

## Board of Management

### Agenda

**Meeting reference:** Board 2020-21/02  
**Date:** Monday 14 December 2020 at 5.00pm  
**Location:** Online  
**Purpose:** Scheduled meeting

\* Denotes items for discussion/approval.

Members should contact the Secretary in advance of the meeting if they wish to request an item be starred.

	<b>Agenda Items</b>	<b>Author</b>	<b>Led by</b>	<b>Paper</b>
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 Thursday 08 October 2020	Clerk	Chair	Paper 1
*5	Actions arising from previous minutes		Chair	Verbal
6	<b>Items for Approval</b>			
*6.1	AST Business Plan 2020-23	AST Board	AST Chair	Paper 2
*6.2	Health & Safety Statement of Intent	Health, Safety & Wellbeing Adviser	Clerk	Paper 3
7	<b>Audits &amp; Financial Reporting</b>			
7.1	Perth College Management Accounts to October 2020	Director of Finance	Director of Finance	Paper 4
7.2	Audit Action Plan – summary update	Project and Planning Officer	Vice Principal (External)	Paper 5
8	<b>Compliance, Risk &amp; Performance Monitoring</b>			
8.1	Health & Safety Annual Report 2019/20 – Wellbeing Appendix	Health, Safety & Wellbeing Adviser	Health, Safety & Wellbeing Adviser	Paper 6
*8.2	Resource Allocation Model Consultation	Principal	Principal	Paper 7
8.3	SFC review of Scotland's Colleges and Universities Phase One Report	SFC	Principal	Paper 8

*8.4	Strategic Risk Register	Clerk	Clerk	Paper 9
*8.5	Balanced Scorecard – proposal for In-Year KPIs	Project and Planning Officer	Clerk	Paper 10
	<b>Standing Reports</b>			
9	Chair's Report	Chair	Chair	Paper 11
10	Principal's Report	Principal	Principal	Paper 12
11	HISA Perth Report	HISA Perth	HISA Perth President	Paper 13
12	<b>Minutes of Board Standing Committees</b> <i>For the Board of Management to note.</i>			
12.1	Engagement Committee – 03 November 2020	Clerk	Chair - Engagement	Paper 14
12.2	Academic Affairs Committee –11 November 2020	Clerk	Chair – Academic Affairs	Paper 15
12.3	Chairs' Committee – 16 November 2020	Clerk	Chair – Chairs'	Paper 16
12.4	AST Board – 21 October 2020 & 20 November 2020	Clerk	Chair – AST	Paper 17a Paper 17b
12.5	Finance & General Purposes Committee – 30 November 2020	Clerk	Chair – F&GP	Paper 18
12.6	Audit Committee – 03 December 2020	Clerk	Chair – Audit	Paper 19
13	Date & Time of Next Scheduled Meeting • Wednesday 24 March 2021 @ 5:00pm	Clerk		
14	Review of meeting (Committee to check against the Terms of Reference to ensure all competent business has been covered)		Chair	Paper 20

# Board of Management

## DRAFT Minutes

**Meeting reference:** Board 2020-21/01

**Date and time:** Thursday 08 October 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  
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  
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:** Sheena Devlin, Board Member (until Item 16)

**Chair:** Brian Crichton

**Minute Taker:** Ian McCartney

**Quorum:** 8

Summary of Current Action Items			
Ref	Action	Responsibility	Time Line
6	<b>Perth College Revised Budget 2020/21 &amp; Financial Forecast Return</b> Chair requested that an action plan for mitigating actions with outline timescales be prepared for Board to consider.	Director of Finance	Next meeting
8	<b>Strategic Risk Register</b> 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	<b>Health &amp; Safety – Annual Report 2019/20</b> Health, Safety & Wellbeing Adviser to be invited to the next Board meeting to update Board on wellbeing issues.	Clerk	Next meeting
14			
16			

Summary of Historic Items			
	Action	Responsibility	Time Line
	<b>Matters Arising from 20 July 2020</b> <u>Ref 7: AST Revised Budget 2020/21</u> Revisit budget to be presented to Board at earliest opportunity depending on external environment.	AST Chair	ASAP
	<b>Matters Arising from 20 July 2020</b> <u>Ref 16: Business Development Strategy</u> Strategy to be tabled at December Board	Vice Principal	December Board
	<b>Matters Arising from 18 March 2020</b> <u>Ref 24.6: Audit Committee – 10 March 2020</u> 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
	<b>Matters Arising from 10 June</b> <u>Ref 17: Board Effectiveness Review</u> Chair, SMT and Clerk to generate action plan with appropriate timings to ensure recommendations are adopted	Chair/SMT/ Clerk	ASAP

## MINUTES

[illegible]

<p><b>Action:</b> Commence process of strategic planning prior to UHI plan being received.</p>	
<p><b>Action update:</b> Scheduled within Board Development Sessions Calendar under Item 12.</p>	Complete
<p><u>Ref 16 - Business Development Strategy</u></p>	
<p><b>Action 1:</b> Consultation session to be arrange before end of October.</p>	
<p><b>Action update:</b> Scheduled within Board Development Sessions Calendar under Item 12.</p>	Complete
<p><b>Action 2:</b> Strategy to be tabled at December Board</p>	
<p><b>Action update:</b> pending</p>	Vice Principal
<p><b><u>Historic Actions</u></b></p>	
<p><b>Matters Arising from Board Meeting of 18 March 2020</b></p>	
<p><u>Ref 24.6 Audit Committee – 10 March 2020</u></p>	
<p><b>Action:</b> 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</p>	
<p><b>Action Update:</b> Item still a work in progress, deferred due to COVID</p>	SMT
<p><u>Matters Arising from Board Meeting of 10 June 2020</u></p>	
<p><u>Ref 8: Management Accounts to 30 April 2020</u></p>	
<p><b>Action:</b> Staff Board Member requested a summary of key items noted by Interim Head of Finance within Executive Summary.</p>	
<p><b>Action Update:</b> Completed</p>	Complete
<p><u>Ref 17: Board Effectiveness Review</u></p>	
<p><b>Action:</b> Chair, SMT and Clerk to generate action plan with appropriate timings to ensure recommendations are adopted</p>	
<p><b>Action Update:</b> Not yet complete – meeting organised for 15 October</p>	Chair/SMT/ Clerk
<p><u>Ref 21: Review of Meeting</u></p>	
<p><b>Action:</b> Chair and Clerk review methods of Board working over the summer to ensure that decisions are made at the most appropriate level</p>	
<p><b>Action Update:</b> Completed, but issue to be monitored subject to further suggestions from Board members</p>	Complete

	<b>Audits &amp; Financial Reporting</b>	
<b>6</b>	<p><b>Perth College Revised Budget 2020/21 &amp; Financial Forecast Return</b></p> <p>Director of Finance presented Paper 2, and highlighted trend information, percentage staff costs, fluctuations in income, and expenditure linked to tackling digital poverty.</p> <p>Director of Finance advised that focus was on looking at tackling longer-term issues to achieve break-even by 2021/22.</p> <p>Student Member queried which processes in particular were being improved. Director of Finance responded that improvements to processes were required across the board, but time would be needed to execute.</p> <p>Staff Member enquired as to effects of recent pay rise agreed for colleges. Director of Finance noted that a 2% increase had been assumed across all staff.</p> <p>Board Member asked what actions were supporting income growth. Vice Principal noted that it was difficult to generate new commercial contracts under current circumstances, however there is an Innovation Lab planned for the Aviation Academy building and the Young Person's Guarantee Fund should generate new income not in budget.</p> <p>Board Member enquired about whether a headcount review would be aligned with the strategic plan. Chair noted that the curriculum review had identified 80% of attendance arose from 20% of courses, which afforded the use of high-level strategic levers.</p> <p>Board Member asked about discussions regarding top-slicing. Principal advised that a request for a review of top-slicing had been rejected. There is a project looking at the Resource Allocation Model but it has yet to be clarified whether this will look at reduction of allocations.</p> <p>Chair requested that an action plan for mitigating actions with outline timescales be prepared for Board to consider at next meeting.</p> <p>Director of Finance provided an update on Cashflow, noting that, while the model isn't detailed enough, an updated model is being developed to provide more accurate phasing and historic modelling of actual figures.</p> <p>Board Member queried whether there are any concerns regarding Going Concern for the College. Principal noted that, while the Government and Funding Council were concerned about liquidity across the sector, indicators are that colleges will not be allowed to</p>	Director of Finance

	<p>go to the wall. Chair noted that 2019/20 audit should be okay in terms of Going Concern as College was within technical deficit range. Director of Finance advised that future Going Concern will be linked to plans to address and mitigate.</p> <p>Following this discussion, Board <b>APPROVED</b> the revised Budget for 2020/21</p>	
<b>7</b>	<p><b>Audits Action Plan - update</b></p> <p>Vice Principal presented Paper 3 for information, noting that the paper provides a summary update for the Audits Action Plan, with a detailed version provided to Audit Committee.</p> <p>Vice Principal highlighted that 66% of the 117 actions were either fully or partially complete.</p>	
	<b>Compliance, Risk &amp; Performance Monitoring</b>	
<b>8</b>	<p><b>Strategic Risk Register</b></p> <p>Clerk presented Paper 4, noting recent updates.</p> <p>Chair expressed concern over levels of red/amber indicators and queried whether this demonstrated that material progress was being made on mitigating actions. Board member advised that static trends was an indication that more mitigations were required.</p> <p>Board <b>AGREED</b> that SMT and 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.</p>	SMT/Clerk
<b>9</b>	<p><b>Health &amp; Safety – Annual Report 2019/20</b></p> <p>Board received Paper 5 for information.</p> <p>Board member expressed surprise at lack of prominence of wellbeing within Report, particularly given the current climate, for example there is little in the Report about continued working from home matters, where there would be an expectation that reassurance had been sought.</p> <p>It was <b>AGREED</b> to invite the Health, Safety &amp; Wellbeing Adviser to the next Board meeting to update Board on wellbeing issues.</p> <p>Chair noted that there were indicators within the Report that the College had not made the transition from an organisation that “does” Health &amp; Safety to one which fully adopts a Health, Safety &amp; Wellbeing culture.</p>	Clerk



