner, while giving regional candidates a regional picture of UHI. Candidates also received anonymised demographic information to allow them to understand the composition of the student body they were seeking to represent.

Throughout the supported campaign period, candidates' materials were uploaded to the website to enable students to make informed decisions ahead of voting week. These materials included candidate images, manifestos, videos and posters, and remained live until voting had closed in an effort to promote considered voting choices.

Voting

When live, voting was advertised clearly in multiple areas of the website. On the homepage, a large banner featuring the Student Elections design linked directly to the UnionCloud voting application, as did a 'vote' heading in the top menu and a page within the Student Elections information hub.

Students were emailed a direct fast-track voting link to their UHI emails, which gave them a one-click route to their ballot paper, by-passing the login process. Emails were also utilised locally to engage staff and Senior Management Team support in getting out the vote. HISA ran 'meet the candidates' sessions and for regional candidates, while local candidates were invited to attend class visits alongside their local member of staff. Virtual polling stations were set up to support students to vote. HISA also managed class visits, facilitating the needs of candidates to engage a captive audience of students, while reducing the number of requests lecturers might receive from candidates.

HISA provided voters with the opportunity to give feedback on the voting process, receiving 606 responses. When asked how they found out about the elections 493 cited emails, while 419 cited that the candidate's manifesto was the main way in which candidates caught their attention. Students gave an average of 4.43 out of 5 when asked to rate the voting process, and 61% students were somewhat or very likely to engage with HISA in the future.

Marketing

Marketing for the 2021 Student Election campaign was developed regionally and circulated to all local Academic Partners for targeted promotion. The designs took a new direction from previous years and incorporated the HISA branded colours with assets that symbolized the student voice, and the messaging of the campaign revolved around positive language that encouraged students to take a proactive stance in improving their student experience.

Alongside the core and key word designs, two slogans were selected to enhance the nominations and voting periods of the campaign:

- Make The Change (Nominations)
- Have Your Voice Heard (Voting)

Each of the designs were produced bilingually with the Gaelic translation provided by the HISA Gaelic Representation Project Board Team.

During the Student Elections period, a variety of communications activity was undertaken to support the campaign and maximise student engagement. This included utilization of the HISA website, local and regional social media channels, MyDay and email.

Complaints

No complaints were received regarding HISA Regional Vice-President Higher Education candidates. One complaint was received for the HISA Regional President and HISA Regional Vice-President Further Education each, both of which were dismissed. Three complaints were received regarding candidates for Perth local roles, all of which were dismissed. One complaint was appealed to the Returning Officer at NUS. The appeal was submitted after the close of voting, the Returning Officer made the decision that the appeal was rejected on the grounds that complaint fell beyond the scope of the election. The Returning Officer recommended that if the candidate wished to pursue the matter, it should be done as non-election complaint.

Results

Table 1 details the result of the Presidential election. Florence Jansen was re-elected, exceeding the quota at Stage 3, after receiving 37 transfers from Re-Open Nominations, and Rozaliya at Stage 2, and then 58 Transfers from Cameron in stage 3.

Table 1: HISA Regional President Election Result

Candidate	Stage 1	Elimination of RON and Rozaliya	Stage 2	Elimination of Cameron	Stage 3
Florence Jansen	539	37	576	58	634
Hermione Morris	320	32	352	61	413
Cameron Parker	226	15	241	-241	0
Rozaliya Markova	181	-181	0	0	0
Reopen Nominations	32	-32	0	0	0
Spoilt	1	1	1	1	1
Non-Transferable	0	129	129	122	251

Table 2 details the result of the Vice-Presidential Further Education election. Kyle Gee was elected, exceeding the quota at Stage 1. The only other candidate at the start of voting for this role withdrew during voting week. At the close of voting, they were removed from the election, and their ballots were redistributed with 450 voters not indicating a subsequent preference.

Table 2: HISA Regional Vice-President Further Education Election Result

Candidate	Stage 1
Kyle Gee	764
Reopen Nominations	83
Spoilt	4
Non-Transferable	450

Table 3 details the result of the Vice-Presidential Higher Education election. Aaron Wappler was elected, exceeding the quota at Stage 1.

Table 3: HISA Regional Vice-President Higher Education Election Result

Candidate	Stage 1
Aaron Wappler	744
Tia Cannop	482
Reopen Nominations	89
Spoilt	6

Table 4 details the result of the Perth President Election. Todor Pavlov-Kennedy was elected, exceeding the quota at Stage 2. There were no spoilt ballots in this election.

Table 4: Perth President Election Result

Candidate	Stage 1
Todor Pavlov-Kennedy	211
Fearchar Ian MacIllFhinnein	106
Reopen Nominations	36

Table 5 details the result of the Perth Vice-President Activities and Welfare Election. Madeleine Anne Rose Brown was elected, exceeding the quota at Stage 6. There were no spoilt ballots in this election.

Table 5: HISA Perth Vice-President Activities and Welfare Election Result

Candidate	Stage 1	Elimination of RON	Stage 2	Elimination of Louis	Stage 3	Elimination of Winfrida	Stage 4	Elimination of Liona	Stage 5	Elimination of Anca	Stage 6
Madeleine Anne Rose Brown	96	1	97	5	102	8	110	13	123	16	139
Harry Main	73	1	74	7	81	6	87	4	91	6	97
Liona Harris	47	0	47	0	47	1	48	-48	0	0	0
Anca Dumitru	46	0	46	3	49	3	52	5	57	-57	0

Winfrida Mwongela	43	0	43	1	44	-44	0	0	0	0	0
Louis Alvis	39	0	39	-39	0	0	0	0	0	0	0
Reopen Nominations	7	-7	0	0	0	0	0	0	0	0	0
Non Transferable	0	5	5	23	28	26	54	26	80	35	115

Table 6 details the result of the Perth Vice-President Education and Engagement Election. Rebecca Wallace was elected, exceeding the quota at Stage 4. There were no spoilt ballots in this election.

Table 6: HISA Perth Vice-President Education and Engagement Election Result

Candidate	Stage 1	Elimination of Daniel and RON	Stage 2	Elimination of Scott	Stage 3	Elimination of Heather	Stage 4
Denny Periera	115	3	118	5	123	12	135
Rebecca Wallace	101	5	106	10	116	21	137
Heather Innes	63	4	67	8	75	-75	0
Scott Kennedy	53	6	59	-59	0	0	0
Daniel Bland	31	-31	0	0	0	0	0
Reopen Nominations	7	-7	0	0	0	0	0
Non-Transferable	0	20	20	36	56	42	98

Historic Election Overview

Table 7 details the past performance of Perth College during HISA elections. The 2021 election turnout was the lowest in the last four years. This can be attributed to lockdown and the lack of face-to-face voter engagement. The voter share, the percentage of Perth College Students vs all UHI students, recorded its second highest result. When comparing the Voter Share to the percentage of students for each demographic measure, Perth College consistently records a demographic balance close to 0.00, recording a score of -0.01. This demonstrates that the pool of Perth students who voted was close to being perfectly demographically representative of Perth Students across the partnership.

Furthermore, the table highlights the number of votes cast by Perth students, the total votes turnout, and the number of votes cast per voter. Students at Perth can cast votes for six different roles. As the table indicates, the number of votes cast per voter at Perth College UHI was at its highest on record in 2021. Table 8 details that this is a result of fewer voters not leaving their votes for most roles unused compared to 2020 and marks a reduction in unused votes for all roles when compared to 2018 and 2019. However, there was a significant rise in unused votes for the Perth Presidential roles in 2021.

Table 9 highlights candidate numbers. The highest candidate numbers for each role over the past four years is spread across all four years. 2021 saw a reduction in candidate numbers for Regional roles and the Perth President role. Increases were recorded in the local Vice-Presidential roles, with the Vice-President Education and Engagement role equalling the record set in 2019.

Tables 10 to 15 highlight the election engagement for each role at Perth College UHI. They evidence for a balanced level of engagement that Perth College UHI students have had with regional roles across all four years. This can be attributed to the electoral importance of Perth's student body due to its size, as well as the fact that Perth Students have often stood for regional roles. They also provide evidence that the local roles are turned out for at higher rates than regional roles.

2021 Election Insights

Table 16 highlights the performance by mode of study. Full time students turned out to a high level. It should be noted that College Students' Associations determine their turnout by Full-Time Student Turnout as their primary comparison figure. To this end, HISA can report that Perth College in 2021 had an FT turnout of 17.34%. This compares favourably to full-time turnout across UHI, which was record as 13.15%. Part-Time students' turnout was 1.28% at Perth College compared to 2.69% across UHI

Table 17 highlights the performance of each Perth Learning Centre compared to each other. When comparing the Voter Share to the percentage of students for each demographic measure (in this table, Learning Centres), Learning Centres highlighted in green indicate a positive demographic balance, meaning students from these learning centres were over-represented in the pool of students who voted. For example, Brahan Building Learning Centre Students voted 0.30 times more compared to their relative size of the student body across

Perth College, giving them a positive demographic balance. Learning Centres highlighted in yellow scored negative results between -0.01 and 0.33, meaning students from these learning centres were slightly under-represented in the pool of students who voted while those highlighted in Orange, scored negative results between 0.34 and -0.66, meaning students from these learning centres were significantly under-represented in the pool of students who voted. Learning Centres highlighted in red recorded a demographic balance between -0.67 and -1.00. The colours also reflect the relative strength in turnout, with every learning centre highlighted in green scoring above the average.

Table 18 highlights the performance by study type at Perth College. Post-Graduate students and Undergraduate students turned out in very strong numbers. The pool of further education voters was weaker, with a turnout of 4.84% compared with 9.74% of undergraduates and 8.33% of postgraduates. Post-Graduate Research students gave the strongest turnout at Perth across UHI at 50.00% when then make up 0.07% of Perth College students, while Post-Graduate taught students delivered the weakest turnout at 3.28%.

Table 19 highlights the turnout by year of study. The demographic balance is strong across most year groups, with second and fifth years performing the strongest. First year students turned out slightly weaker than the remaining year groups, at 5.83%. To our understanding that the data records a student starting a new course as a first-year student, and therefore some HND students may be classified as a first-year student even if they did a HNC with Perth College of the same course.

Table 20 details the turnout by each course at Perth College. Most notably is that 47 of the 160 courses at further education recorded votes, compared to 69 out of 96 courses at undergraduate level. 2 out of 3 Post-Graduate and Post-Graduate Research courses recorded votes, while 3 out of 10 Post-Graduate courses recorded votes. Only 37 of the 121 courses where votes were recorded, had weaker turnouts, while those with strong turnouts are highlighted in green. Notably 8 courses recorded turnout of 50% or above, including one course above 80%, with a further 22 courses recording a turnout of 25% or above.

Graph 1 highlights how the performance of turnout of the local roles progressed over voting week. The 2021 results indicates that while the performance was not as successful as previous years, for the early part of Monday turnout exceeded all previous records for all roles. As mentioned earlier, all recruitment of candidates, campaigning by candidates, and voting happened entirely online during lockdown.

Local Reflection

Although the current restrictions did have an impact, this year's elections at Perth College UHI had a lot of support from the offset. Senior Management Team, Sector Development Directors, Sector Manager, the Quality Team and the Marketing Team were all key in helping engagement throughout the elections period and our upmost thanks goes to them in what would have been a very challenging elections cycle without their support.

Locally we reached out to curriculum staff at the earliest opportunity to arrange class visits during the nominations and elections period so we could speak to as many students as

possible to encourage them to stand and then to vote. We kept Sector Development Directors up to date with the class visits we had been able to arrange in their subject areas to keep them up to date but to also help encourage more class visits to be arranged during elections week.

During elections week we were able to arrange around 40 visits across different subject areas, discussing with lecturers, tutors and/or PATs how long we were able to visit the class for and how many local and/or regional candidates were able to visit prior to the class visit taking place. These engagements with students were very important to the local and regional candidates and key to our turnout figures.

Due to the impact of the cyber incident, we have been unable to fully update the SDD's on the number of class visits we were able to visit in each subject area but hope we can provide this soon as use it in our planning for the 2022 elections period.

The elections period also saw us creating targeted and consistent messaging to class representatives, sport club and society leaders, the wider student body and all staff which we feel helped in terms of the number of students who stood for a local position and the turnout we had in a fully online year.

The impact of the COVID-19 pandemic did however have an impact on our overall turnout. Although we had the highest voter share in this year's elections, our overall turnout has declined in comparison to previous years. This in part could be attributed to the lack of face-to-face engagement and on-campus presence we were unable to have this year, but we have been encouraged to see that the majority of classes at Perth College UHI engaged with the elections in some capacity.

Moving forward we aim to strengthen our already good working relationships with Perth College UHI staff, continue to use targeted and consistent communications and work in partnership with key staff to increase awareness and engagement in the elections process. We will as always continue to consider new ways to engage with more students and seek to improve engagement with class visits, getting into more classes next year and from wider and more varied subject areas. We will also look to ensure we are able to have a strong presence on campus, as allowed during the time according to government guidelines, to create more of an atmosphere on campus and help strengthen engagement through different means with our students.

Appendices

Table 7: Overall Past Election Performance

Perth College UHI	2018	2019	2020	2021
Voters	602	642	591	**421**
Turnout	8.81%	9.97%	8.67%	**7.13%**
Voter Share	27.53%	23.49%	23.43%	**25.18%**
Demographic Balance	0.11	-0.04	0.01	**-0.01**
Total Individual Votes cast	2653	2991	2932	**2094**
Total Votes Turnout	6.47%	7.74%	7.17%	**5.91%**
Average Votes cast per Voter (Max=6)	4.41	4.66	4.96	**4.97**
Student Numbers	6834	6442	6814	**5908**
Perth Students as a Percentage of UHI	24.83%	24.56%	23.21%	**25.45%**

Table 8: Unused Votes by Perth College Students

Unused Votes	2018	2019	2020	2021	Average
Did not vote for President	178	155	123	**83**	134.75
	29.57%	24.14%	20.81%	**19.71%**	*23.56%*
Did not vote for Vice-President Further Education	210	186	138	**86**	155.00
	34.88%	28.97%	23.35%	**20.43%**	*26.91%*
Did not vote for Vice-President Higher Education	207	187	150	**77**	155.25
	34.39%	29.13%	25.38%	**18.29%**	*26.80%*
Did not vote for Perth President	76	100	36	**65**	69.25
	12.62%	15.58%	6.09%	15.44%	*12.43%*
Did not vote for Perth Vice-President Activities and Welfare	130	128	73	**70**	100.25
	21.59%	19.94%	12.35%	16.63%	17.63%
Did not vote for Perth Vice-President Education and Engagement	158.00	105.00	94.00	**51.00**	102.00
	26.25%	16.36%	15.91%	**12.11%**	17.66%

Table 9: Candidate Numbers

Role	2018	2019	2020	2021
President	4	5	4	**3**
Vice-President Further Education	2	4	1	**2**
Vice President Higher Education	3	6	4	**2**
Perth President	2	3	4	**2**
Perth Vice-President Activities and Welfare	7	5	4	6
Perth Vice-President Education and Engagement	3	5	3	**5**

Table 10: Perth Students Votes for HISA Regional President

Perth Students Votes for HISA Regional President	2018	2019	2020	2021
Votes	424	487	468	388
Turnout	6.20%	7.56%	6.87%	5.72%
Voter Share	25.65%	23.85%	23.27%	25.96%
Demographic Balance	0.03	-0.03	0.00	0.02

Table 11: Perth Students Votes for HISA Regional Vice-President Further Education

Perth Students Votes for HISA Regional Vice-President Further Education	2018	2019	2020	2021
Votes	392	456	453	335
Turnout	5.74%	7.08%	6.65%	5.67%
Voter Share	26.26%	23.80%	23.87%	25.73%
Demographic Balance	0.06	-0.03	0.03	0.01

Table 12: Perth Students Votes for HISA Regional Vice-President Higher Education

Perth Students Votes for HISA Regional Vice-President Higher Education	2018	2019	2020	2021
Votes	395	455	441	344
Turnout	5.78%	7.06%	6.47%	5.82%
Voter Share	26.71%	22.95%	23.44%	26.02%
Demographic Balance	0.08	-0.07	0.01	0.02

Table 13: Perth Students Votes for HISA Perth President

Votes for HISA Perth President	2018	2019	2020	2021
Votes	526	542	555	356
Turnout	7.70%	8.41%	8.14%	6.03%

Table 14: Perth Students Votes for HISA Vice-President Activities and Welfare

Votes for HISA Perth Vice-President Activities and Welfare	2018	2019	2020	2021
Votes	472	514	518	351
Turnout	6.91%	7.98%	7.60%	5.94%

Table 15: Perth Students Votes for HISA Perth Vice-President Education

Votes for HISA Perth Vice-President Education and Engagement	2018	2019	2020	2021
Votes	444	537	497	370
Turnout	6.50%	8.34%	7.29%	6.26%

Table 16:2021 Election performance by Mode of Study

Mode of Study	Students	% of College	Voters	Turnout	Voter Share	Demographic Balance
Part-Time	3757	63.59%	48	1.28%	11.40%	-0.82
Full-Time	2151	36.41%	373	17.34%	88.60%	1.43

Table 17: 2021 Election Performance by Learning Centre

Learning Centre	Students	% of College	Voters	Turnout	Voter Share	Demographic Balance
Academy of Sport and Wellbeing (Perth College)	503	8.51%	28	5.57%	6.65%	-0.22
AIR SERVICE TRAINING (Perth College)	739	12.51%	2	0.27%	0.48%	-0.96
Arran Learning Centre	1	0.02%	0	0.00%	0.00%	no voters
BRAHAN BUILDING (Perth College)	3205	54.25%	298	9.30%	70.78%	0.30
BUSINESS DEVELOPMENT CENTRE (Perth College)	3	0.05%	0	0.00%	0.00%	no voters
GOODLYBURN BUILDING (Perth College)	946	16.01%	77	8.14%	18.29%	0.14
Inverness Campus	2	0.03%	0	0.00%	0.00%	no voters
Perth - Distance Learning	2	0.03%	0	0.00%	0.00%	no voters
Perth - National Training Programmes	21	0.36%	0	0.00%	0.00%	no voters
Perth College	386	6.53%	16	4.15%	3.80%	-0.42
Perth College - China Campus	86	1.46%	0	0.00%	0.00%	no voters
Perth College - Riverside Music College	14	0.24%	0	0.00%	0.00%	no voters

Table 18: 2021 Election Performance by Study Type

Study Type	Students	% of College	Voters	Turnout	Voter Share	Demographic Balance
Further Education	2935	49.68%	142	4.84%	33.73%	-0.32
Undergraduate	2762	46.75%	269	9.74%	63.90%	0.37
Post-Graduate Taught	183	3.10%	6	3.28%	1.43%	-0.54
Post-Graduate Research	4	0.07%	2	50.00%	0.48%	6.02
Post-Graduate	24	0.41%	2	8.33%	0.48%	0.17

Table 19: 2021 Election Performance by Year of Study

Year of Study	Students	% of College	Voters	Turnout	Voter Share	Demographic Balance
1	4257	72.05%	248	5.83%	58.91%	-0.18
2	629	10.65%	83	13.20%	19.71%	0.85
3	705	11.93%	59	8.37%	14.01%	0.17
4	313	5.30%	29	9.27%	6.89%	0.30
5	4	0.07%	2	50.00%	0.48%	6.02

Table 20: 2021 Election Performance by Course

Course	Students	% of College	Voters	Turnout	Voter Share	Demographic Balance
Access to Vehicle Maintenance and Repair Level 4	11	0.19%	1	9.09%	0.24%	0.28
Aircraft Maintenance	739	12.51%	2	0.27%	0.48%	-0.96
Core Skills Information Technology Intermediate 2	3	0.05%	1	33.33%	0.24%	3.68
Dip in Automotive Body Repair - SCQF 5	18	0.30%	2	11.11%	0.48%	0.56
English - Higher	37	0.63%	1	2.70%	0.24%	-0.62
English as a Foreign Language (ESOL)	85	1.44%	5	5.88%	1.19%	-0.17
Foundation Apprenticeship Social Services: Healthcare	25	0.42%	10	40.00%	2.38%	4.61
Future Ready	14	0.24%	6	42.86%	1.43%	5.01
Intro to Professional Kitchen (incorporating SVQ Hospitality Services - SCQF 4)	9	0.15%	5	55.56%	1.19%	6.80
NC Built Environment - SCQF 6	11	0.19%	1	9.09%	0.24%	0.28
NC Health and Social Care - SCQF 6	16	0.27%	1	6.25%	0.24%	-0.12
Music - SCQF 6	16	0.27%	1	6.25%	0.24%	-0.12
NC Sound Production - SCQF 6	10	0.17%	1	10.00%	0.24%	0.40
New Opportunities - Moving On	18	0.30%	1	5.56%	0.24%	-0.22
Next Steps 2 Learning	27	0.46%	5	18.52%	1.19%	1.60
NPA Construction - Carpentry and Joinery - SCQF 5	20	0.34%	1	5.00%	0.24%	-0.30
NPA Construction - Multiskills -SCQF 5	40	0.68%	1	2.50%	0.24%	-0.65
NPA in Social Services (Children and Young People) SCQF level 6 (incorporating SVQ2)	32	0.54%	9	28.13%	2.14%	2.95