<b>10</b>	<p><b>Balanced Scorecard</b></p> <p>Clerk presented Paper 6, the latest update of the Balanced Scorecard, for information.</p> <p>Clerk also advised Board that work had commenced on provision of some additional performance indicators as previously requested, and that proposals would be tabled at the next Board meeting.</p>	
	<b>Policies &amp; Strategies</b>	
<b>11</b>	<p><b>Summary of Policies &amp; Procedures scheduled for review 2020/21</b></p> <p>Clerk presented Paper 7, which had been produced by the Quality Manager.</p> <p>Board Member requested that the summary should also include a reference to the Anti-Racism project that was currently being worked on. This was <b>AGREED</b>.</p> <p>Student Board Member enquired as to how UHI Single Policy approach fit with local policies. Principal advised that the Single Policy roll-out has been proceeding for a couple of years, but each Board is a separate entity so has to approve each Single Policy when it arrives.</p>	
	<b>Board Development</b>	
<b>12</b>	<p><b>Board Development Sessions – Calendar 2020/21</b></p> <p>Board noted Paper 8, which was provided for information.</p>	
	<b>Standing Reports</b>	
<b>13</b>	<p><b>Chair's Report</b></p> <p>Chair summarised Paper 9, noting in addition that further meetings re options around academic alignment and UHI top-line strategy were scheduled over the coming few weeks.</p> <p>Chair advised Board that Regional Strategy Committee were due to review financial systems in November. Perth College's Director of Finance was preparing a paper as part of this process.</p> <p>Concern was recorded in respect of some of the language used in Appendix 2 of Paper 9 in respect of Perth College's position on the UHI investigation, particularly as Court minutes are public documents.</p>	
<b>14</b>	<p><b>Principal's Report</b></p> <p>Principal summarised Paper 10.</p>	

	Board expressed thanks to all staff on their extraordinary response over the summer period in response to COVID.	
<b>15</b>	<p><b>HISA Perth Report</b></p> <p>HISA Perth President presented Paper 11, which included the 2020/21 HISA Plan of Work &amp; a draft of the new Perth Partnership Project.</p> <p>HISA Perth President noted that 109 applications to the Student Support Fund had been received.</p>	
<b>16</b>	<p><b>Quarterly UHI Partnership Update</b></p> <p>Board received Paper 12 for information.</p>	
<b>17</b>	<p><b>Minutes for Board Standing Committees</b></p> <p>Board received for noting Draft Minutes and Chairs' Reports for the following Committees:</p> <ul style="list-style-type: none"> <li>• Engagement Committee (27 August 2020)</li> <li>• Academic Affairs Committee (02 September 2020)</li> <li>• Chairs' Committee (09 September 2020)</li> <li>• Finance &amp; General Purposes Committee (21 September 2020)</li> <li>• AST Board (24 September 2020)</li> <li>• Audit Committee (28 September 2020)</li> </ul>	
	<b>Any Other Business</b>	
<b>18</b>	<p><b>Voluntary Severance Update</b></p> <p>Board received a summary of the outcomes of the recent online poll regarding a Voluntary Severance scheme.</p> <p>Clerk advised that 14 Board Members had expressed support for the measures, and that abstentions had been received from Student Board Members who advised that they were unable to approve due to lack of time to consider the options.</p> <p>Clerk clarified that online poll had therefore APPROVED the proposals, and the matter was now being progressed via UHI in order to receive appropriate SFC approval.</p>	
<b>19</b>	<p><b>Date &amp; Time of Next Meeting</b></p> <ul style="list-style-type: none"> <li>• Monday 14 December 2020 @ 5:00pm</li> </ul>	
<b>20</b>	<p><b>Review of Meeting</b></p> <p>Members <b>AGREED</b> the meeting had covered Board business.</p>	

**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** ☒

## Perth College UHI

Paper No. 2

<b>Committee</b>	Board of Management
<b>Subject</b>	AST Business Plan 2020-23 & Budget 2020-21
<b>Date of Committee meeting</b>	14/12/2020
<b>Author</b>	Mark Taylor – AST General Manager
<b>Date paper prepared</b>	07/12/2020
<b>Executive summary of the paper</b>	<p>The AST Business Plan 2020-2023 outlines the business performance in the past 12 months, conducts an analysis of current and future market conditions (including competitor analysis) and concludes with a detailed description of budget sales for the immediate 12 months to end July 2021, with outlooks for a further 2 years to end July 2023.</p> <p>The Business Plan text is accompanied by an Excel budget giving detailed and phased income and expenditure until 31<sup>st</sup> July 2021, plus tables on assumptions for a further two year to 2023.</p> <p>Previously approved by the AST Board, these papers should allow the F&amp;GP to conduct a further review before passing for formal approval by the main Perth College Board</p> <p>Board members are advised that Section 2 at Page 5 has been added by request following the Finance &amp; General Purposes Meeting of 30 November 2020 to provide Board members with comfort over the level of scrutiny that has already been placed on the Business Plan.</p>
<b>Consultation</b> Please note which related parties, stakeholders and/or Committees have been consulted	The papers have been prepared by the AST Management team with support from Perth College Finance.

## Perth College UHI

	The Business Plan was approved in committee by the AST Board at Issue 1 on 19 <sup>th</sup> November, with Issue 3 approved ex-committee on 23 <sup>rd</sup> November 2020
<b>Action requested</b>	<input type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input checked="" type="checkbox"/> Strongly recommended for approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
<b>Resource implications</b> Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	Yes – any margin generated by AST is historically provided to Perth College through Gift Aid
<b>Risk implications</b> 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.
<b>Link with strategy</b> Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> <li>• Compliance</li> <li>• National Student Survey</li> <li>• partnership services</li> <li>• risk management</li> <li>• other activity [e.g. new opportunity] – please provide further information</li> </ul>	None – AST is a 100% Perth College owned business with its own strategy, excluding some areas of overlap involving the Tay Cities Deal and resource provision to the Perth College BSc aviation degree

## Perth College UHI

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

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

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

## **Perth College UHI**

For how long must the paper be withheld? Lifetime of the plan, so July 2023

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](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

## Perth College UHI

Paper No. 3

<b>Committee</b>	Board of Management
<b>Subject</b>	Health & Safety - Statement Of Intent
<b>Date of Committee meeting</b>	14/12/2020
<b>Author</b>	Ian Bow, Health Safety & Wellbeing Adviser
<b>Date paper prepared</b>	20/11/2020
<b>Executive summary of the paper</b>	Health & Safety Statement of Intent is required to be approved annually as part of annual reporting procedures, and is required to be signed by Chair and Principal
<b>Consultation</b> How has consultation with partners been carried out?	n/a
<b>Action requested</b>	<input type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input checked="" type="checkbox"/> For approval
<b>Resource implications</b> (If yes, please provide details)	<del>Yes</del> / No
<b>Risk implications</b> (If yes, please provide details)	<del>Yes</del> /No Click or tap here to enter text.



## Perth College UHI

<p><b>Link with strategy</b></p> <p>Please highlight how the paper links to the Strategic Plan, or assist with:</p> <ul style="list-style-type: none"> <li>• Compliance</li> <li>• National Student Survey</li> <li>• partnership services</li> <li>• risk management</li> <li>• other activity [e.g. new opportunity] – please provide further information</li> </ul>	<p>Click or tap here to enter text.</p>
<p><b><u>Equality and diversity</u></b></p> <p>Yes/ No</p> <p>If yes, please give details:</p>	<p><del>Yes</del>/ No</p>
<p><b>Island communities</b></p> <p>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)?</p>	<p><del>Yes</del>/ No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>
<p><b><u>Data Protection</u></b></p> <p>Does this activity/ proposal require a Data Protection Impact Assessment?</p>	<p><del>Yes</del>/ No</p> <p>Click or tap here to enter text.</p>
<p><b>Status</b> (e.g. confidential/non confidential)</p>	<p>Non Confidential</p>

## Perth College UHI

<b>Freedom of information</b> Can this paper be included in “open” business?	Yes/ No
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\* If a paper should **not** be included within ‘open’ business, please highlight below the reason.

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

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](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

## Perth College UHI

### Health and Safety Policy Statement

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

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

To meet these criteria, the College will:

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

In order to effectively manage and improve Health and Safety performance, the College Board of Management devolves policies and procedures through the Principal and Chief Executive to the Senior Management Team, to the Sector Development Directors and Professional Services Managers, their staff, all of whom are responsible for managing Health and Safety as set out in further sections of this Policy.

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

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

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

Signature:

Date:

Margaret Cook, Principal and Chief Executive

Signature:

Date:

Brian Crichton, Chair of the Board of Management

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**Title:** Health and Safety Policy

**Version/Status:**

**Approved By/Date:** Health and Safety Committee

**Effective Publication Date:**

**Owner:** Principal and Chief Executive

**Lead Author:** Health, Safety & Wellbeing Adviser

**Review Timing/Date:**

## Perth College UHI

Paper No. 4

<b>Committee</b>	Board of Management
<b>Subject</b>	Perth College Financial Update – Year to October 2020
<b>Date of Committee meeting</b>	14/12/2020
<b>Author</b>	Iain Wishart, Director of Finance
<b>Date paper prepared</b>	04/12/2020
<b>Executive summary of the paper</b>	This presentation provides a high-level summary of College finances for the year to October 2020.
<b>Consultation</b> How has consultation with partners been carried out?	n/a
<b>Action requested</b>	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
<b>Resource implications</b> (If yes, please provide details)	<del>Yes</del> / No
<b>Risk implications</b> (If yes, please provide details)	<del>Yes</del> /No Click or tap here to enter text.
<b>Link with strategy</b> Please highlight how the paper links to the Strategic Plan, or assist with:	Click or tap here to enter text.

## Perth College UHI

<ul style="list-style-type: none"> <li>• Compliance</li> <li>• National Student Survey</li> <li>• partnership services</li> <li>• risk management</li> <li>• other activity [e.g. new opportunity] – please provide further information</li> </ul>	
<p><b><u>Equality and diversity</u></b></p> <p>Yes/ No</p> <p>If yes, please give details:</p>	<p><del>Yes/</del> No</p>
<p><b>Island communities</b></p> <p>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)?</p>	<p><del>Yes/</del>No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>
<p><b><u>Data Protection</u></b></p> <p>Does this activity/ proposal require a Data Protection Impact Assessment?</p>	<p><del>Yes/</del>No</p> <p>Click or tap here to enter text.</p>
<p><b>Status</b> (e.g. confidential/non confidential)</p>	<p>Non Confidential</p>
<p><b>Freedom of information</b></p> <p>Can this paper be included in “open” business?*</p>	<p>Yes/ No</p>

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

## Perth College UHI

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

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

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# Monthly Performance

October YTD Position



University of the  
Highlands and Islands  
Perth College

November 2020

# Overview

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With no monthly budget numbers available it is very difficult to give a meaningful picture of how we are doing through the first 3 months. The following slides attempt to give some indication of performance.

We also don't have a financial forecast process in place at the moment which means we don't have any projection of how we expect to perform through the rest of the year.

The financial forecast issue will be improve over the next few months. We need to develop our financial forecasting to improve our cash flow projections. The lack of monthly budget information will not be resolved until next year's budget.



# Income

## Headlines

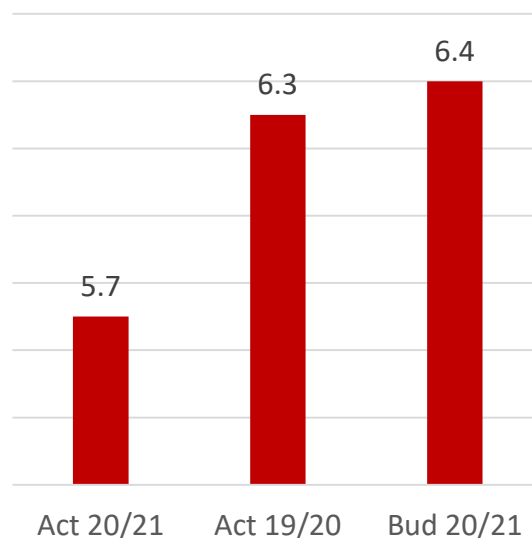
The following categories are based on actual cost:

- Estates
- Bursary
- Childcare

Skills development can be claimed at the completion of a course. Through October FWDF and SDS/FA courses have not been verified as complete and therefore we have not been able to claim income yet.