Course	Count	%	Voters	Turnout %	% of Total	Score
NQ Access to Humanities (SWAP PROGRAMME)	24	0.41%	7	29.17%	1.66%	3.09
NQ Access to Nursing (SWAP PROGRAMME) - SCQF 6	37	0.63%	7	18.92%	1.66%	1.65
NQ Administration - SCQF 5	17	0.29%	8	47.06%	1.90%	5.60
NQ Applied Science- Level 6	6	0.10%	2	33.33%	0.48%	3.68
NQ Art and Design - SCQF 6	17	0.29%	6	35.29%	1.43%	3.95
NQ Beauty Therapy	24	0.41%	4	16.67%	0.95%	1.34
NQ Business & Accounting	26	0.44%	5	19.23%	1.19%	1.70
NQ Computer Technologies - SCQF 5	16	0.27%	1	6.25%	0.24%	-0.12
NQ Engineering Systems - SCQF 6	11	0.19%	2	18.18%	0.48%	1.55
NQ Gateway to Creative Industries - SCQF 5	12	0.20%	3	25.00%	0.71%	2.51
NQ Health and Social Care - SCQF 5	21	0.36%	2	9.52%	0.48%	0.34
NQ Health and Social Care - SCQF 5 - Infill	2	0.03%	1	50.00%	0.24%	6.02
NQ Holistic Therapies	13	0.22%	1	7.69%	0.24%	0.08
NQ Playwork and Childcare (incorporating NPA) - SCQF 5	17	0.29%	1	5.88%	0.24%	-0.17
NQ Social Sciences SCQF 5	10	0.17%	1	10.00%	0.24%	0.40
NQ Social Sciences SCQF 6	17	0.29%	3	17.65%	0.71%	1.48
Passport to Sport	9	0.15%	1	11.11%	0.24%	0.56
Prepare to Study	6	0.10%	1	16.67%	0.24%	1.34
Psychology - Higher (Schools)	45	0.76%	2	4.44%	0.48%	-0.38
Ready 2 Work	14	0.24%	4	28.57%	0.95%	3.01
SVQ Electrical Installation - SCQF 7	59	1.00%	1	1.69%	0.24%	-0.76
SVQ Hospitality Services - SCQF 5	5	0.08%	5	100.00%	1.19%	13.03
SVQ in Hairdressing - SCQF 5	30	0.51%	1	3.33%	0.24%	-0.53
SVQ in Hairdressing - SCQF 6	14	0.24%	1	7.14%	0.24%	0.00
SVQ in Professional Cookery - SCQF 6	14	0.24%	4	28.57%	0.95%	3.01
SVQ Professional Cookery - SCQF 5	18	0.30%	7	38.89%	1.66%	4.46
SVS - New Skills 2	12	0.20%	2	16.67%	0.48%	1.34
SVS - New Skills 3	11	0.19%	2	18.18%	0.48%	1.55
SVS - Stepping Out	8	0.14%	3	37.50%	0.71%	4.26
All Other Further Education Courses (113)	1289	21.82%	0	0.00%	0.00%	No Voters
PGDE Secondary (English medium)	9	0.15%	2	22.22%	0.48%	2.12
All Other Post-Graduate Courses (1)	15	0.25%	0	0.00%	0.00%	No Voters

RESEARCH COURSE	4	0.07%	2	50.00%	0.48%	6.02
Business Administration MBA	57	0.96%	4	7.02%	0.95%	-0.02
Sustainable Mountain Development MSc	41	0.69%	1	2.44%	0.24%	-0.66
Web Technologies MSc	19	0.32%	1	5.26%	0.24%	-0.26
All Other Post-Graduate Taught Courses (7)	66	1.12%	0	0.00%	0.00%	No Voters
Accounting and Finance BAH	16	0.27%	1	6.25%	0.24%	-0.12
Accounting HNC	56	0.95%	1	1.79%	0.24%	-0.75
Accounting HND	21	0.36%	1	4.76%	0.24%	-0.33
Administration and Information Technology HNC	53	0.90%	10	18.87%	2.38%	1.65
Administration and Information Technology HND	14	0.24%	6	42.86%	1.43%	5.01
Aircraft Engineering BEngH	14	0.24%	4	28.57%	0.95%	3.01
Aircraft Engineering HNC	19	0.32%	5	26.32%	1.19%	2.69
Aircraft Maintenance Engineering and Management BScH	35	0.59%	8	22.86%	1.90%	2.21
Applied Sciences HNC	11	0.19%	1	9.09%	0.24%	0.28
Archaeology BAH	21	0.36%	7	33.33%	1.66%	3.68
Art and Contemporary Practices BAH	24	0.41%	5	20.83%	1.19%	1.92
Audio Engineering BScH	99	1.68%	11	11.11%	2.61%	0.56
Beauty Therapy HNC	23	0.39%	1	4.35%	0.24%	-0.39
Beauty Therapy HND	22	0.37%	2	9.09%	0.48%	0.28
Bioscience BScH	10	0.17%	2	20.00%	0.48%	1.81
Book-keeping PDA	13	0.22%	1	7.69%	0.24%	0.08
Business and Management BAH	55	0.93%	13	23.64%	3.09%	2.32
Business HNC	42	0.71%	5	11.90%	1.19%	0.67
Business HND	30	0.51%	7	23.33%	1.66%	2.27
Care and Administrative Practice HNC	27	0.46%	4	14.81%	0.95%	1.08
Child and Youth Studies BAH	92	1.56%	4	4.35%	0.95%	-0.39
Childhood Practice BAH	279	4.72%	4	1.43%	0.95%	-0.80
Childhood Practice HNC	57	0.96%	5	8.77%	1.19%	0.23
Computer Science HND	31	0.52%	4	12.90%	0.95%	0.81
Computing BScH	41	0.69%	9	21.95%	2.14%	2.08
Computing HNC	26	0.44%	1	3.85%	0.24%	-0.46
Contemporary Art Practice HNC	14	0.24%	1	7.14%	0.24%	0.00
Contemporary Art Practice HND	15	0.25%	1	6.67%	0.24%	-0.06
Culture and Heritage BAH	2	0.03%	1	50.00%	0.24%	6.02
Domestic Conveyancing PDA	7	0.12%	1	14.29%	0.24%	1.00

Electrical and Electronic Engineering BEngH	146	2.47%	1	0.68%	0.24%	-0.90
Engineering Systems HNC	31	0.52%	1	3.23%	0.24%	-0.55
Engineering Systems HND	18	0.30%	1	5.56%	0.24%	-0.22
Financial Accounting PDA	6	0.10%	1	16.67%	0.24%	1.34
Fitness, Health and Exercise HNC	15	0.25%	3	20.00%	0.71%	1.81
Fitness, Health and Exercise HND	20	0.34%	1	5.00%	0.24%	-0.30
Food, Nutrition and Textiles Education BAH	67	1.13%	25	37.31%	5.94%	4.24
General Studies Business, Management and Leisure	16	0.27%	1	6.25%	0.24%	-0.12
General Studies Humanities Education and Gaelic	3	0.05%	1	33.33%	0.24%	3.68
History BAH	79	1.34%	11	13.92%	2.61%	0.95
Hospitality HNC	7	0.12%	2	28.57%	0.48%	3.01
Hospitality Management BAH	3	0.05%	2	66.67%	0.48%	8.36
Hospitality Management HND	13	0.22%	8	61.54%	1.90%	7.64
Literature BAH	28	0.47%	6	21.43%	1.43%	2.01
Mechanical Engineering BEngH	72	1.22%	2	2.78%	0.48%	-0.61
Music Business BAH	52	0.88%	2	3.85%	0.48%	-0.46
Music Business HNC	13	0.22%	1	7.69%	0.24%	0.08
Music HNC	46	0.78%	4	8.70%	0.95%	0.22
Musical Theatre HND	15	0.25%	3	20.00%	0.71%	1.81
Outdoor Education and Learning BAH	32	0.54%	3	9.38%	0.71%	0.32
Person-centred counselling and psychotherapy DipHE	73	1.24%	1	1.37%	0.24%	-0.81
Philosophy, Politics and Economics BAH	11	0.19%	2	18.18%	0.48%	1.55
Popular Music BAH	110	1.86%	9	8.18%	2.14%	0.15
Professional Cookery HNC	12	0.20%	3	25.00%	0.71%	2.51
Professional Cookery HND	6	0.10%	5	83.33%	1.19%	10.69
Psychology BScH	42	0.71%	5	11.90%	1.19%	0.67
Scottish History BAH	17	0.29%	3	17.65%	0.71%	1.48
Social Sciences BAH	71	1.20%	10	14.08%	2.38%	0.98
Social Sciences HNC	62	1.05%	5	8.06%	1.19%	0.13
Social Services HNC	23	0.39%	2	8.70%	0.48%	0.22
Sound Production HNC	61	1.03%	3	4.92%	0.71%	-0.31
Sport and Fitness BScH	65	1.10%	4	6.15%	0.95%	-0.14
Sports Management BAH	3	0.05%	1	33.33%	0.24%	3.68
Sports Therapy and Rehabilitation BScH	37	0.63%	2	5.41%	0.48%	-0.24
Sports Therapy HND	33	0.56%	1	3.03%	0.24%	-0.57

Technical Theatre and Production Arts HND	13	0.22%	1	7.69%	0.24%	0.08
Technical Theatre HNC	8	0.14%	1	12.50%	0.24%	0.75
Visual Communication and Design BAH	25	0.42%	1	4.00%	0.24%	-0.44
Visual Communication HND	16	0.27%	3	18.75%	0.71%	1.63
All Other Undergraduate Courses (27)	223	3.77%	0	0.00%	0.00%	No Voters
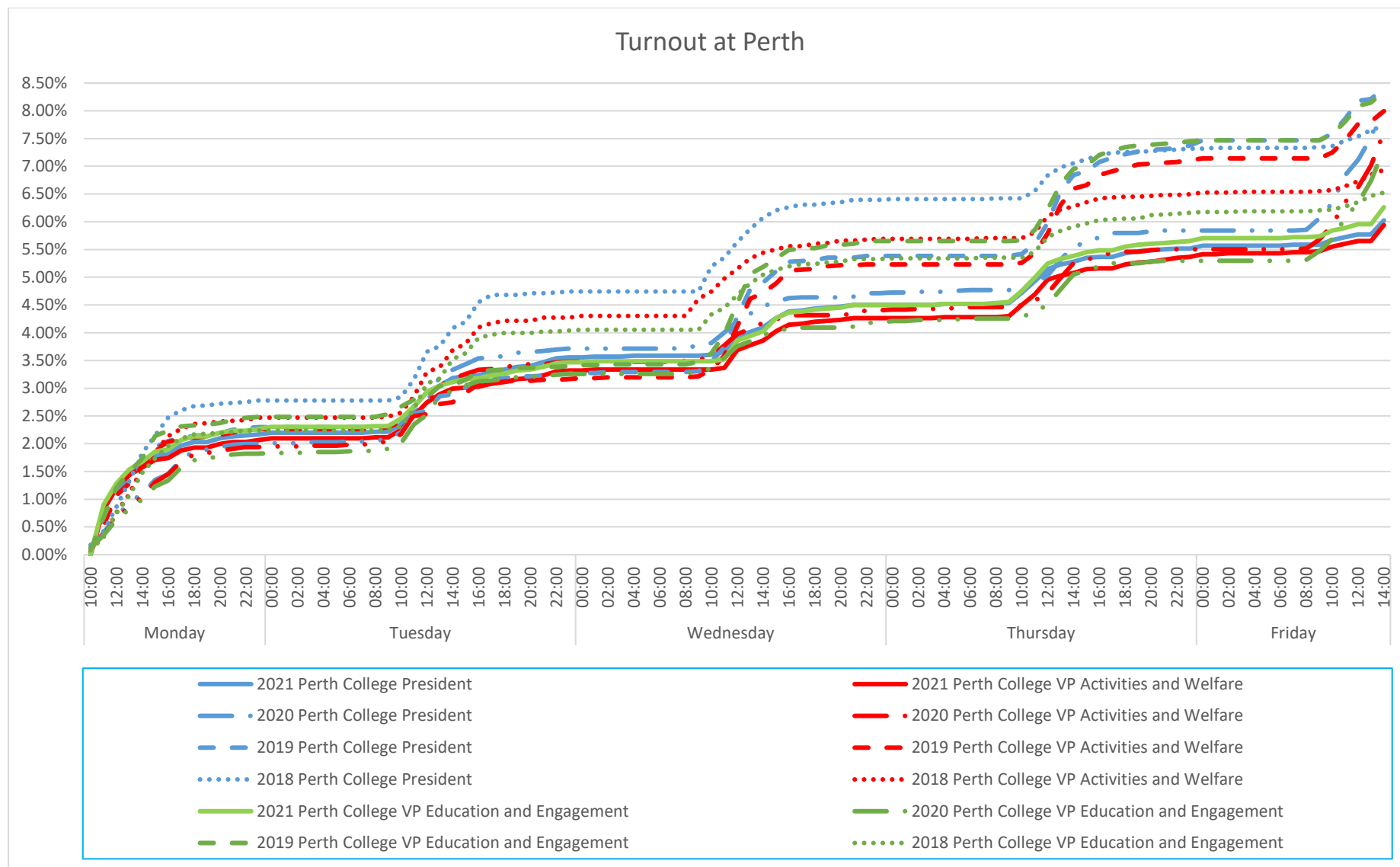
Graph 1: Historical Hour by Hour Turnout of Perth roles