The impact of COVID account for the shortfalls in residences, canteen, ASW and the nursery.

Income – October YTD £M



*Note: The budget is calculated by taking 25% of the total budget.*

Income Reconciliation Oct YTD £K

Budget	6,433
Estates	(59)
Funding Council Grants	(206)
Bursary	(279)
Childcare	(127)
Skills Development	(119)
HE Tuition	(16)
FE Tuition	7
International	49
Research	9
Residences & Catering	(145)
Nursery	(29)
ASW	(42)
Other	243
Actual	5,720

*Note: The budget is calculated by taking 25% of the total budget.*

# Staff Costs

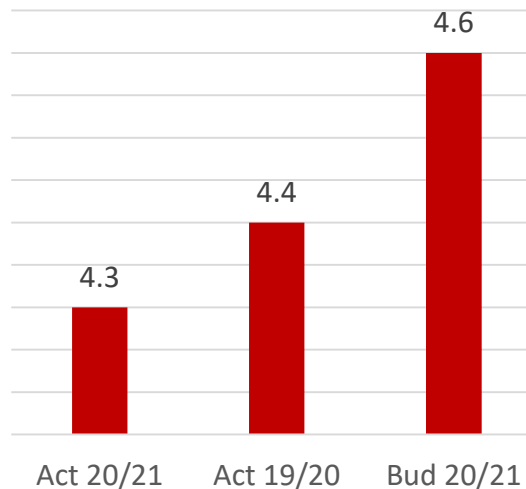
## Headlines

At first glance, staff costs appear to be performing well. However,

1. The budget assumed at 2% increase in staff costs that has not been paid through October. Agreement has been reached by one union on a 2% increase which will be paid in November.
2. 2% across all salaries would represent £86K YTD.
3. Temp costs tend to be lower in the first couple of months.
4. The budget is calculated based on a straight 25% .

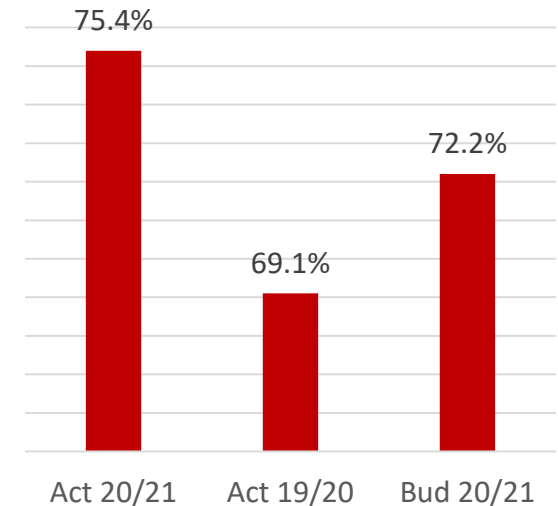
If you look at the staff costs as a % of income, on the right, you can see that the lower income in 20/21 has a significant impact versus 19/20 even though the £ costs being almost the same.

Staff Cost – October YTD  
£M



*Note: The budget is calculated by taking 25% of the total budget.*

Staff Cost – October YTD  
% of Income



*Note: The budget is calculated by taking 25% of the total budget.*

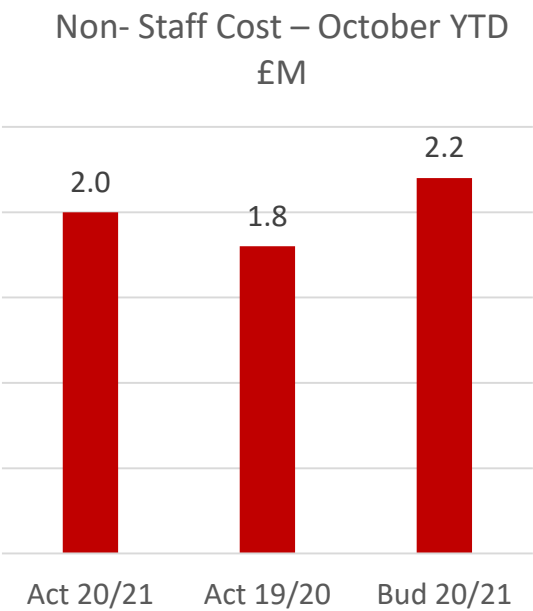
# Non-Staff Costs

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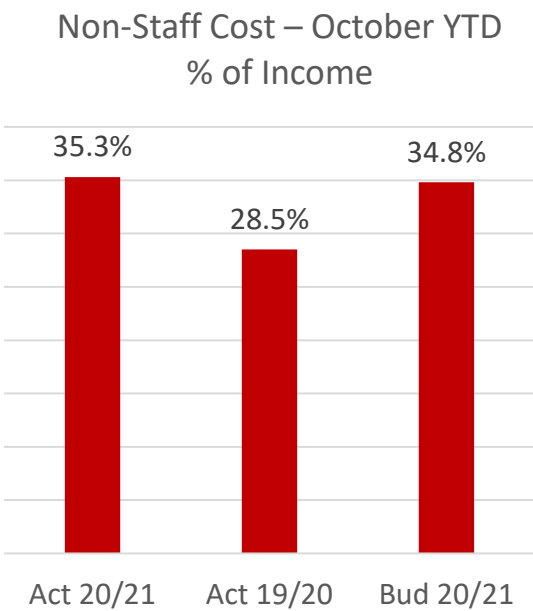
## Headlines

The actual staff costs for 20/21 include £245K of unbudgeted cost relating to laptops for digital poverty. The laptops can't be capitalised as they are not part of a system and could have a short lifespan e.g. not returned, returned damaged etc.

The actual costs for 20/21 also include £25K relating to specific COVID related costs which were also unbudgeted.



*Note: The budget is calculated by taking 25% of the total budget.*



*Note: The budget is calculated by taking 25% of the total budget.*

# Income Statement

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£K	Act 20/21	Act 19/20	Delta	Bud 20/21	Delta
Income	5,719.7	6,335.0	(615.3)	6,433.0	(713.3)
Staff	4,311.3	4,379.0	67.7	4,643.0	331.6
Non-Staff	2,019.7	1,808.0	(211.7)	2,238.9	219.1
AOP	(611.3)	148.0	(759.3)	(448.8)	(162.6)
Dep'n & Deferred	(307.8)	(183.0)	(124.8)	(230.8)	(77.0)
Surplus/Deficit	(919.2)	(35.0)	(884.2)	(679.6)	(239.6)
Staf/Income	75.4%	69.1%	(6.3)%	72.2%	(3.2)%
Non-Staff/Income	35.3%	28.5%	(6.8)%	34.8%	(0.5)%

# Cash FY 20/21 £K

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Closing Cash Oct 1,707.3

Funding 11,465.1

Other 5,858.3

Capital 404.7

Bursary 2,418.9

Income 20,147.0

Salaries 14,424.8

Non Staff 3,940.8

Bursary 2,789.9

VS 100.0

Sodexo 100.0

Cost 21,355.5

Closing Cash July 498.8

## Funding

£385K down due to “support staff funding relating to job evaluation not being paid in 20/21.

## Other

Have reduced catering and residences assumption from £712K to £160.

Have reduced other income from £1.6M to £1.4M.

Have added £163K relating to COVID Capital, £123K sale of Kinross and £136 relating to prior year capital cash catch up.

## Salaries

Used oct salary +2% \* 9 + £80,000 catch up.

Non staff = 3\* first quarter less digital poverty plus £163K for COVID related capital

<b>Committee</b>	Board of Management
<b>Subject</b>	Audit Action Plan Progress Update
<b>Date of Committee meeting</b>	14/12/2020
<b>Author</b>	Kirsty Campbell, Project & Planning Officer
<b>Date paper prepared</b>	07/12/2020
<b>Executive summary of the paper</b>	<p>The attached paper provides Board a Progress Update providing an overview of the main points to note.</p> <p><b>The following points are to be noted:</b></p> <ul style="list-style-type: none"> <li>• The Summary Progress Update provides context and an overview of the activities</li> <li>• At the request of Audit Committee on 03/12/20, progress will be monitored via exception to ensure Committee members are fully cognisant of outstanding actions.</li> </ul>
<b>Consultation</b> How has consultation with partners been carried out?	<p>Action Leads were consulted to provide information and context where available.</p> <p>Update and full Progress Table is reviewed quarterly by Audit Committee.</p>
<b>Action requested</b>	<input checked="" type="checkbox"/> For information only <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval

## Perth College UHI

<b>Resource implications</b> (If yes, please provide details)	No
<b>Risk implications</b> (If yes, please provide details)	No Click or tap here to enter text.
<b>Link with strategy</b> Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> <li>• Compliance</li> <li>• National Student Survey</li> <li>• partnership services</li> <li>• risk management</li> <li>• other activity [e.g. new opportunity] – please provide further information</li> </ul>	Paper collates areas recognised as risks to the College.
<u><b>Equality and diversity</b></u> Yes/ No If yes, please give details:	No
<b>Island communities</b> 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

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

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

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Its disclosure would substantially prejudice the commercial interests of any person or organisation	<input type="checkbox"/>	Its disclosure would constitute a breach of confidence actionable in court	<input type="checkbox"/>
Its disclosure would constitute a breach of the Data Protection Act	<input type="checkbox"/>	Other [please give further details] Click or tap here to enter text.	<input type="checkbox"/>

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# Audit Action Plan

## Interim Progress Update



University of the  
Highlands and Islands  
Perth College

23 November 2020

# Purpose

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 each of the audit action plans we are currently working to.

- **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**

# 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

**Priority** – an indicator based upon deadline v strategic priority v capacity (**NB** Pending)

**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**)

**Percentage complete** – an indicator of the amount of work completed on the task to date (**NB** Pending)

**Status Update** – a brief description of progress to date

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

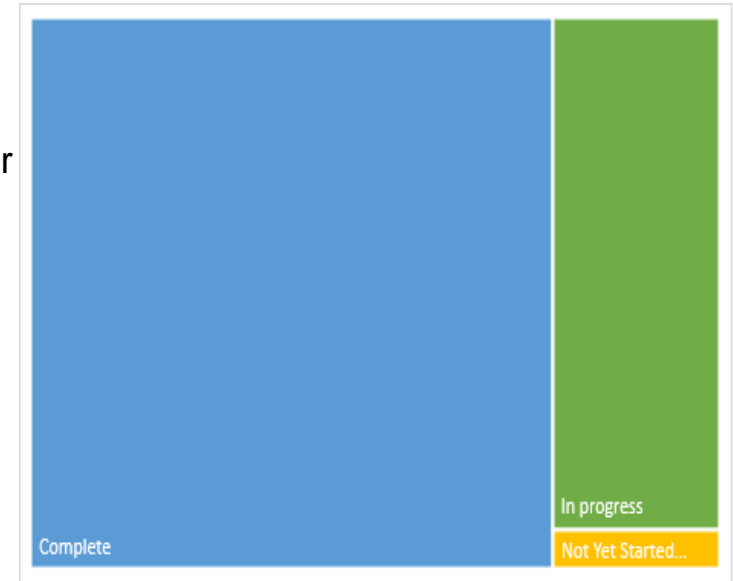
# Overview

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

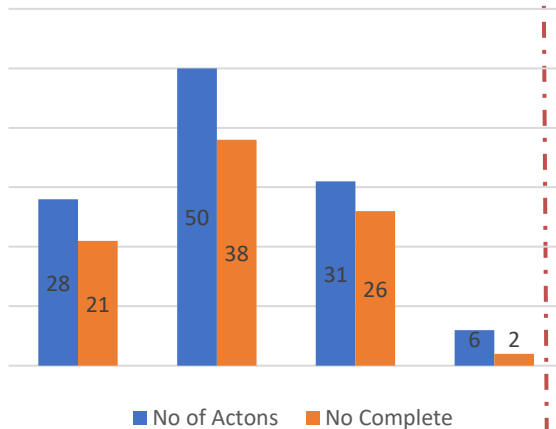
## 115 Activities\*

\* **19 actions** from 2 further internal auditor reports are being monitored separately

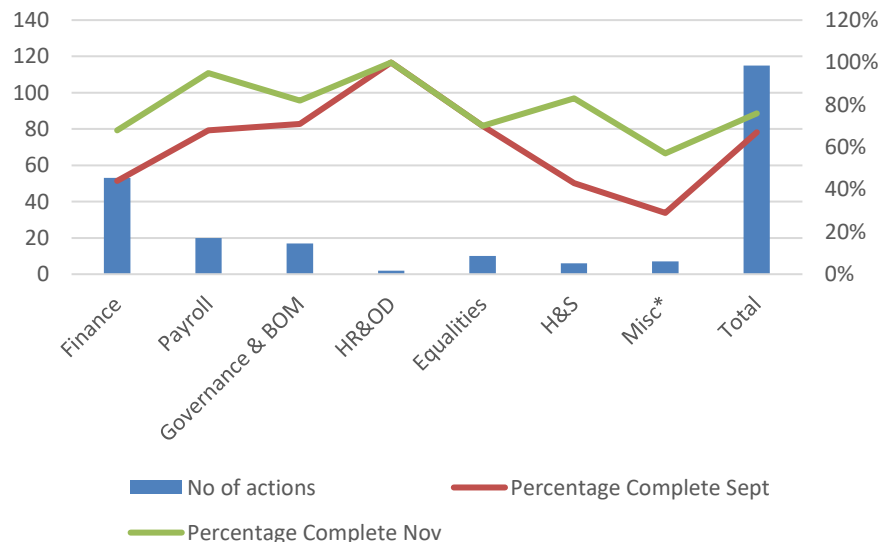
- 87 or 76% of actions are fully or partially complete
- 27 or 24% are in progress
- 2 or <2% are paused or yet to start



The 115 activities split by theme...



The activities by dept/percentage complete



Uplift from September 2020

Finance	24%
Payroll	27%
Governance & BOM	11%
HR&OD	0%*
Equalities	0%
H&S	28%
Misc	28%
<b>Overall</b>	<b>9%</b>

\* 100% complete

# 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

## Not Yet Started/Paused

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

## Stopped

The activity has been superseded

## Perth College UHI

Paper No. 6

<b>Committee</b>	Board of Management
<b>Subject</b>	Health & Safety Annual Report – Wellbeing Update
<b>Date of Committee meeting</b>	14/12/2020
<b>Author</b>	Ian Bow, Health Safety & Wellbeing Adviser
<b>Date paper prepared</b>	07/12/2020
<b>Executive summary of the paper</b>	Paper provides additional information related to Wellbeing for the Health & Safety Annual Report, as requested at the October meeting of the Board of Management.
<b>Consultation</b> How has consultation with partners been carried out?	n/a
<b>Action requested</b>	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
<b>Resource implications</b> (If yes, please provide details)	<del>Yes</del> / No
<b>Risk implications</b> (If yes, please provide details)	<del>Yes</del> /No Click or tap here to enter text.

## Perth College UHI

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<p><b><u>Equality and diversity</u></b></p> <p>Yes/ No</p> <p>If yes, please give details:</p>	<p><del>Yes</del>/ No</p>
<p><b>Island communities</b></p> <p>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)?</p>	<p><del>Yes</del>/ No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>
<p><b><u>Data Protection</u></b></p> <p>Does this activity/ proposal require a Data Protection Impact Assessment?</p>	<p><del>Yes</del>/ No</p> <p>Click or tap here to enter text.</p>
<p><b>Status</b> (e.g. confidential/non confidential)</p>	<p>Non Confidential</p>

## Perth College UHI

<b>Freedom of information</b> Can this paper be included in “open” business?	Yes/ No
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## **4. Health and Wellbeing**

### **4.1 Stress**

Stress remains a concern within the College as it does in all industries. The Health and Safety Committee are to form a Health and Wellbeing Sub-Group to review the current policy and procedures for support to staff who present with stress, either work related or not and report to the main Committee. This group shall have it's first meeting in November.

Stress awareness training is provided online and a programme of training events is to be planned for staff and managers to recognise stress, assist with stress risk assessments and stress management. As at August 2020 84% of staff had completed this training.

The HSWA has been requested to conduct 3 individual risk assessments with employees who identified through the procedures they felt stressed at work. Discussions with the HSWA and individuals around their personal stressors, the HSE Management Standards and interventions to alleviate the stressors. 2 employees declared after the discussion that they now saw a different perspective of their stressors and did not wish to take the stress assessment any further. The third employee has not been back in contact or requested any further discussion or assessment.

The Covid crisis has increased the feelings of stress and anxiety felt by many staff and students, whether this is due to personal health issues, family, financial and changes in the method of work and study. We are providing support through our HR department, Counselling Service and our Student Services Teams.

In this reporting period, 39 staff have accessed our outsourced independent and confidential staff counselling service (Rowan Consultancy) which is reduction from the previous period. 11 staff cited work related stress as one of the reasons for accessing the service with the main stressors identified in relation to the HSE Management Standards, as being Demand and Support, this is a similar number to that seen in the previous year.

### **4.2 Healthy Working Lives Gold Award**

In December 2019, Perth College UHI received confirmation from the Healthy Working Lives National Award Team that we had maintained our Gold Award. The Health and Wellbeing Group remit also includes the advancement and promotion of the Healthy Working Lives scheme and improvement beyond the minimum requirements of the scheme.

### **4.3 Healthy Working Lives Group**

The Healthy Working Lives Group have met once in this reporting period. The group is an informal and ad-hoc body who meet periodically to develop and promote the health and wellbeing of staff. Their main focus has been on the retention of the Healthy Working Lives Award and co-ordination of events, promotions and raising the awareness of healthy living, working and wellbeing at work.

As mentioned above, the Health and Wellbeing Group shall now also take the role of this group in a formal manner to ensure the progression of this agenda.

In January, staff were invited to participate in an Employee Wellbeing Survey as part of the Healthy Working Lives initiative. 118 employees, around 20% of the workforce took part and the results of this survey were returned in early February. Due to the Covid crisis, the Group has not yet discussed the report results and shall be part of the remit of the Health and Wellbeing Group. The survey results shall be analysed, pertinent points extracted and an action plan developed to address staff comments, suggestions and concerns.

#### **4.4 Covid-19, Working from Home**

The College followed Government instruction and went into lockdown on the 23<sup>rd</sup> March 2020. Since that time up to the relaxation of restrictions, staff have been working from home and continue to do so where their work cannot be completed on-site. Initially this was considered only for the short term, however as time goes on we realise it is not that clear cut.

At the very start of planning, it was established that all staff working from home would be required to conduct a Display Screen Self Assessment of their home working environment and the “work” equipment provided them. Line Managers were required to review assessments for each member of staff and their individual situation and to provide advice and support. Guidance on working from home, the use of computers including laptops, workstation set-up, posture and the likely hazards were communicated.

Some staff requested their computer chairs and additional IT equipment (external keyboard, mouse, docking station) to support their role and were given authority to collect or in some cases the equipment was delivered to them.

We have promoted “Mindfulness” during this challenging period providing staff and students with information and tools to assist in maintaining mental health. Topics include the advantages of working from home, taking regular breaks away from the computer, increasing physical activity, staying connected with work colleagues, setting a routine that suits, seeking assistance for IT issues, making time for things they like doing and being open when things get on top of you.

Communication on a regular basis with staff and students is an integral part of maintaining all round wellbeing in these unprecedented times. Staff and students alike have had to become used to different working practices and learning and not having the physical social contact we have all been used to.

Academic staff developed and delivered course subject matter online and as part of blended learning. Practical elements are delivered on Campus and supported by the online delivery. Line managers are in contact with their teams having regular meetings online with individuals and also group meetings and chats. SMT produce and communicate weekly updates relating to College plans, Covid updates and staff and student wellbeing

Some staff are permitted to return to the work environment for essential purposes where their work cannot be conducted from home, ie. practical classes, student support. This can only take place under strict conditions and approval from the head of department.

Prior to lockdown there were student engagement talks on Sex, Drugs, Rock&Roll, Bullying, Hate Crime, Sexual Assaults at Festivals and clubs, Esafety and Public

Speaking. Once the pandemic hit students have also experienced unprecedented challenges, with having to study from home, in some cases dealing with isolation and the challenges some students face when their routine is upset. The Student Engagement Administrator ran 27 Vlogs over lockdown for students to keep them engaged with the College. The College as part of UHI subscribed to the Big White Wall, which was then renamed TogetherAll, an online support community to support staff and students. The College recognised the impact of Digital Poverty on our students with many not able to access their on-line classes due to lack of equipment or wifi. The College chose to make a significant investment in this area to ensure that our students were not disadvantaged in continuing with their studies, and this continues into the 20/21 academic year.

#### **4.5 Returning to Work and Study**

Following National and UK Government guidelines and a relaxation in restrictions, a measured return to work and study for some staff and students has taken place. For staff, this follows an Individual Occupational Health Risk Assessment by our Occupational Health Provider, Medigold who assess the individuals "Covid Risk" taking into account individual susceptibility to contracting or transmitting the Covid virus, age, declared medical conditions and underlying health issues.

Organisational Covid-Safe risk assessments have been conducted and are reviewed regularly to ensure measures are in place and robust. Department and Curriculum areas were tasked with completing their individual area assessments in consultation with the HSWA, staff, staff side and student representatives, to provide reassurance and confidence that returning to work and study is safe.

Staff and Student Return to Campus Guides have been produced detailing the procedures and practices to be adopted and maintained on Campus and are also updated regularly in line with National and Regional Government legislation and guidance.