Perth College UHI

Committee	Engagement Committee
Subject	Summary of meeting
Date of Committee meeting	22/04/2021
Author	D Hutchison
Date paper prepared	31/05/2021
Executive summary of the paper	Agenda and meeting ran as expected for final meeting in cycle, although several items were still unable to be presented due to the impact of the cyber-security incident.
	Key items of note:
	Student Engagement:
	• New HISA Perth team came to meeting to observe/ be introduced. Outgoing Team were thanked for their contribution this year.
	• New HISA CEO to be invited to next meeting.
	• Peer support element is one item of partnership Project that had not been progressed and will pass to new HISA team
	Curriculum:
	• FE numbers an issue: 27 courses in danger of not meeting target. HE numbers more positive.
	• Joint promo with PKC suggested for certain courses.
	Performance monitoring & compliance:
	• Agreement to make some minor revisions to Risks 3 and 23 in Risk Register.
	External Engagement & HR Update:
	• Agreement to discuss possibility of Joint Board & Development Trust meeting with Board Chair
	• 278 out of 500 staff Stress Surveys completed.

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Consultation Please note which related parties, stakeholders and/or Committees have been consulted	Click or tap here to enter text.
Action requested	☒ For information ☐ For discussion ☐ For endorsement ☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	Yes/ No
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	Yes/ 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	Click or tap here to enter text.

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provide further information	
Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	Yes/ No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	Yes/ No Click or tap here to enter text.
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.
Status (e.g. confidential/non confidential)	Non Confidential
Freedom of information Can this paper be included in "open" business?*	Yes/ 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	☐	Its disclosure would constitute a breach of confidence actionable in court	☐

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person or organisation			
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

Engagement Committee

DRAFT Minutes

Meeting reference: Engagement 2020-21/04
Date and time: Thursday 22 April 2021 at 5:00pm
Location: Online

Members present: Debbie Hutchison, Board Member (Chair)
Sheena Devlin, Board Member
Andrew Comrie, Board Member
Katrina Hodgson, Board Member
Margaret Cook, Principal
Alex Wilson, HISA Perth President
Miranda Landale, Co-opted Member (from Item 8.1)

In attendance: Lorenz Cairns, Depute Principal (Academic)
Veronica Lynch, Vice Principal (External)
Catherine Etri, Associate Principal (Curriculum)
Katy Lees, Head of HR & Organisational Development
Deborah Lally, Head of Student Experience (from Item 7.1)
Aimee Cuthbert, HISA Perth Students' Association Coordinator
Ian McCartney, Clerk to the Board of Management

Apologies: Cameron Murray, HISA Perth VP Education & Engagement

Observing: Todor Pavlov-Kennedy, HISA Perth President-Elect
Madeleine Brown, HISA Perth VPAW-Elect
Rebecca Wallace, HISA Perth VPEE-Elect

Chair: **Debbie Hutchison**
Minute Taker: Ian McCartney
Quorum: 3

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Summary of Action Items			
Ref	Action	Responsibility	Time Line
4	**Minutes of Previous Meeting** Issue Minutes of previous meeting when available	Clerk	Next meeting
6.1	**Perth Partnership Project** Outstanding items to be picked up at the start for next AY with a view to reporting key issues to Committee	HISA Perth	Next meeting
6.1	**Perth Partnership Project** Peer Support system to be reviewed with Schools Group	Associate Principal	Next meeting
8.1	**Risk Register - Engagement** Risk 3 - Review wider marketing successes with a view to including in mitigations, eg Icelandic MBA	Vice Principal/ Clerk	Next meeting
8.1	**Risk Register – Engagement** Review F&GP Risks re recruitment & retention of quality staff and mirror in Risk 23	Clerk	Next meeting
8.1	**Risk Register - Engagement** Reflect cyber incident in Risk 23 re risk minimisation of systems and impacts on student experience	Clerk	Next meeting
9.1	**External Engagement Update** Discuss with Board Chair option of joint Board/Development Trust meeting re future funding models, possibly at a scheduled Board Development Session	Principal/Clerk	Next meeting
11	**Board & Policy Development** Circulate Addressing Racism paper once complete	Clerk	Next meeting
12	**Committee Minutes** Staff Engagement Group minutes to be issued when available	Clerk	Next meeting
13	**Date & Time of Next Meeting** New HISA CEO to be invited to next Engagement Committee meeting	Clerk	Next meeting

Minutes:

Item		Action
1.	**Welcome and Apologies**	
	The Chair welcomed everyone to the meeting and noted the HISA Perth officers-elect were observing 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 28 January 2021**	
	Minutes were not available due to accessibility issues caused be the recent cyber security incident. These would be issued for review as soon as available.	Clerk
5.	**Matters Arising from Previous Minutes**	
	Item carried forward to next meeting due to minutes not being available.	
6	**Student Engagement**	
6.1	**Perth Partnership Project 2020/21 – progress report** HISA Perth President presented Paper 2 for information, noting that previous actions that were due to fall since the last update had been highlighted in bold for ease of use. HISA Perth president noted that the Peer Support element of the Mental Health section had not been progressed, but it was proposed to pass this on to the new officer team for implementation in 2021/22. Board Member commended HISA Perth for the completion rates achieved during challenging circumstances, before asking about how remaining incomplete items would be approached with regard to handing over to incoming team. HISA Perth President highlighted that some of the outstanding actions involved College staff in their progression, however a case would be made to carry all items forward as part of the formal Handover process and the HISA Perth Students' Association Coordinator would ensure progress on key	HISA Perth

	issues is reported to the next Engagement Committee	
	Chair observed that a number of deadlines were listed as June 2021 and queried whether this would leave HISA Perth exposed as year progresses. HISA Perth President noted that some of these items would be progressed well in advance of deadline date.	
	Board member queried whether Peer Support work extended to school attendees. HISA Perth President noted that the project hadn't fully extended to this level yet. Associate Principal advised that some support for school pupils was available but this was not yet in place for all programmes, and it is difficult to recruit additional volunteers and engage with pupils under COVID restrictions, however the matter will be taken forward with Schools Group.	Associate Principal
	Principal commended work from HISA Perth on Project, with particular focus on outcomes being reported.	
6.2	**HISA Perth Plan of Work**	
	HISA Perth President presented Paper 3 for information, and provided brief updates on key issues.	
	Board Member commented that, while understandable that some of the work on Inclusivity has net been progressed, these are areas of work that the College needs to tackle, and would urge new officer team to consider progressing this work in 2021/22.	
	Vic Principal commented on reference to joint event with Chinese students that connections with Perth campus is a valuable opportunity not fully reflected in Plan and sought views on how this can be taken forward and measured. HISA Perth President noted that there had been interaction with student reps in Hunan and this will be included within Handover process to maintain contact. The matter will also be included within HISA Perth's Impact Report.	
6.3	**HISA Perth Elected Officers 2021/22**	
	Chair invited HISA Perth officers-elect to introduce themselves to Committee.	
7	**Curriculum**	
7.1	**Student Completion & Progression update**	
	Associate Principal provided a verbal update as paper had not been produced due to information not being available as a result of the	

	recent cyber security incident.	
	Associate Principal noted that SFC return had been based on best estimates re completion and expected deferrals/withdrawals, and it is assumed that the semester will be extended over summer period for certain programmes.	
	Associate Principal advised that a few programmes had experienced high rates of deferral (eg care, beauty therapy) and substantial withdrawals (eg skills for lifelong learning).	
	Associate Principal noted that the majority of P/T courses will be completed as scheduled except some hairdressing, personal care and hospitality courses.	
	Board Member queried the potential impact on staff re deferrals and completions. Associate Principal advised that priority will be getting students through required practicals, however it is likely that staff may be asked to volunteer for extra hours to support processing as many students as possible this year. Chair asked whether there would be any impact from strike action on this. Principal advised that significant work was ongoing to solve this ongoing issue.	
7.2	**Student Recruitment** Associate Principal presented paper 4, noting key issues. Associate Principal noted that FE F/T numbers were struggling. At current levels, 27 courses were in danger of not meeting targets. HE F/T applications were positive, however caution was expressed as these figures may not translate to enrolments, and 2 courses are at risk of not reaching targets. HE continuing look solid, but contain some lack of clarity around direct entries/articulation. Associate Principal advised that the Sector Development Directors were meeting with Marketing and attending all course-level meetings to support improved marketing interventions. Chair asked whether there was any significance in the kinds of courses struggling to meet targets. Associate Principal advised that the most likely reason was that potential students viewed the affected courses as being delivered predominantly online, and they did not want to enrol in such courses given recent experiences. Vice Principal also noted that the recent cyber security incident meant 4/5 weeks of no-one being able to apply online would have been a factor. Board member expressed concern re shortfall in numbers which were growth areas in terms of employment and suggested joint promotion	

	with PKC to address. Board Member queried contingencies for next Academic Year. Associate Principal advised that courses starting at different stages of the year was an option. HISA Perth President queried options should courses not meet recruitment targets. Associate Principal advised that options would include linking with similar or associated programmes, and not running a course at all would be the last resort.	
8	**Performance Management & Compliance**	
8.1	**Risk Register** Clerk presented the latest version of Engagement-specific risk areas per Paper 5. Risk 3 – Committee **AGREED** that a review of wider marketing successes should be conducted with a view to including in mitigations, eg Icelandic MBA, would be useful Risk 23 – Committee **AGREED** that a review of F&GP Risks re recruitment & retention of quality staff should take place and be reflected within Risk 23 Risk 23 – Committee also **AGREED** that the recent cyber security incident should be reflected with particular reference to risk minimisation of systems and impacts on student experience	Vice Principal/ Clerk Clerk Clerk
8.2	**Balanced Scorecard** Clerk advised that Paper 6 was not available due to accessibility issues caused be the recent cyber security incident. This paper would be issued to Committee as soon as available.	
8.3	**In-Year KPIs** Clerk advised that Paper 7 was not available due to accessibility issues caused be the recent cyber security incident. This paper would be issued to Committee as soon as available.	
9	**External Engagement**	
9.1	**External Engagement Update** Vice Principal presented Paper 8, highlighting key points for	