There is a booking in station in all building using a manual book or QR code where staff, students, visitors and contractors can register they on the premises for Track and Trace compliance. To avoid congestion at entrances, we have expanded the QR code system to offices, staff bases and classrooms. Throughout the Campus, we have hand sanitising stations with alcohol based sanitising gel or alcohol free foam. Directional signs for one way systems and "keep left", social distancing, FACTS, hand and respiratory hygiene are displayed in all our buildings. Face mask of surgical grade and protective gloves are available at the booking in points, workshops, classrooms for those that require them.

#### **4.6 Health and Fitness**

The Academy of Sports and Wellbeing (ASW), continue to promote health and fitness within the College and to the wider community offering a wide range of fitness classes, strength and conditioning programmes, personal training.

With the closure of fitness suites, gyms and climbing walls, ASW have been providing online classes and fitness sessions online. ASW are promoting and delivering services via various social media platforms including the College website.

ASW suspended payment of membership during this time hence allowing staff and students access to online facilities and this was advertised widely across UHI and saw significant engagement from staff and students alike.

#### **4.7 Mental Wellbeing**

All through this crisis we have been promoting health and wellbeing and in particular mental health. Adopting new ways of work and study has brought many challenges including isolation from the normal work and study contacts.

Student Services have been involved in online activities such as Social Bubble, providing a student survival guide, video blogs from staff and maintaining support for those students who require it. Student Support staff have been available on Campus and online to assist in addressing mental wellbeing issues of students.

For staff working from home we have provided guidance on the importance of establishing a routine, stop and start times and taking adequate breaks during the working day, adopting and maintaining healthy eating and hydration, avoiding negative thoughts, the importance of exercise and getting outdoors where possible and maintaining social contact with colleagues via Webex and Teams etc.

#### **4.8 Digital Fatigue**

Notwithstanding the above, some staff and students are experiencing digital fatigue due to the new ways of work and study. We have emphasised through our communications the importance of self-management as alluded to previously, establishing a routine and not overworking into the evening or early morning starts and to not have feelings of guilt if they perceive they have not contributed or completed all their tasks .

Many staff and students will read and respond to emails and messages at all hours and we actively discourage this to avoid a sense of overload. Anecdotally, people feel guilt if they do not respond so we advocate the self-management and control.

Completing and reviewing Display Screen Assessments is important as the “novelty” of home working wears off. Staff and students are reminded to adopt a good posture and workstation set-up, regardless if this is in a bedroom, sitting room or kitchen. Guidance and tips on home working and alleviating the digital fatigue is ongoing.

Where practicable and essential, some staff are permitted to attend Campus for part of their working week to alleviate the pressures of home working and social interaction, however a number of staff are not able to do this as their role is not essential for them to be on campus or their risk factor determines that at this stage they should not return to campus but continue to work from home.

## Perth College UHI

Paper No. 7

<b>Committee</b>	Board of Management
<b>Subject</b>	Resource Allocation Model Consultation
<b>Date of Committee meeting</b>	14/12/2020
<b>Author</b>	Principal & Chief Executive
<b>Date paper prepared</b>	06/12/2020
<b>Executive summary of the paper</b>	Paper summarises Perth College UHI's draft response to the consultation exercise around the Resource Allocation Model.
<b>Consultation</b> How has consultation with partners been carried out?	Consultation is being carried out with all UHI academic partners.
<b>Action requested</b>	<input type="checkbox"/> For information <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
<b>Resource implications</b> (If yes, please provide details)	Yes/ <del>Ne</del> It is unclear what the ultimate outcome of this process will be but it is anticipated that there will be resource implications when the process is complete. There are no resource implications at present.
<b>Risk implications</b> (If yes, please provide details)	Yes/ <del>Ne</del> As above for resource implications.

## Perth College UHI

<p><b>Link with strategy</b></p> <p>Please highlight how the paper links to the Strategic Plan, or assist with:</p> <ul style="list-style-type: none"> <li>• Compliance</li> <li>• National Student Survey</li> <li>• partnership services</li> <li>• risk management</li> <li>• other activity [e.g. new opportunity] – please provide further information</li> </ul>	<p>This process will ultimately impact on the strategy of UHI.</p>
<p><b><u>Equality and diversity</u></b></p> <p>Yes/ No</p> <p>If yes, please give details:</p>	<p>Yes/ No</p> <p>Unknown at this time</p>
<p><b>Island communities</b></p> <p>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)?</p>	<p>Yes/ No unknown at this time</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>
<p><b><u>Data Protection</u></b></p> <p>Does this activity/ proposal require a Data Protection Impact Assessment?</p>	<p>No</p> <p>Click or tap here to enter text.</p>
<p><b>Status</b> (e.g. confidential/non confidential)</p>	<p>Non Confidential</p>
<p><b>Freedom of information</b></p> <p>Can this paper be included in “open” business?*</p>	<p>Yes</p>

## Perth College UHI

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## **Board of Management – 14 December 2020**

### **Consultation on Changes to the University's Resource Allocation Model (RAM)**

#### **Introduction**

This consultation exercise is a very important aspect to the change work being carried out across the partnership. The RAM and therefore the funding of Academic Partners (AP's) and Executive Office (EO) is probably one of the most contentious aspects of the partnership and was extensively considered by this Board earlier in the year when we discussed our expectations from the partnership which would convince us to remain in the partnership rather than to further investigate the prospects of a Tayside Tertiary Institution.

I have structured this paper to give the factual information which maybe relevant to the Board along with some observations from our previous discussions and then finally given a draft response the specific questions raised in the paper.

(Note – the paper uses 'university' as a proxy for EO.)

#### **Context**

The enclosed paper highlights the purpose of the RAM as follows:-

'The purpose of a resource allocation model is to use that funding as effectively as possible to ensure that our collective ambitions for the region are met and we are also funding the capacity for our academic partners to respond to local or specialist needs.'

In effect the current RAM methodology is extremely complex and requires a top slice of 35% of HE delivery from each AP, this effectively funds EO and is approximately £15m pa, there is only a minimal top slice from FE activity of 0.7% currently of approximately £400k pa and there is no top slice for any other activity. The top slice also funds other initiatives such as the University Residencies project (c£1 - £1.5m loss per year), TechOne (years beyond its implementation date and budget and it is still not implemented) and other examples such as Strategic Initiative Funding, not all of these projects benefit students in Perth.

Also, in-year there is a micro-RAM which allocates income for specific teaching and other activity. This complexity has led to some institutions suffering significant in year reductions which they were not expecting. The hope of any new RAM is that it is simple and transparent and allows for effective financial planning across the partnership.

The paper assumes that the income to EO will continue at the same level regardless of the income distribution to the AP's, when this was challenged at a Partnership Council meeting the response was simply that the University Court had not approved any



reduction in the funding for EO therefore that must remain consistent, this statement was not well received.

This Board has been clear that to achieve a balanced budget and a sustainable future the top slice must be reduced by 25% then by 50%, this was discussed with John Swinney, Deputy First Minister and the Vice Chancellor and Chair of the University Court but there is no evidence that EO and the University Court have any intention of ensuring value across the partnership.

The Board has always been clear that the student experience is central to all of our activities and therefore it is important to maximise the income to the college to support that aspiration.

The College, in common with Inverness and Moray lost our rurality funding over a period of three years finishing about two years ago, it was not obvious that the rurality funding applied to FE only and these proposals now introduce a further HE rurality fund at the expense of the AP's who have already lost this funding ie we would suffer a 'double whammy' of funding loss.

None of this is to suggest that we cannot become more efficient locally and work is beginning to address this.

All of this is being addressed against a backdrop of the SFC Review.

## **Academic Issues**

There are two important aspects of the current academic work which are important to understand in this context.

Curriculum Review – at Perth we carried out a curriculum review in '19/'20, there is an ongoing UHI wide curriculum review which not impact on the delivery until '22/'23. The emphasis of the review is to deliver a more efficient curriculum not to fundamentally change the curriculum offered across the partnership. The CR should take cognisance of the regional employability skills agenda as a one fit all will not meet the needs of Perth and Kinross.

Networking of programmes – the paper highlights that there will be incentives for the networking of programmes, at present a proportion of our programmes are networked across the partnership but the intent is to see this expand dramatically and therefore allow staff from any AP to teach specific programmes in all AP's significantly reducing face to face teaching for students. In general terms this is more effective for HE students than FE students but our students, in general, prefer college attendance and the face to face teaching that goes with it. Clearly as a result of COVID we will see an increase in the amount of blended learning which is delivered but taking this to any

extreme would have a significant detrimental impact on our income and on our student experience/success.

Any increase in networking will see a reduction in the number of academic staff in Perth as Perth students will be taught by staff from other AP's and given the numbers of students in Perth this will see an increase in the income to other partners to the detriment of Perth.

## Input to the Partnership

The proposals assume that all services to partners are provided by EO when in fact many of our professional services colleagues in Perth provide support to EO and to other AP's, there is no recognition of this in the model. Examples of this would be for international work and SITS expertise.

## Summary of Proposed Changes

In summary the changes are:-

- The introduction of an 'institutional element' into the funding model so that partners receive a payment for non-academic costs that is separate from the volume-based funding for activity (though in the initial years it will be partly related to volume).
- Spreading the funding retained for central costs (the top slice) across both HE and FE in a way that better reflects how the resource is used. (At the moment the top slice is almost entirely from the HE budget).
- Introducing an element of payment from non-SFC teaching income to the university. This would be used to cover essential central costs of validation and quality assurance and also create headroom for further investment in developing additional non-SFC income.
- Introduction an annual funding agreement between the university and each academic partner which would define the expectations on the partners in return for funding while also specifying the expectations on the university in support for the academic partner.

## Questions/Responses

- Do you agree with our proposal to introduce an institutional element to our funding model?
  - *the institutional element will be important going forward, however how this is calculated will be important in terms of fairness and transparency. An institutional element should see a clearer distribution of funds without the complexity that currently exists.*

- Do you have views on which of the models of institutional element better meets the needs of the partnership?
  - *The introduction of the HE rurality funding disadvantages the partners who very recently lost all of their rurality funding, at that time there was no visibility of the rurality only applying to FE provision and therefore there has been no expectation that we would be further disadvantaged by further allocation for rurality going to those Colleges who have continuously benefitted from this payment.*
- Do you agree with the proposal to spread the cost of the central university service more equitably and transparently across further and higher education funding?
  - *The proposal to have 85% of EO funding coming from HE top slice and 15% from FE top slice disadvantages Perth as we have the greatest number of HE students in the partnership. An equitable 50/50 split would be a fairer method.*
- Do you agree with the principle of a proportion of external income being contributed to the partnership centrally and if so, do you agree with the proposal that it initially be set at 10% of teaching income?
  - *In order to create a more sustainable university with sustainable, self-sufficient academic partners, generating additional sources of external income will be essential. Generating increased additionality beyond existing activity will be increasingly important. A 10% tax being imposed on external income will be more likely to act as a disincentive and will reduce than increase that activity. An incentivisation model where Academic Partners or EO generating the business opportunity for another part of the partnership receives a commission based on the surplus generated would be more likely to increase the volume, quality and economies of scale that could be achieved.*
  - *This current proposal has an assumption within it that, whilst there is an income stream, there is sufficient surplus from this activity to pay a 10% top slice on that income. If this is to go ahead then a 10% top slice on the surplus element would be a fairer method as this would see a sharing of risk between EO and the AP. The current proposal could mean that AP's stop undertaking certain activities eg international as this may make it unviable, this would impact negatively on the institution as a whole.*
- Do you agree with the proposal for an annual funding agreement between the university and each partner to provide clarity of expectation on both sides?
  - *Perth has consistently argued for the introduction of SLA's between EO and the AP's. This would be a welcome initiative so long as they are genuinely two-way discussions and allowed for a discussion on what services an AP wishes to have from EO and allows the top slice to be amended according to the services being 'bought' accepting that some of EO services are mandatory.*
- Do you have any other comments on the issues covered by this consultation?

- *It is extremely disappointing that this consultation assumes the status quo for EO income, this has consistently been raised as an issue in every forum discussing the change planning for the partnership and undermines the integrity of this consultation exercise. This exercise sees the income for Perth either remaining stable (model 3), reducing by 2.2% (model 1) or reducing by 3% (model 2) when EO's income is stable and other AP's will benefit from increases in funding in excess of 15/20%. Again, we see the larger partners being disadvantaged in any discussions on funding.*

### **In summary, Perth's view is:**

This review is a missed opportunity.

It merely seeks to ensure that EO maintains its current levels of funding to the detriment of the AP's. This review, alongside the curriculum review, puts EO survival first before AP's and the student experience. Our student experience is compromised with the reduced level of investment in their education as a result of the top slice, this has become more apparent since establishing cross sector college work via the Vice Principal group during the COVID crisis. AP's needed financial incentive from both reviews and at present, under the banner of efficiencies, the best that can be hoped for would seem to be a curriculum delivery method Perth does not want - leaving our nearest competitor colleges in poll position to mop up students wanting face to face delivery.

With a top slice on commercial activity, it will push AP's to make decisions re the viability of any/all such activity- leading to Perth's estrangement from key stakeholders in our community. International business could end and with that, chances of expanding global partnerships, research and reputation across the partnership as Perth is at the centre of delivering international work to the benefit of the partnership as a whole.

Industrial relations with the Trade Unions would appear not to have been considered. New methods (on line) of curriculum delivery across the partnership will mean fewer lecturers will be needed. That may well mean redundancies and all the consequences that could follow

Finally, with the survival of colleges at stake, it is baffling to think that UHI feel the key to recovery is maintaining EO at its current level.

A bold step would be to invest in the big partners, merge some of the smaller ones, invest in infrastructure- physical and digital to ensure the north, south, east and west of the "highland region" had 4 beacons of excellence, competitive, leading, innovative, healthy and vibrant centres with a much smaller EO, an EO that is truly working in partnership with the key institutions to deliver an excellent student experience.

## Perth College UHI

Paper No. 8

<b>Committee</b>	Board of Management
<b>Subject</b>	Coherence & Sustainability: a Review of Scotland's Colleges and Universities. Phase One Report: Insights to Develop Further.
<b>Date of Committee meeting</b>	14/12/2020
<b>Author</b>	Principal & Chief Executive
<b>Date paper prepared</b>	06/12/2020
<b>Executive summary of the paper</b>	<p>This paper is to advise the Board of the outcomes of the SFC Review Phase 1.</p> <p>The paper was circulated to the Board in October 2020 when it was published.</p> <p>The Board are asked to note the contents of this paper.</p> <p>The Board will have the opportunity to input into the consultation exercise for subsequent phases of this process.</p> <p>Link to main Phase 1 report and associated papers can be accessed from the following link:</p> <p><a href="http://www.sfc.ac.uk/publications-statistics/corporate-publications/2020/SFCCP052020.aspx">http://www.sfc.ac.uk/publications-statistics/corporate-publications/2020/SFCCP052020.aspx</a></p> <p>Board Members are advised to focus on the reports around Financial Sustainability and Regional Strategic Body reviews, in particular the UHI review..</p>
<b>Consultation</b> How has consultation with partners been carried out?	This is a national process and consultation is being carried out at a national level and also at a UHI level.

## Perth College UHI

<b>Action requested</b>	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
<b>Resource implications</b> (If yes, please provide details)	Yes/ <del>No</del> It is unclear what the ultimate outcome of this process will be but it is anticipated that there will be resource implications when the process is complete. There are no resource implications at present.
<b>Risk implications</b> (If yes, please provide details)	Yes/ <del>No</del> As above for resource implications.
<b>Link with strategy</b> Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> <li>• Compliance</li> <li>• National Student Survey</li> <li>• partnership services</li> <li>• risk management</li> <li>• other activity [e.g. new opportunity] – please provide further information</li> </ul>	This process will ultimately impact on the strategy of every institution in Scotland.
<u><b>Equality and diversity</b></u> Yes/ No If yes, please give details:	Yes/ No Unknown at this time
<b>Island communities</b> 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 unknown at this time If yes, please give details: Click or tap here to enter text.

## Perth College UHI

<b><u>Data Protection</u></b> Does this activity/ proposal require a Data Protection Impact Assessment?	No  Click or tap here to enter text.
<b>Status</b> (e.g. confidential/non confidential)	Non Confidential
<b>Freedom of information</b> 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	<input type="checkbox"/>	Its disclosure would substantially prejudice the effective conduct of public affairs	<input type="checkbox"/>
Its disclosure would substantially prejudice the commercial interests of any person or organisation	<input type="checkbox"/>	Its disclosure would constitute a breach of confidence actionable in court	<input type="checkbox"/>
Its disclosure would constitute a breach of the Data Protection Act	<input type="checkbox"/>	Other [please give further details] Click or tap here to enter text.	<input type="checkbox"/>

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

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<b>Committee</b>	Board of Management
<b>Subject</b>	Strategic Risk Register
<b>Date of Committee meeting</b>	14/12/2020
<b>Author</b>	Ian McCartney, Clerk to the Board of Management
<b>Date paper prepared</b>	07/12/2020
<b>Executive summary of the paper</b>	<p>This paper provides Board with an opportunity to scrutinise and assess the full Strategic Risk Register.</p> <p>All new updates within the document have been highlighted in <b>red</b>. Items in individual Risk Areas linked to COVID-19 are highlighted in <b>blue</b>. In addition, these items are cross-referenced again the main COVID-19 Risk Area 30</p> <p><b>Following extensive review with Risk owners:</b></p> <ul style="list-style-type: none"> <li>• there are amendments/additions to context and/or actions in all Risk References;</li> <li>• Risks 15 &amp; 16 have been merged;</li> <li>• Risks 28 &amp; 29 are being further reviewed with a view to merger into Risk 15;</li> <li>• Risks 17 &amp; 21 are being further reviewed with a view to merger;</li> <li>• Risk 21 also to be reviewed to include risks re home working practices;</li> </ul> <p>In addition, there have been amendments to Risk Scores in the following Risk References:</p> <ul style="list-style-type: none"> <li>• Risk 7 – Residual Risk reduced based on resilience shown within organisation over last 18-24 months;</li> <li>• Risk 24 – Residual Risk reduced based on resilience of IT security demonstrated during move to home working/blended learning during COVID-19 arrangements.</li> <li>• Risk 26 – Residual Risk has been reduced based on 19 of 20 Audit Actions now being completed.</li> </ul> <p>Audit</p> <p>Committee members are asked to:</p> <ol style="list-style-type: none"> <li>i) Discuss the appropriateness of each Risk for the Committee;</li> </ol>



## Perth College UHI

	<p>ii) Review in particular the currency of the Action Plan;</p> <p>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 remit of Audit Committee;</p> <p>iv) Consider the removal of Risk 26 from the Strategic Risk Register.</p>
<p><b>Consultation</b></p> <p>How has consultation with partners been carried out?</p>	<p>Board Members and SMT have been consulted via discussions at sub-Committees.</p> <p>Extensive review with SMT has taken place during current Board cycle</p> <p>The full Risk Register is presented to the Board on a quarterly basis, and to Audit Committee bi-annually</p>
<p><b>Action requested</b></p>	<p><input type="checkbox"/> For information</p> <p><input checked="" type="checkbox"/> For discussion</p> <p><input type="checkbox"/> For recommendation</p> <p><input type="checkbox"/> For approval</p>
<p><b>Resource implications</b></p> <p>(If yes, please provide details)</p>	<p>No</p>
<p><b>Risk implications</b></p> <p>(If yes, please provide details)</p>	<p>Without continual review of the risk register there are potential implications that strategic objectives are not met.</p>
<p><b>Link with strategy</b></p> <p>Please highlight how the paper links to the Strategic Plan, or assist with:</p> <ul style="list-style-type: none"> <li>• Compliance</li> <li>• National Student Survey</li> <li>• partnership services</li> <li>• risk management</li> <li>• other activity [e.g. new opportunity] – please provide further information</li> </ul>	<p>The Strategic risk register is the core risk management tool used within Perth College UHI.</p>
<p><b><u>Equality and diversity</u></b></p>	<p>No</p>

## Perth College UHI

Yes/ No If yes, please give details:	
<b><u>Island communities</u></b> 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:	No
<b><u>Data Protection</u></b> Does this activity/ proposal require a Data Protection Impact Assessment?	No
<b>Status</b> (e.g. confidential/non confidential)	Non-Confidential
<b>Freedom of information</b> Can this paper be included in "open" business?*	Open Business

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

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

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**DATE: November 2020**

Actions to minimise risk TO DO	Action Owner	Completion Date
<ul style="list-style-type: none"> <li>Continue to highlight as appropriate.</li> </ul>	Principal	Ongoing
<ul style="list-style-type: none"> <li>Continue to work on and implement recommendations of current Programme Board</li> </ul>	Principal	Ongoing
<ul style="list-style-type: none"> <li>Work proactively within partnership and beyond.</li> </ul>	Principal	Ongoing
<ul style="list-style-type: none"> <li>Be proactive in discussions re. future integration</li> </ul>	Chair	Ongoing
<ul style="list-style-type: none"> <li>Review metrics for measuring local engagement</li> </ul>		

[illegible]