	Committee. Chair asked Vice Principal on thoughts regarding the Turing Fund. Vice Principal noted that work was being undertaken by UHI regarding a submission for the Partnership that would cover both HE and FE strands. HISA Perth President queried how many fewer Scholarships were being considered. Vice Principal advised that there are normally 50 Scholarships allocated annually, and a carry-over from current year will be required as a result of impacts from COVID. Board Member queried the relationship between the Board and the Development Trust. Vice Principal noted that the relationship was intended to be arms-length, however both the Principal and the Chair of Board of Management were involved; all other members of the Trust were external and business was progressed via the Development Committee. Board Member noted that a meeting around strategic planning would be welcomed to discuss alignment as there may well be more focus on this type of funding in the future. It was **AGREED** that the matter be discussed with Board Chair with a view to setting up a joint Board/Development Trust meeting re future funding models, possibly at a scheduled Board Development Session.	Vice Principal Principal/ Clerk
10	**Staff Engagement**	
10.1	**HR Update** Head of HR & Organisational Development presented Paper 9 for information, noting that the Support Staff Pay Award had been agreed, to be paid in May 2021 (backdated to September 2020). Board Member queried what financial impacts were likely to be experience regarding future working arrangements. Head of HR advised that this was being looked at. HISA Perth President queried frequency of COVID Risk Assessments. Head of HR advised that these were reviewed monthly unless any legislative changes had been approved. HISA Perth President noted 278 staff had completed the Stress Survey, and queried how many had been issued. Head of HR noted that approx. 500 surveys had been sent to staff.	
11	**Board & Policy Development**	

11.1	**Addressing Racism - Update** Committee were given a verbal update on progress of the Short-Life Working Group, with a copy of the report to be circulated once made available. It was reported that anonymised lived-experience responses are being sought from students. Principal thanked Board Member for the amount of work being put into the project.	
12	**Committee Minutes** The minutes for the following meetings were received and noted: • EDIT, 25 February 2021; • Student Engagement Group, 11 March 2021. Staff Engagement Group minutes will be issued when they become available.	Clerk
13	**Date of Next meeting** Clerk noted that a schedule of 2021/22 meetings would be presented to Board for approval Chair requested that the recently-appointed HISA CEO be invited to next Engagement Committee meeting	Clerk
14	**Review of Meeting** Committee were not able due to review Terms of Reference due to these being unavailable due to accessibility issues caused be the recent cyber security incident. Chair concluded meeting by thanking the departing HISA Perth student officers for their contributions throughout the year and wishing them well for the future.	

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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 ☑

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Do the minutes contain items which may be contentious under the terms of the Data Protection Act 2018?   **Yes ☐**   **No ☑**

Paper No. 20

Committee	Board of Management
Subject	Academic Affairs Committee
Date of Committee meeting	10/06/2021
Author	Margaret Cook
Date paper prepared	03/06/2021
Executive summary of the paper	This paper is a summary of the Academic Affairs Committee.
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	n/a
Action requested	☒ For information ☐ For discussion ☐ For endorsement ☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	No

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Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (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 Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	No Click or tap here to enter text.
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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Status (e.g. confidential/non confidential)	Non Confidential
Freedom of information Can this paper be included in "open" business?*	Yes

* 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

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Board of Management – 10 June 2021

Academic Affairs Committee Summary

The Academic Affairs Committee met on 24 May 2021 and had a full discussion on the following topics –

- HISA reported significant progress against their plan and particularly noted the significant increase in the number of nominations for the OBI awards. The committee thanked the HISA reps for the significant positive impact that they have had in this difficult year on the students experience and wished them well for the future.
- Student funding was discussed as we currently have an underspend on the budget from SFC, all underspends must either be redistributed to other institutions or returned to SFC. Our aim as a committee was to ensure that we maximise the funding we can distribute to our students, we have worked with HISA closely this year to publicise all funding streams that students can access. Going forward we will, across UHI, use bursary funding to support the digital poverty agenda.
- The committee were concerned about the projected shortfall in FE credit delivery this academic year both at Perth and in the wider UHI. They did note that there will be no financial clawback this year but recognised that this means that potential students in Perth are not accessing the education that is available.
- The FE application level for next academic year currently shows a decline from our current position but significant marketing of courses is taking place, our position is in line with other UHI and Sector colleagues. Our HE recruitment is currently looking very positive.
- We discussed the issues surrounding the work on racism and this is on the agenda for the Board meeting today.

Academic Affairs Committee

DRAFT Minutes

Meeting reference: Academic Affairs 2020-21/04
Date and time: Wednesday 28 April 2021 at 2.30pm
Location: Online

Members present: Margaret Cook, Principal (Chair)
Sheena Devlin, Board Member
Andrew Comrie, Board Member
Cameron Murray, HISA Perth VP Education & Engagement
Lorenz Cairns, Depute Principal (Academic)
Veronica Lynch, Vice Principal (External)
Deborah Lally, Head of Student Experience
David Gourley, Head of Learning & Teaching Enhancement
Rosalind Bryce, Chair of Scholarship & Research Committee

In attendance: Ian McCartney, Clerk to the Board of Management

Apologies: Ann Irvine, Board Member
Alex Wilson, Student Board Member
Patrick O'Donnell, Staff Board Member
Catherine Etri, Associate Principal (Curriculum)
Robert Boyd, Teaching Staff Member on the Committee

Observing: Madeleine Brown, HISA Perth VPAW-Elect

Chair: **Margaret Cook**
Minute Taker: Ian McCartney
Quorum: 7

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\multicolumn{4}{c	}{**Summary of Current Action Items**}
Ref	**Action**	**Responsibility**	**Time Line**
4	**Minutes of Previous Meeting** Issue Minutes of previous meeting when available	Clerk	Next meeting
6.2	**Student Destinations** Student Destinations info paper to be distributed when available	Head of Student Experience	Next meeting
7.1	**SFC Benchmark Report on KPIs** Report on KPIs info paper to be distributed when available	Head of Student Experience	Next meeting
8.1	**Risk Register** Risks 11/19 – Review dates re UHI Curriculum Review	Associate Principal/Clerk	Next meeting
8.1	**Risk Register** Risk 11 – Review impact/actions of Learner Strategy Group on risk	Associate Principal/Clerk	Next meeting
8.1	**Risk Register** Learner Strategy Group to report on progress to Academic Affairs during 2021/22.	Associate Principal	Next meeting
9.1	**Addressing Racism** Working Group notes to be circulated	Clerk	Next meeting
14	**Review of Meeting** Convene discussion on key themes for focus of Committee during 2021/22 (possibly link to Engagement Committee)	Chair/Clerk	Next meeting

Minutes:

Item		Action
1.	**Welcome and Apologies** Chair welcomed everyone to the meeting, and noted that the HISA Perth VPAW-elect was observing 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 03 February 2021** Minutes were not available due to accessibility issues caused be the recent cyber security incident. These would be issued for review as soon as available.	Clerk
5.	**Matters Arising from Previous Minutes** Item carried forward to next meeting due to minutes not being available.	
6.	**Student Experience**	
6.1	**HISA Perth Update** HISA Perth VP Education & Engagement presented Paper 2 for information and highlighted key points for Committee, noting that the number nominations for the OBIs had passed last year's number and was on track to surpass the 2019 figure; that the 5th SRC meeting of the year took place earlier today; and that HISA Perth was still focused on promoting online campaigns. Chair thanked HISA Perth for their work and engagement levels throughout the year.	
6.2	**Student Destinations** Head of Student Experience advised that the team was in the process of collecting data at the time of the cyber security incident, and although some key files were able to be accessed last week, only partial data was currently available. Paper would be issued ASAP.	Head of Student Experience

	Head of Student Experience noted that SFC had allowed some leeway with regard to statutory returns, which was welcome.	
6.3	**Student Funding** Head of Student Experience presented Paper 4, noting that the main table shows the funding College was allocated against the amounts provided to students per category, plus underspend levels. Head of Student Experience advised that there was an eligibility factor in some underspend areas (eg Childcare). Head of Student Experience also provided an update on other finding area, noting in particular the promotion provided to the COVID emergency student fund. Head of Student Experience provided some analysis on the underspend, noting that less FE discretionary funds have been dispersed compared to HE discretionary funds, which is possibly linked to FE bursaries covering all requirements unlike HE bursaries. FE applications are being revisited to look at whether other options can be funded, and back-dated where appropriate. Board Member queried whether a case can be made to use surplus funds to offset Digital Poverty costs. Head of Student Experience advised that this matter was being taken forward to SFC. Head of Learning & Teaching Enhancement advised that other Colleges were using these funds to pay for equipment for students and queried whether this option was under consideration. Head of Student Experience note that criteria that applies here refers to "reasonable costs" so care is required in interpretation. Perth College's approach re Digital Poverty has been to issue devices on a loan basis however consideration is being given to different approaches. Chair noted that SFC may need to catch up with this agenda, and Vice Principal suggested that there is a need to budget for the potential of returning unused funds.	
7	**Curriculum**	
7.1	**SFC Benchmark Report on KPIs** Head of Student Experience reported that the Report had not yet been received from SFC, and the College is as yet unclear as to what will be published re KPIs due to COVID and how close these targets will be to last year's. Head of Student Experience to distribute Report once it becomes available	Head of Student Experience

7.2	**Student Recruitment**	
	Head of Student Experience presented Papers 5a and 5b, noting overall Credits position across the Partnership, and that College's position of 1500 credit shortfall is likely to worsen to around 2000 credit shortfall due to cyber security incident.	
	Head of Student Experience advised that plans are in place for additional recruitment drives but these will not achieve 2000 credit uplift. SFC have indicated that there will be no clawback of unfilled credits meaning there will be no detriment in current year, however there may be a resultant impact on future credit targets.	
	Board Member indicated that UHI shortfall of 120,000 credits was the bigger concern. Chair advised that the College will be expected to ask to take on more credits as a result of UHI shortfall. Head of Learning & Teaching Enhancement advised hat. Even before COVID, colleges had problems recruiting from traditional markets so there needs to be some different thinking to address a changing environment.	
	Head of Student Experience summarised HE recruitment figures, noting that an increased target had been set after review, and was confident this revised target will be met.	
8	**Risk, Compliance & Performance**	
8.1	**Risk Register – Academic Affairs**	
	Clerk presented Paper 6 for review by Committee.	
	Board Member noted target date had slipped re UHI Curriculum Review (Risks 11 & 19). Cahir advised that a paper on the Review had been presented recently, however this was not yet at output stage, therefore dates should be amended. Clerk would review these dates with Associate Principal and update.	Associate Principal/ Clerk
	Board Member asked about the impact on recruitent re the PKC Learner Strategy (Risk 11). It was noted that a Strategy Group continued to exist in this area to address pipeline from schools to college then beyond, but COVID had restricted any work, and employment partnership across PKC appears to be in abeyance. Clerk to review progress with Associate Principal and update.	Associate Principal/ Clerk
	It was also AGREED that the Learner Strategy Group should report on progress to Academic Affairs during 2021/2,2 with input from Board Member, and thereafter be retained as a standing item on agenda.	Clerk

8.2	**Balanced Scorecard update**	
	Clerk advised that Paper 7 was not available due to accessibility issues caused be the recent cyber security incident. This paper would be issued to Committee as soon as available.	
9	**Policies & Procedures**	
9.1	**Addressing Racism**	
	Board Member provided a brief verbal update on the Addressing Racism project, noting that the working group established for the project had met twice with a third meeting scheduled for the 6 May 2021.	
	Board Member advised that HISA Perth have tried to engage students with different ethnic backgrounds to join the group, however there appears to be a reluctance from students to speak 'on the record', which in itself raises question about why students of colour are reluctant to step up. HISA Perth will work informally with students and report back anonymised opinions/lived experiences of ethnic minority students to ensure that the working group gets a sense of any issues/barriers that need to be addressed in the action plan.	
	Board Member further advised that a review of current and relevant information and resources that exist to assist colleges and universities to develop anti-racism policies and plans has been undertaken, and his will be used to create a framework for the action plan.	
	Additional information and notes would be provided following the meeting via the Clerk, with a draft plan due to be presented at the next meeting on 6 May, prior to presentation at the June Board meeting.	Clerk
10	**Committee Minutes (for noting)**	
	Committee noted the minutes of Scholarship & Research Committee held on 31 March 2021.	
11	**Date of Next meeting**	
	Clerk noted that a schedule of 2021/22 meetings would be presented to Board for approval	
12	**Review of Meeting**	
	Committee were not able due to review Terms of Reference due to these being unavailable due to accessibility issues caused be the	

recent cyber security incident.		
Board Member noted there were some major academic challenges facing Colleges next year, and suggested it would be useful to identify key themes for focus in 2021/22,		
It was **AGREED** that a discussion on key themes would be convened, which may which may be linked to the work of Engagement Committee.	Chair/Clerk	

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Do the minutes contain items which may be contentious under the terms of the Data Protection Act 2018?   **Yes** ☐   **No** ☑

Perth College UHI

Paper No. 23

Committee	Finance & General Purposes
Subject	Summary of Meeting
Date of Committee meeting	24/05/2021
Author	Craig Ritchie, Chair
Date paper prepared	03/06/2021
Executive summary of the paper	Key decisions taken by the Committee during the meeting were as follows: 1. **Approved** the updated Financial Regulations, subject to minor changes to be circulated 2. **Endorsed** the principles put forward for the 2021/22 budgeting exercise. This is to achieve a breakeven budget based on the target income levels put forward to the Committee, with necessary actions being taken to achieve that breakeven position. Further iterations of the budget were expected prior to presentation to the Board. 3. **Strongly endorsed** the proposal to move ahead with the next phase of professional fees in relation to the Tay Cities Deal / Aviation Academy for Scotland 4. **Endorsed** the strategic direction outlined in the latest version of the business development strategy document, and noted the option to explore the use of subsidiary companies for new activities 5. **Approved** the proposed IP policy as a temporary placeholder to enable discussions on the Partnership Agreement to progress. However the Committee noted their dissatisfaction with the policy and noted the commitment of UHI to review the policy by the end of the year. 6. Sought additional information on the potential options to progress our estates strategy prior to discounting any options from consideration, to be prepared ahead of the next meeting. 7. Noted the positive financial update provided by the Finance Director 8. Noted updates on HR, risk register, and JNC minutes.

Perth College UHI

Consultation Please note which related parties, stakeholders and/or Committees have been consulted	Click or tap here to enter text.
Action requested	☒ For information ☐ For discussion ☐ For endorsement ☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	No
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (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	N/A

Perth College UHI

Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	No Click or tap here to enter text.
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.
Status (e.g. confidential/non confidential)	Non Confidential
Freedom of information Can this paper be included in "open" business?*	Yes

* 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	☐

Perth College UHI

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

Finance & General Purposes Committee

DRAFT Minutes

Meeting reference: F&GP2020-21/04
Date and time: Monday 24 May 2021 at 5.00pm
Location: Online

Members present: Craig Ritchie (Chair, F&GP)
Heather Cormack, Board Member
Brian Crichton, Board Member
Katrina Hodgson, Board Member
Debbie Hutchison, Board Member
Linton Scarborough, Board Member
Margaret Cook, Principal & Chief Executive
Alex Wilson, Student Board Member

In attendance: Veronica Lynch, Vice Principal (External)
Iain Wishart, Director of Finance
Kevin Lynch, Head of Estates
Ian McCartney, Clerk to the Board of Management

Apologies: John Dare, Staff Board Member
Lorenz Cairns, Depute Principal (Academic)
Katy Lees, Head of HR & Organisational Development

Chair: **Craig Ritchie**
Minute Taker: Ian McCartney
Quorum: 4

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Summary of Action Items			
Ref	Action	Responsibility	Time Line
8	**Estates Update** Head of Estates to provide an in-depth discussion paper with wider analysis of options around the Estates Strategy	Head of Estates	Next meeting

MINUTES

Item		Action
1.	**Welcome and Apologies** Chair welcomed everyone to the meeting, and noted apologies	
2.	**Additions to the Agenda** Chair noted that AST Board continued to work on a paper around ownership rationale, however it had not been possible to prepare this for issuing to F&GP ahead of the June Board meeting.	
3.	**Declaration of Interest in any Agenda Item** There were no declarations of interest.	
4.	**Minutes of Meeting of Finance & General Purposes Committee, Monday 08 March 2021** The minutes were approved as a true and accurate record of the meeting.	
5.	**Matters arising from previous minutes** Ref 6 - Financial Regulations Review **Action:** Reviewed Regulations to be recirculated to Board Members online, with Track Changes, before final approval given. **Action Update:** On Agenda (Item 6.1) Ref 7 - Financial Recovery Plan **Action:** Outline proposal be tabled for consideration by the full Board. **Action Update:** Presented to Board Ref 8.1 - Financial Update to 31 January 2021 **Action:** Director of Finance will also regularly issue cashflow figures and narrative to Board between meetings. **Action Update:** Issued Ref 9.1 - Business Development Strategy **Action:** Vice Principal to table full Strategy to F&GP & Board during the final cycle of AY20210/21. **Action Update:** On Agenda (Item 6.2)	On Agenda Complete Complete On Agenda

	Ref 9.2 - Tay Cities Deal/Aviation Academy for Scotland **Action:** Vice Principal to add a Table of Risks and a visual timeline to final proposal document. **Action Update:** On Agenda (Item 6.3) Ref 10 - Estates Update **Action:** Further proposals around Estates Strategy to be detailed at the next meeting. **Action Update:** On Agenda (Item 8) Ref 12.1 - Risk Register **Action:** Risk Register to be reviewed following the recent cyber security incident. **Action Update:** On Agenda (Item 10.1)		On Agenda On Agenda On Agenda
6.1	**Perth College Financial Regulations** Director of Finance presented Paper 2 for approval, noting that the Paper was presented in Track Changes format based on comments from the previous meeting, and that associated Authorisation Levels had been reviewed against other organisations as requested. Board Chair noted that the Gifting & Hospitality section should be managed without requiring F&GP approval, however there was no mention of rights of UHI to Audit listed. Director of Finance noted that these rights were enshrined within the Financial memorandum of Understanding between the College and UHI. Board Member queried why there was no mention of Engagement Committee within the Governance section. Clerk advised that only Standing Committees with specific responsibilities aligned to the Regulations were noted, the remaining Committees were summarised in the hyperlink to the Governance Manual. Director of Finance sought approval of Authorisation Limits. Board Member suggested inserting a review point to allow collation of data on how many large purchases are approved via this route. It was **AGREED** to review the Authorisation Limits at the corresponding F&GP meeting in 2022. Board Member queried the visibility of sign-offs for larger items. Principal noted that there was a robust sign-off within the PECOS system which ensured orders where fully visible; in addition, most high-value purchases took place at the beginning of the year and in defined budget areas, therefore straightforward to manage, Committee **APPROVED** the Financial Regulations subject to minor		

	changes to be circulated.		
6.2	**Business Development Strategy** Vice Principal summarised Paper 3, which updated the Business Development Strategy based on feedback received at an earlier Board Strategy Development session, including increased capitalisation on opportunities, new modelling for improved tracking of profitability levels, and alternative business models to ensure competitiveness. Student Board Member asked whether increased membership fees for ASW were being proposed under Scenario 1. Vice Principal noted that fees were reviewed annually against competitors in the regional marketplace, and that as a result fee levels were frozen for the moment, and not envisaged for 2021/22, however this position may change under review. Board Member queried levels of staffing in Business Engagement Team and whether Growth Plan is achievable with staffing levels. Vice Principal acknowledged the challenging targets set by the Plan. Board Member sought clarification on the opportunities and threats within the online section of the paper. Vice Principal advised that a number of products were currently offered online, as shown in Appendix 1, and this will provide focus for sector development plans around both new and existing offers. Board Member queried whether the use of subsidiary companies was being taken forward. Vice Principal advised such mechanisms were only for new activity and further work would be required with legal advisers to determine whether widened usage of subsidiary companies would prove cost-effective. Chair of Board noted that a critical mass would be required to ensure this approach was worth taking. Principal advised that there may be a need to build this mass after taking a decision as if a critical mass is built, then the College would have to retain that structure. Committee **ENDORSED** the strategic direction outlined in Paper 3.		
6.3	**Tay Cities Deal/Aviation Academy for Scotland** Vice Principal presented Paper 4, which outlined the current status re Aviation Academy for Scotland. Vice Principal noted that the feasibility work had now been completed, and in order to identify assumptions ahead of the Final Business Case, approval was required to fund the Professional Fees via the UHI Strategic Investment Fund. Vice Principal highlighted that there was likely to be a funding gap of approx. £500k due to non-recoverability of VAT, which had the		

	potential to be recouped within 12 months; and that key risks to income levels had been flagged (including additional student places and private sector partners) and were addressed within the paper. Student Board Member queried whether the project budget had allowed for use of eco-friendly materials to comply with the UHI Climate Action Plan. Vice Principal advised that all new build options were required to build in environmental standards to receive planning approval. Head of Estates further note that carbon emissions will also be taken into account for the project. Board Member sought clarification around whether the professional fees were likely to change if build costs increased. Vice Principal confirmed that this would be the case as fees were based on value of construction. Chair queried whether there was a potential risk for equipment funding if construction fees increased. Vice Principal noted that the Tay Cities Deal financed capital only, however it was intended to transfer existing equipment into the building, and that Development Fund would be used to apply for replacement of old equipment for new at appropriate time. Committee **STRONGLY APPROVED** the endorsement of Paper 4, which would be taken to Board for approval of Professional Fees.	
6.4	**IP Policy** Principal presented Paper 5, and noted for Committee that the IP Policy had not been signed off on its previous tabling to F&GP due to a number of concerns. However, as the IP Policy is closely linked to the Partnership Agreement there needs to be approval of the Policy to allow the Agreement to be taken forward. Principal noted that meetings had taken place with both UHI and legal advisers regarding some of the key concerns with the Partnership Agreement, and these were still in progress, however the likely direction of travel looked to be to accept both the IP Policy and Partnership Agreement with the expectation that considerable changes will be required for both over a specific time period. Chair of Board stated that the paper brought before Committee was neither a policy nor a procedure, rather it was a discussion document which was functionally inadequate. However, adoption of the Policy allows a holding position to adopt a more meaningful policy whilst acknowledging current shortfalls. Moreover, UHI have committed to review of the policy by the end of the year, underpinned by both strategy and procedure. Committee **APPROVED** the IP Policy as a temporary placeholder.	