													CURRENT ACTION PLAN		
Ref	Risk Status	Strategic Category	<b>RISK AREA</b> , Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likelihood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	Actions to minimise risk TO DO	Action Owner	Completion Date
2 *	Active	Working in partnership to meet the needs of our local economy and beyond.	<p><b>Achievement of Student Numbers</b></p> <p>Non-achievement of numbers.</p> <p>Low allocation of funded Student Numbers from the region.</p> <p>Adverse impact of Regional funding and allocation</p> <p>Low allocation of funded student numbers from the region</p> <p><b>Academic Affairs</b></p>	<ul style="list-style-type: none"> <li>Lack of marketing focus</li> <li>Intra regional competition</li> <li>Curriculum offered does not meet demand</li> <li>Slow conversion of application to acceptance</li> <li>Impact of school profile and jobs market</li> <li>Likely impacts of Brexit, eg ESIF, reduction in FTE funding</li> </ul> <p>COVID-19</p>	<ul style="list-style-type: none"> <li>Financial.</li> <li>Reputation.</li> <li>National appetite for increased funded numbers.</li> <li>Reduction in EU students.</li> <li>£3m funding not guaranteed</li> <li>Implications for students without settled/pre-settled student status</li> </ul> <p>Lack of clarity re student progression</p>	Depute Principal Academic/ Vice Principal External/ Associate Principal	4	4	16	<ul style="list-style-type: none"> <li><del>Review curriculum to ensure it is up to date and fit for purpose and relevant for the identified market</del> Curriculum Review completed.</li> <li>Maintaining engagement with applicants.</li> <li>Well informed with strong/robust evidence/business case for local demand.</li> <li>Strong representation on PPF for FE and HE and on the Regional FE Strategy-Committee.</li> <li>Clear understanding and management of criteria within the ROA.</li> <li>Endorsement of Community Planning Partnership.</li> <li>Liaise with adjoining regions, colleges and providers for out of region provision.</li> <li>Strategic discussions with PKC Education Department on Schools/College volume.</li> <li>Ensure student numbers align to strategic plans.</li> <li><del>Identify courses with highest EU student cohorts.</del> (moved to Current Action)</li> <li>Effective marketing plan in place.</li> <li>Student Number Planning using more robust data</li> <li>EREP Action Plan Implementation – in suspension due to COVID</li> </ul>	16	↔	<ul style="list-style-type: none"> <li>Revised Marketing Strategy – transitioning to digital</li> <li>Curriculum Review – complete</li> <li>Involvement with Tay Cities Deal (24 additional HE FTE places)</li> <li>Implementation of effective messaging system</li> <li>Identify courses with highest EU student cohorts.</li> <li>Learner Journey Strategic Group implementation</li> </ul>	Depute Principal Academic/ Vice Principal External	Ongoing
3 *	Active	Developing a successful and sustainable organisation.	<p><b>International Student recruitment</b></p> <p>Lack of International student recruitment.</p> <p>Lack of RUK student recruitment.</p> <p>Sustaining International Partnerships</p> <p>Student recruitment behind targets</p> <p><b>Engagement</b></p>	<ul style="list-style-type: none"> <li>UK Regulation Registration (UKVI)</li> <li>In country adverse political environment</li> <li>Availability of suitable product</li> <li>Marketing and attraction strategy</li> </ul> <p>COVID-19</p>	<ul style="list-style-type: none"> <li>Loss of income.</li> <li>Bad publicity.</li> <li>Lack of student diversification</li> </ul> <p>Likely downturn in international recruitment</p>	Vice Principal External	5	4	20	<ul style="list-style-type: none"> <li>Student Testimonials.</li> <li>Closer links with the curriculum areas.</li> <li>Working with UHI World/UHI VP International and External Engagement</li> <li>Explore combined product offering between College and AST.</li> <li>Delivery of Trans National Education</li> <li>Protection of Tier 4-UKVI Student Licence</li> <li>Review opportunities for employing staff in market</li> <li>New International Strategy Approved by Board</li> <li>Strategy is connected to UHI Sustainability Plan</li> <li>Chinese website launched</li> </ul>	20	↔	<ul style="list-style-type: none"> <li>Deepen and establish new relationships</li> <li>Review delivery models inc commercial subsidiary</li> <li>Develop exchange opportunities for students and staff</li> <li>Enhance comms incl Chinese website and social channels</li> <li>Review of EU fee policy</li> <li>Engage with UHI re development of UHI</li> </ul>	Vice Principal External	<p>July 2020</p> <p>Jan 21</p> <p>July 21</p>

[illegible]

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5 *	Active	Inspiring and supporting our students to achieve their potential.  Developing a successful and sustainable organisation.  UHI Common Risk	<b>College Estate</b>  College estate not fit for purpose.  <b>F&amp;GP</b>	<ul style="list-style-type: none"> <li>Reduction of Capital Grant.</li> <li>Backlog of essential maintenance.</li> <li>Uncertainty of future Governance model.</li> <li>Lack of available funds.</li> <li>Age of current campus</li> <li><del>Risk aversion &amp; alternative priorities</del></li> <li>Priority to increase classroom accommodation.</li> </ul>	<ul style="list-style-type: none"> <li>Estate poorly maintained</li> <li>Inability to deliver a new improved estate fast enough.</li> <li>Availability of classrooms and academic equipment does not match demand.</li> <li>Immediate and recurring costs associated with COVID, eg PPE</li> </ul>	Depute Principal Academic	4	3	12	<ul style="list-style-type: none"> <li>Attracting external investment.</li> <li>Backlog maintenance risk register has now been developed.</li> <li>Weekly 'Walk the Campus' and engage staff – Visible Management.</li> <li>Approval of identified major building projects.</li> <li><del>Priority to increase classroom accommodation.</del></li> <li>Update estates planning to ensure optimum use of space freed up by completion of ASW</li> <li>Ensure additional funding allocated by SFC for backlog maintenance is spent appropriately.</li> <li>Tender process to commission outline plans for campus options re Estates Strategy under way</li> <li>Average £650k pa ring-fenced for spring &amp; summer works</li> </ul>	9  (3,3)	↔	<ul style="list-style-type: none"> <li><del>Identify estates requirements.</del> Commission of Conditions Survey &amp; prioritisation of required work</li> <li>Commission tender process for Estates Strategy - deferred</li> </ul>	Head of Estates  Head of Estates	Ongoing  December 2020- tbc
6 *	Active	Inspiring and supporting our students to achieve their potential.	<b>IT infrastructure &amp; implementation</b>  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  <b>F&amp;GP</b>	<ul style="list-style-type: none"> <li>Changes in ICT development and technology.</li> <li>Changing in Learning and Teaching practices.</li> <li>Increase in network delivery of teaching.</li> <li>Increased use of social networking.</li> <li>Inadequate VC facilities for larger classes.</li> <li>Additional requirements from curriculum development and growth.</li> <li>Technological innovation.</li> <li>Lack of Integrated Information Systems</li> </ul>	<ul style="list-style-type: none"> <li>Higher investment in resources required.</li> <li>Need to continually alter accommodation.</li> <li>Available resources limit delivery options.</li> <li>Poor student and staff feedback.</li> <li>Lack of knowledge of system design</li> <li>Duplication of data and processes</li> </ul>	Vice Principal External / Depute Principal Academic	4	3	12	<ul style="list-style-type: none"> <li>Developed robust Curriculum Development Plan.</li> <li>Link ICT changes in L&amp;T practice to Estates Planning.</li> <li>Review and implement working practices to optimise available space and working times through use of CELCAT Management Reports.</li> <li>Operational Planning process and resource commitments system in place.</li> <li>Prioritise investment required for resources for key curriculum areas.</li> <li>Ongoing evaluation of VC capacity and teaching space in line with curriculum delivery plan.- complete</li> <li>ICT rolling programme of replacement – focus changed from classroom-based PCs to provision of laptops</li> <li>Shared licence purchases with UHI</li> <li>UHI Wi-Fi Service upgrade: Continue existing Wi-Fi network service until the new service has been proved through a pilot</li> <li>Bright Space implementation -Staff training sessions ongoing throughout February</li> <li>VC Application change to Webex teams.</li> <li>GDPR Training sessions: Awareness of issues around transferring data</li> </ul>	9	↔	<ul style="list-style-type: none"> <li>Rigorous approach to timetabling and utilisation of rooms.</li> <li>ICT Budget and replacement.</li> <li>Commission tender process for integrated Finance/Payroll/ HR system</li> <li>Migration of online training to Webex</li> <li>ICT Strategy Group to develop ICT Strategy</li> <li>Implement agreed priorities from College Sector Digital Ambition</li> </ul>	Depute Principal Academic  ICT Manager  Vice Principal  Associate Principal  Vice Principal  Vice Principal	Ongoing  Ongoing  June 2021  Dec 2020  July 2021  July 2021

													CURRENT ACTION PLAN		
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										<ul style="list-style-type: none"> <li>• New Operational Planning Process</li> <li>• Change tracker for Payroll Process</li> <li>• Communicate changes to staff and students</li> <li>• Opportunities/impetus presented by Scottish Government Digital Strategy</li> <li>• Digital Poverty transition project</li> <li>• ICT rolling programme</li> </ul>					
7	Active	Developing staff to successfully deliver our Vision.  UHI Common Risk	<b>(Senior) staffing levels</b>  Disruption to services/projects and/or partnership working resulting from loss of a key staff member.  <b>F&amp;GP</b>	<ul style="list-style-type: none"> <li>• Poor performance management of competence issues.</li> <li>• Fast pace of curriculum development.</li> <li>• Excessive demand on CPD.</li> <li>• Lack of staff capability.</li> <li>• Poor workforce planning.</li> <li>• Affordability/cost of staff</li> </ul>	<ul style="list-style-type: none"> <li>• Inability to compete.</li> <li>• Loss of business and reputation.</li> <li>• Potential requirement to buy in specialist staff</li> <li>• High staff turnover.</li> <li>• Poor staff satisfaction.</li> </ul>	Principal	3	3	9	<ul style="list-style-type: none"> <li>• CPD reports to SMT re progress against CPD targets for professional reviews, mandatory training etc</li> <li>• Prioritise an appropriate level of CPD investment linked to financial sustainability.</li> <li>• <del>Staff Survey results and IIP</del></li> <li>Assessment Action Plan in place and monitored</li> <li>• Maintain Healthy Working Lives accreditation</li> <li>• Succession Planning</li> <li>• Minimisation of single-person dependencies</li> <li>• Cross training</li> <li>Recruitment of Director of Finance provides additional resilience on SMT</li> </ul>	4	↓	Improve completion levels for Mandatory Training  Conduct Staff Survey	Head of HR & OD  Principal/ Head of HR & OD	Dec 2020  April 2021
											(2,2)				







													CURRENT ACTION PLAN		
Ref	Risk Status	Strategic Category	<b>RISK AREA</b> , 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
			<p><u>Tay Cities Deal:</u> Delay in final deal due to General Election leads to issues re: funding and market value</p> <p>Funds withdrawn elsewhere may result in rationalisation of local project</p>		<p>post-Outbreak, including Tay Cities Deal</p> <p>Reduced opportunities due to post-COVID climate</p> <p><u>Tay Cities Deal:</u></p> <ul style="list-style-type: none"><li>• Loss of capital funding</li><li>• Loss of opportunity for developments</li></ul>					<ul style="list-style-type: none"><li>• Monitor and review international opportunities and costs. International Strategy.</li><li>• Continuous collaboration with Learner Journey Strategic Group re school/college curriculum to achieve objectives re apprenticeships &amp; employability</li><li>• Contracting of Associates to overcome shortage of lecturing staff</li></ul> <p><u>Tay Cities Deal:</u> Proposal passed by Board: 5-year Plan = £320k new revenue (net of allowances for costs)</p>			<p><del>contacts and stakeholders.</del></p> <ul style="list-style-type: none"><li>• PPF UHI Curriculum Plan</li></ul> <p>Enact Business Development Strategy following Board approval</p> <p>Review presentation of financial reporting to reflect margins rather than revenues</p> <p><u>Tay Cities Deal</u></p> <ul style="list-style-type: none"><li>• maintain dialogue with strategic partners</li></ul> <p>Final OBC submitted for approval</p> <p>Financial plan to ensure sustainability of AAS including levering of £1.2m donor contributions</p>	<p>Vice Principal External</p> <p>Finance Director</p> <p>Vice Principal External</p> <p>Vice Principal External</p>	<p>Dec 2020</p> <p>Jan 2020</p> <p>Ongoing</p> <p>Feb 2021</p> <p>Ongoing</p>