7.1	**Perth College Financial Update – Year to 30 April 2021**	
	Director of Finance presented Paper 6 for information, noting the considerably improved expected financial position which has resulted from a number of additional funds being released into the accounts, although Committee were cautioned that these figures are expected to level out somewhat during Q4. It looked likely that, once various expenditure levels were finalised a breakeven position might be possible.	
	Student Board Member queried whether the Bursary Hardship Fund was likely to be used up by the end of the year. Director of Finance advised that the College wishes to use as much of this fund as it can, however projections based on current rates mean there may be a shortfall so other options were under discussion, including the use of laptops to FE students as had been provided at other Colleges. Principal noted that the College was working with HISA Perth and Student Services to push Bursaries, but this was a challenge given the time of year. Principal further noted that if laptops earmarked for use as loaned devices were issued to FE students, additional devices would need to be purchased next year to replace.	
	Board Member requested a forecast column for future Updates. Director of Finance informed Committee that this was the next stage of evolution in the financial presentations, and should be on stream for the first Board cycle of 2021/22.	
7.2	**Perth College Draft Budget 2021/22**	
	Director of Estates presented Paper 7, which outlines the first iteration of the 2021/22 Budget.	
	Director of Finance highlighted the key assumption in the Budget process, that income levels were expected to remain static therefore focus was on cost savings to produce a breakeven budget. Director of Finance noted that confirmation was still awaited from UHI re key income numbers.	
	Board Member queried the likely effects of COVID uncertainty on international income. Director of Finance noted that income streams were a fairly small percentage in terms of overall income, and income was broken down by course, which had allowed the opportunity to drill down to specific issues, such as reducing expectations on income from India. Vice Principal further noted that some income streams projected an increase due to changes in delivery models.	
	Committee **ENDORSED** the principles highlighted in Paper 7, and noted that future iterations of the Budget would be required before final approval.	

8	**Estates Update** Head of Estates presented Paper 8, with specific focus on the options available around the Estates Strategy. Following a brief discussion on the broad principles outlined within the paper, it was **AGREED** to bring back a more-in depth discussion paper with wider analysis of option to the next F&GP meeting.	Head of Estates
9	**HR Update** Principal presented Paper 9 for information in absence of Head of HR. Board Member commended management teams regarding absence levels. Board Member sought clarification over organisational change procedures noted in the Paper. Principal noted that this related to restructuring within Student Engagement. Board Member queried when Board meetings would return to a face-to-face format. Principal advised that this was being actively looked at within the schedule for next year, which would be presented to the June Board.	
10.1	**Risk Register** Clerk presented Paper 10 for information, noting the specific changes made to the Register around issues relating to cyber security. Clerk advised that the full Risk Register was being reviewed by Audit Committee ahead of the June Board meeting.	
10.2	**Balanced Scorecard** Clerk advised that Paper 11 was not available due to accessibility issues caused be the recent cyber security incident. This paper would be issued to Committee as soon as available.	
10.3	**In-Year KPIs** Clerk advised that Paper 12 was not available due to accessibility issues caused be the recent cyber security incident. This paper would be issued to Committee as soon as available.	
11	**Committee Minutes** Committee noted minutes provided within Papers 13a-13c.	

12	**Dates & Times of Next Meeting** • Tuesday 28 September 2021 at 5:00pm (provisional)	
13	**Review of Meeting** Committee confirmed that the meeting had been conducted in line with the Terms of Reference.	

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

Status of Minutes – Open ☑

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

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

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

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

Committee	Audit Committee
Subject	Meeting Report
Date of Committee meeting	01/06/2021
Author	Jim Crooks, Chair of Committee
Date paper prepared	02/06/2021
Executive summary of the paper	Please outline the follow elements of this paper: i) Purpose – to advise Board members of the key issues discussed at the meeting of the Audit Committee ii) Impact – to keep members advised and briefed iii) Course of Action – please note report; minutes of the meeting will be submitted to the Board in due course
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	Not applicable
Action requested	☒ For information ☐ For discussion ☐ For endorsement ☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)

Perth College UHI

Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	No
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (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	The paper gives early warning of issues discussed at the Audit Committee including the Risk Register for Perth College UHI. There is no specific impact on strategy from the issues discussed at the Audit Committee on 1 June 2021.
Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	Yes The verbal report from the Director of Learning and Information Services was treated as a Reserved Matter because of an ongoing Police investigation.
Island communities	No

Perth College UHI

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)?	If yes, please give details: Not applicable
Status (e.g. confidential/non confidential)	Non Confidential
Freedom of information Can this paper be included in "open" business?*	Yes

* 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

Audit Committee

DRAFT Minutes

Meeting reference: Audit2020-21/04
Date and time: Monday 31 May 2021 at 5.00pm
Location: Online

Members present: Jim Crooks (Chair, Audit)
Ann Irvine, Board Member
Fiona Martin, Board Member
Graham Watson, Board Member
Michaela Asisten, Student Board Member

In attendance: Margaret Cook, Principal
Lorenz Cairns, Depute Principal (Academic)
Veronica Lynch, Vice Principal (External)
Iain Wishart, Director of Finance
Stephen Reid, Ernst & Young (except Item 7.1)
Rachel Wynne, Ernst & Young (except Item 7.1)
David Archibald, Henderson Loggie (except Item 7.1)
Ian McCartney, Clerk to the Board of Management
John Maher, Director of Learning & Information Services, UHI (Item 6)

Apologies: Grace Scanlin, Ernst & Young
Katy Lees, Head of HR & Organisational Development

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

University of the Highlands and Islands
Perth College

Summary of Historic Action Items			
Ref	Action	Responsibility	Time Line
	Carried Forward from Meeting of 11 March 2021		
5	**Matters Arising** Head of HR to compare KPIs in H&S Annual Report with other Academic Partners	Head of HR	Next Audit meeting (Oct 2021)
5	**Matters Arising** Issues surrounding safe use of personal devices to be raised at next H&S Committee meeting	Head of HR	Next H&S Committee Meeting
12	**Review of Meeting** Clerk to update Terms of Reference to clarify that membership of F&GP Committee precludes membership of Audit Committee, and vice versa.	Clerk	Next Audit meeting (Sep 2021)

Summary of Current Action Items			
Ref	Action	Responsibility	Time Line
8.1	**Audit Action Plan** Director of Finance to compose a paper outlining proposals for circulation and approval by F&GP and Audit Committees.	Director of Finance	June 2021
8.1	**Audit Action Plan** Chair would inform joint Audit Chairs Committee re proposal reference above.	Chair	Next Audit Chairs Committee
8.2	**Review of Risk Register** Clerk to liaise with HR Manager re mandatory training around Health & Safety (Risk 17) and update accordingly.	Clerk	Board Meeting (June 2021)
8.2	**Review of Risk Register** Clerk to update Risk 26 based on discussion around integrated HR/Finance/Payroll systems.	Clerk	Next Audit meeting (Oct 2021)
8.2	**Review of Risk Register** Clerk to revise risks around Asset Management (Risk 29) based on Audit Report.	Clerk	Next Audit meeting (Oct 2021)

Item		Action
1.	**Welcome and Apologies** Chair welcomed everyone to the meeting, in particular John Maher from UHI, and noted apologies.	
2.	**Additions to the Agenda** There were no additions to the Agenda.	
3.	**Declaration of Interest in any Agenda Item** Henderson Loggie noted conflict around Item 7.1	
4.	**Minutes of Meeting of Audit Committee, Thursday 11 March 2021** The minutes were approved as a true and accurate record of the meeting.	
5.	**Matters arising from previous minutes**	
	Matters arising from 11 March 2021 Ref 5 – Matters Arising **Action 1:** Head of HR to compare KPIs in H&S Annual Report with other Academic Partners **Action Update:** Under review, carry forward to next meeting	Head of HR
	Action 2: Issues surrounding safe use of personal devices to be raised at next H&S Committee meeting **Action Update:** To be raised at next Health & Safety Committee meeting, report back to next Audit Committee.	Head of HR
	Ref 6.1 Audit Action Plan **Action:** Vice Principal to investigate provision of information on Gross Carbon Footprint to the public domain **Action Update:** Return complete, item removed from outstanding items on Action Plan	Complete
	Ref 6.3 – Health & Safety Risk Register **Action:** Clerk to liaise with author of paper to ensure target dates had are provided against tasks. **Action Update:** Completed	Complete

	Ref 10 – Committee Minutes **Action:** Head of HR to ensure that targeted dates are provided for action points. **Action Update:** Noted and in hand Ref 12 – Review of Meeting **Action:** Clerk to update Terms of Reference to clarify that membership of F&GP Committee precludes membership of Audit Committee, and vice versa. **Action Update:** Unable to be completed due to access to original files (cyber security incident). Defer to next meeting.	Complete Clerk
6	**UHI Cyber Security Attack – RESERVED BUSINESS**	
7	**Internal Audit Procurement – RESERVED BUSINESS**	
8.1	**Audit Action Plan** Vice Principal presented Paper 3, which had been provided to Committee for information. Vice Principal noted that 109 of 115 items were now fully or partially complete, with 4 in progress and 2 paused. Detail was provided on status of 22 remaining actions, and Committee were advised that completion of all outstanding actions was predate by September 2021. Committee **NOTED** the report and expressed appreciation at the rate of progress towards completion. Vice Principal raised matter of outstanding item relating to implementation of a documented set of financial procedures for the Finance Team, noting that this item related to previous procedures when an exercise to review and streamline current finance processes is ongoing, however this action relates back to the	

	original UHI Audit therefore there requires to be some formal signing off of any proposed changes. Director of Finance agreed that documentation of processes is important, however expressed concern that time spent documenting processes that may be replaced seem counter-productive. Committee, with input from External Auditors, **AGREED** that some intervention is required, and requested Director of Finance to compose a paper outlining proposals for circulation and approval by F&GP and Audit Committees. Chair would also inform joint Audit Chairs Committee.	Director of Finance Chair
8.2	**Review of Risk Register** Clerk presented Paper 4 for dicussion, noting the addition of various actions around cyber security as requested at last meeting. Board Member queried the achievement of mandatory training around Health & Safety training (Risk 17) due to risk of asking staff to undertake activity they haven't been trained for. Clerk to liaise with HR Manager and update accordingly. Board Member queried the progress re integrated HR/Finance/Payroll systems (Risk 26). Director of Finance advised that lack of progress was a resource issue, and full implementation would take around 18 months from purchase. Chair queried reasons for slippage, which were summarised as COVID, cost and capacity. Principal advised that the Tech 1 route promoted by the university was not currently suitable for Perth College's needs. Board Member queried what Plan B was. Principal advised that improvements to current system were ongoing but more needs done. Clerk to update Risk 26 based on discussion. Vice Principal noted that risks around Asset Management would also need revised based on Audit Report in Paper 6.	Clerk Clerk Clerk
9.1	**External Audit 2021/21 – draft Annual Plan** External Auditor presented Paper 5, highlighting the sections around scope of work, key timelines and materiality levels. External Auditor noted that the Wider Scope section refers to 2018/19, however the College has clearly been able to demonstrate significant ongoing development in governance. Board Member queried whether anything had been built into the programme with regards to transition should another auditor be appointed at the end of the contract. External Auditor advised that the current contract had been extended to a 6th year due to COVID, and that Audit Scotland assures protocols are followed	

	around key areas. Committee NOTED the Plan.	
9.2	**Internal Audit 2020-21/04 – Asset Management Report** Internal Auditor presented Paper 6, noting that all Priority 2 recommendations were interconnected, whilst the Priority 3 recommendation was a relatively short-term piece of work. Internal Auditor reported that the £5k base limit for inclusion on the Asset Register had not been fully complied with due to lack of proper processes being in place, and work was required to connect this area within the IT network. In the short-term, it was proposed to use Procurement processes to verify purchases. Director of Finance noted the scale of improvements required would mean that exercise would not be completed this calendar year, and conversations have been taking place with other Colleges to adopt best practices. Board Member suggested that Risk 29 on the Risk Register be amended to take account of the heightened risk. Director of Finance advised that part of the exercise will be to quantify risk, particularly around security and business continuity. Internal Auditor noted that work also needs to be done to recognise the value of certain items to the College even though these may not be of significant value from an accounting viewpoint. Committee **NOTED** the Report.	
9.3	**Internal Audit 2020-21/05 – Corporate Planning & ROA Report** Internal Auditor presented Paper 7, noting the positivity of the Report and advising that local plans were now more in focus with financial sustainability and contained differing layers of monitoring inputs. Internal Auditor noted the recommendation around use of SMART objectives within operational planning, and concerns around the restrictions on planning due to external influences. Committee **NOTED** the Report.	
9.4	**Internal Audit 2020-21/06 – Student Recruitment & Retention Report** Internal Auditor noted that Paper 8 had not yet been issued as this is a complex report requiring input from a number of stakeholders to agree the final management actions.	

	Clerk advised Committee that, once the College had completed its review, this would be returned to Internal Auditors and then issued. It is hoped that this can be achieved in advance of the Board of Management meeting on 10th June to enable the Chair to record successful progress within the Committee Reports.	
10	**Freedom of Information & Data Protection – Update** Clerk presented Paper 9 for information, highlighting the sections relating to Scottish Information Commissioner investigations and arrangements around the Request To Be Forgotten work.	
11.1	**Balanced Scorecard** Clerk advised that Paper 10 was not available due to accessibility issues caused be the recent cyber security incident. This paper would be issued to Committee as soon as available.	
11.2	**In-Year KPIs** Clerk advised that Paper 11 was not available due to accessibility issues caused be the recent cyber security incident. This paper would be issued to Committee as soon as available.	
12	**Committee Meetings** Clerk advised that Paper 12 was not available due to accessibility issues caused be the recent cyber security incident. This paper would be issued to Committee as soon as available.	
13	**Date & Time of Next Meeting** • Monday 04 October @ 5:00pm (provisional)	
14	**Review of Meeting** Committee confirmed that the meeting had been conducted in line with the Terms of Reference.	

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Status of Minutes – Open ☑ (Except Items 6 & 7)

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

Perth College UHI

Committee	Board of Management
Subject	Board Schedule of Meetings 2021-22
Date of Committee meeting	10/06/2021
Author	Clerk to the Board of Management
Date paper prepared	03/06/2021
Executive summary of the paper	This Paper outlines the proposed schedule for Board-level meetings for Academic Year 2021-22, including identified business and compliance priorities for the year. Board Members are advised that it intended as a first preference to hold all Board Meetings and Development Days on campus, with Cycle 1 & 4 Standing Committee meetings also taking place on campus, Cycle 2 & 3 Standing Committee meetings initially scheduled to take place online. Board Members are asked to note that Executive/Chairs Summaries for all tabled minutes to Board Standing Committees will be required.
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	Initial consultation with Clerk to CMT has taken place to ensure timeous reporting of papers/minutes is possible within the proposed schedule. Plan has been discussed at Chairs' Committee.
Action requested	☐ For information ☐ For discussion ☐ For endorsement ☒ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)

Perth College UHI

Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	~~Yes/~~ No
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	~~Yes/~~ 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	n/a
Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	~~Yes/~~ No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	~~Yes/~~ No Click or tap here to enter text.

Perth College UHI

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.
Status (e.g. confidential/non confidential)	Non Confidential
Freedom of information Can this paper be included in "open" business?*	Yes~~/ 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

Perth College Board of Management – DRAFT Schedule of Meetings 2021/2022

Committee	Cycle 1		Cycle 2		Cycle 3		Cycle 4	
	Date	Business & Compliance	Date	Business & Compliance	Date	Business & Compliance	Date	Business & Compliance
Engagement	Thu 26 Aug	Perth Partnership Agreement; HISA Perth Plan of Work	Tue 02 Nov	National Student Survey; Student Satisfaction and Engagement Survey; Postgraduate Taught Experience Survey	Thu 27 Jan	Induction Early Experience Survey	Thu 21 Apr	
Academic Affairs	Wed 01 Sep	Additional Meeting re COVID 19 impacts & responses	Wed 10 Nov	Student Satisfaction and Engagement Survey; National Student Survey	Wed 02 Feb	Induction Early Experience Survey; Student Retention & Attainment Report/SFC Benchmark Report on KPIs	Wed 27 Apr	Student Destinations; Student Recruitment Targets

Committee	Cycle 1		Cycle 2		Cycle 3		Cycle 4	
	Date	Business & Compliance	Date	Business & Compliance	Date	Business & Compliance	Date	Business & Compliance
F&GP	Tue 28 Sep	Full Year Management Accounts; Final Budget & Financial Forecast Return; Estates Strategy	Mon 29 Nov ——— NB: JOINT MEETING	Draft Annual Financial Statements; Draft External Audit Annual Report	Tue 28 Feb	Draft Mid-Year Review	Tue 24 May	Indicative Budget & Financial Forecast Return; Review Financial Regulations
Audit	Mon 04 Oct	Annual H&S Report; Review compliance against Governance Code to allow preparation of Certificates of Assurance	Mon 29 Nov	Draft Annual Financial Statements; Draft External Audit Annual Report; Draft Internal Audit Annual Report; Draft Audit Committee Report to Board	Wed 09 Mar	H&S Operational Risk Register	Tue 31 May	Internal Audit Annual Plan; External Audit Annual Plan

Committee	Cycle 1		Cycle 2		Cycle 3		Cycle 4	
	Date	Business & Compliance	Date	Business & Compliance	Date	Business & Compliance	Date	Business & Compliance
Chairs & Remuneration	Tue 07 Sep	Membership Review; Principal's Objectives	Mon 15 Nov		Thu 10 Feb		Thu 05 May	Draft Principal's Objectives
AST	Thu 23 Sep	Full Year Management Accounts; Final AST Business Plan	Tue 23 Nov	Draft AST Annual Accounts;	Thu 24 Feb		Thu 19 May	Draft AST Business Plan
Board of Management	Thu 14 Oct	Approve Budget & Financial Forecast Return; Summary of Policies & Procedures due for Review	Mon 13 Dec	Approve Annual Accounts; Approve External Audit Annual Report; Approve Internal Audit Annual Report; Approve Audit Committee Report to Board	Thu 24 Mar	Approve Mid-Year Review	Thu 09 June	Approve AST Business Plan; Receive Indicative Budget & FFR Dates for 2022/23 Committee Meetings

Key Assumptions:

- All F&GP & AST meetings to take place at least one week after production of quarterly Management Accounts to ensure that most up-to-date information is available for scrutiny
- F&GP to precede Audit during each cycle in case issues raised at F&GP require to be flagged
- Multiple Board-level committees within same week to be avoided wherever possible within schedule

Standard Business Items

The following business will be tabled for consideration as standard items across all Committees:

- Strategic Risk Register
- Progress against In-Year Key Performance Indicators

Dates for Noting:

September 06 2021   Commencement of Semester 1

October 11-15 2021   Autumn Recess

December 23 2021   End of Semester 1

January 10 2022   Commencement of Semester 1

April 04 – 15 2022   Easter Recess

June 03 2022   Semester 2 Finishes

College Closed Days:

October 11/12 2021

December 23 2021 – January 05 2022

April 04/05 2022

BOARD OF MANAGEMENT – TERMS OF REFERENCE

Membership

All Members appointed by the Regional Strategic Body;
The Principal of the College;
One person appointed by being elected by the teaching staff of the College;
One person appointed by being elected by the non- teaching staff of the College;
Two persons appointed by being nominated by HISA Perth from among the matriculated students of the College;

In attendance
Depute Principal (Academic)
Vice Principal (External)
Associate Principal (Curriculum)
Director of Finance

Quorum
The quorum shall be 50% of the total current membership of the Board

Frequency of Meetings
The Board shall meet no less than four times per year.

Terms of Reference

During Board meetings and other sanctioned Board events, the Board shall:

1. Take note of the overall environment in which the college operates, and provide considered and appropriate strategic guidance to safeguard and enhance the continued operation of the college.

2. Ensure that the College provides the best possible education and learning environment for its students;

3. Ensure that the values and ethos of the College are upheld and promoted;

4. Ensure that its decision-making process is transparent, properly informed, rigorous and timely, and in the best interests of the College as a whole, including taking into account UHI partnership needs;

5. Ensure that the College operates ethically, responsibly and with respect for the environment and for society at large;

6. Ensure that robust risk management and internal control systems are in place, maintained and enhanced;

7. Ensure compliance with all statutes, ordinances and provisions regulating the College and its framework of governance.