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
10 *	Active	<p>Inspiring and supporting our students to achieve their potential.</p> <p>Providing a progressive curriculum which meets economic and social needs and aspirations.</p> <p>UHI Common Risk</p>	<p><b>Academic Quality</b></p> <p>Academic quality is sub standard</p> <p><b>Academic Affairs</b></p>	<ul style="list-style-type: none"> <li>• Insufficient tracking of student.</li> <li>• Poor understanding of student requirements.</li> <li>• Product not fit for purpose.</li> <li>• Poor delivery.</li> <li>• Insufficient support for students.</li> <li>• Mis-selling of courses/provision.</li> </ul> <p><b>COVID-19</b></p>	<ul style="list-style-type: none"> <li>• Loss of students.</li> <li>• Loss of earnings.</li> <li>• Adverse PR and poor reputation.</li> <li>• Poor future recruitment.</li> <li>• Poor achievement and retention.</li> </ul> <p>Potential confusion re approaches to progression across curriculum;</p> <p>Future students recruited at inappropriate levels</p> <p>Impact of COVID on student survey performance based on delivery (-ve and +ve)</p>	Depute Principal Academic/ Associate Principal	3	3	9	<ul style="list-style-type: none"> <li>• Student tracking programme and reviews by Student Advisers.</li> <li>• Heightened student focus on internal communication and training evidenced by the BRAG reporting system.</li> <li>• Managing student expectations.</li> <li>• Active listening to student voice and acting on evidenced by feedback to students.</li> <li>• Act on Student Survey outcomes evidenced by action planning with quality reviews.</li> <li>• Ensure regular/ constructive formative assessment feedback to students/ customers.</li> <li>• Implement Complaints Procedure in line with new legislation and refresh training.</li> <li>• ASW opportunities roll out.</li> <li>• Student Partnership Project</li> <li>• NSS Action Plans implemented for courses with poor results.</li> <li>• Appointment of Head of Student Experience.</li> <li>• Self-evaluation process redesigned.</li> <li>• Working with HISA to conduct student focus groups.</li> <li>• A Student Experience Committee has been convened</li> <li>• Ensure findings are reported on with regards to the complaints procedure and actions identified and followed up on</li> <li>• Quality review process redesigned (course KPIs by exception)</li> <li>• Identification of protected characteristics and KPIs</li> <li>• Student Support Review</li> <li>• Revamp website with regards to the services available to support learning</li> <li>• Regular discussion of key issues at Student Experience Committee</li> <li>• Attainment &amp; Retention KPIs</li> </ul>	9	↔	<ul style="list-style-type: none"> <li>• Complaints Review</li> <li>• Student funding at Regional and National level.</li> </ul>	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	CURRENT ACTION PLAN		
													Actions to minimise risk TO DO	Action Owner	Completion Date
11 *	Active	Providing a progressive curriculum which meets economic and social needs and aspirations.  UHI Common Risk	<b>Regional curriculum plan</b>  Regional curriculum plan and delivery not aligned to local demand.  <b>Academic Affairs</b>	<ul style="list-style-type: none"> <li>Fragmented ownership.</li> <li>Lack of planning.</li> <li>Over ambitious change in delivery methodology.</li> <li>Wrong blend between online and face to face.</li> <li>ESIF changes</li> <li>Not fully within gift of PC UHI, need others/UHI to contribute</li> </ul> <b>COVID-19</b>	<ul style="list-style-type: none"> <li>Lose students.</li> <li>Financial risk through reallocation.</li> <li>Students choose another provider.</li> <li>Poor retention and achievement.</li> <li>Disputed ownership/ responsibility for failings.</li> </ul> <b>PKC Learner Strategy delayed post-Outbreak—now recommenced</b>	Associate Principal	3	3	9	<ul style="list-style-type: none"> <li>Influence/engage with development.</li> <li>Meetings arranged with UHI Deans &amp; subject network leaders</li> <li>Keep in touch/listen to student views.</li> <li>Active engagement in SMCT, QAEC and PPF.</li> <li>UHI to commission research on impact of changed delivery methodologies.</li> <li>Work with UHI, SDS and local stakeholders to enhance demand analysis.</li> <li>Regional Outcome Agreement development and implementation.</li> <li>Depute now sits on SMCT.</li> <li>Vice Principal now sits on EPSC.</li> <li>Associate Principal now sits on PPF</li> <li>Curriculum Review <b>under-way - complete</b></li> <li>In liaison with PKC re Learner Strategy</li> </ul>	9  (3.3)	↔	<ul style="list-style-type: none"> <li>Proactively engage in implementation of UHI Strategic Plan.</li> </ul> <b>UHI Curriculum Review</b>	SMT  <b>UHI</b>	Ongoing  March 2021
12 *	Active	Developing a successful and sustainable organisation.	<b>Business Continuity</b>  Threat to Business Continuity  <b>Audit</b>	<ul style="list-style-type: none"> <li>Major incident.</li> <li>Pandemic.</li> <li>Major fire.</li> <li>Terrorist Activity.</li> <li>UHI ICT loss of service.</li> <li>Radicalisation</li> </ul>	<ul style="list-style-type: none"> <li>College closure.</li> <li>Reduced/loss of service.</li> </ul>	Principal	5	5	25	<ul style="list-style-type: none"> <li>Annual Reviews of Business Continuity Plan.</li> <li>Fibre ring installed.</li> <li>ICT Risk Register developed and dynamic review.</li> <li>Live ICT shutdown test.</li> <li>Desktop exercise with CMT successfully completed.</li> <li>UHI wide live exercise concluded</li> <li>All actively involved in Single Policy Work Environment.</li> <li>Significant increase in input to the UHI L&amp;T Review documentation.</li> <li>Business Continuity Plan reviewed around Coronavirus</li> <li>Resilience team formed and meeting regularly</li> <li><b>Regular Partnership-wide crises management meetings</b></li> </ul>	20  (5.4)	↔	Review non-COVID Business Continuity Plans to absorb learning from recent approaches/ solutions	Clerk	Dec 2020





													CURRENT ACTION PLAN			
Ref	Risk Status	Strategic Category	<b>RISK AREA</b> , 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
16 ±	Active	Developing a successful and sustainable organisation.  Developing staff to successfully deliver our Vision.	National Pay Bargaining unaffordable  <b>F&amp;GP</b>	•National bargaining has local consequences. •Agreed pay awards unaffordable for individual college.	•Loss of autonomy. •Risk of national strike. •Lack of sector agreement of mandate for negotiations. •Lack of additional funding for sector pay claims.	Principal	4	4		•College membership of national forums via Chair and Principal. •Attend Colleges Scotland HR & OD Group and keeps abreast of national bargaining and workforce of the future developments and how these will affect the College.		↔	-	•Continue to participate in national bargaining. •Contribute to thinking on Workforce of the Future. •Engage fully with Colleges Scotland	Principal	Ongoing
17	Active	Developing a successful and sustainable organisation.	<b>Statutory compliance</b>  Non-compliance of Statutory Health and Safety Legislation and Equality Legislation  <b>Audit</b>	• 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. • Internal audit actions/recommendations achieved. • Equalities Outcomes and Mainstreaming Report. • Regular review of HSE publications, website and notifications. • Health and Safety Management System annual review • Equality & Diversity lead appointed July 2019, with specific initial focus on statutory reporting requirements • Completed Equalities Mainstreaming action plan • Improvement in Mandatory Training stats • 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	16  (4,4)	↔		• Plans in place to enforce completion of Compulsory H&S training	Head of HR	Dec 2020





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
21	Active	UHI Common Risk	<b>Statutory Compliance</b>  Non-compliance with relevant statutory regulations.  <b>Audit</b>	Lack of awareness of relevant laws and penalties.  Management failures. E.g. new General Data Protection Regulation from 25th May 2018, Bribery Act, Health and Safety Regulations, PREVENT legislation etc.	GDPR <del>will</del> provides <del>new</del> rights for individuals and impose additional obligations on data controllers and processors <del>with- GDPR will also introduce</del> an increased penalty framework for non-compliance/ data breaches and includes <del>new</del> requirements for authorities to ensure that they maintain evidence to demonstrate compliance with the Law.  Potential requirement for disclosure of technical non-compliance discovered via reporting and internal/external audit (eg accounting procedures, data protection, payroll, settlement agreements, pensions, procurement, etc)	Depute Principal Academic	4	3	12	<ul style="list-style-type: none"> <li>• Robust governance policy.</li> <li>• Robust management policies, procedures and systems in place.</li> <li>• Dedicated Health &amp; Safety officer.</li> <li>• IT/Data Protection staff in place.</li> <li>• Mandatory staff training.</li> <li>• Close working relationship within UHI.</li> <li>• <del>GDPR Implementation Plan</del></li> <li>• <del>GDPR policies and procedures agreed.</del></li> <li>• Policies &amp; procedures produced and published, including Model Publication Scheme and Privacy Notices</li> </ul>	6  (2,3)	↔	<ul style="list-style-type: none"> <li>• Continuous update and reinforcement of GDPR policies and procedures.</li> </ul> Ensure compulsory training is conducted across organisation	Principal  Head of HR	Ongoing  June Board
22	Active	UHI Common Risk	<b>Governance</b>  Governance Failure.  <b>Audit</b>	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.	Challenge to recruit new Board Members  High turnover of Board Members  Action Plans arising from recent Audits are not sufficiently monitored and reported	Chair, BoM	3	3	9	<ul style="list-style-type: none"> <li>• Recruitment process robust, transparent and open.</li> <li>• Skills matrix approach in place.</li> <li>• Networking/proactively encouraging diversity of applicants</li> <li>• Robust Action Plan falling out of various Audit Reports produced</li> <li>• Board External Effectiveness Review completed June 2020</li> <li>• Successful recruitment &amp; induction of new Board Members summer 2020</li> <li>• Review of Committee membership summer 2020</li> <li>• Code of Good Governance Compliance Checklist reviewed Oct 2020</li> </ul>	3  (1,3)	↔	<ul style="list-style-type: none"> <li>• Successful recruitment of new Board Members June 2020 — Induction process to be completed</li> </ul> Audit Action Plan in place with robust monitoring system  Board Effectiveness Review Action Plan	Clerk  Chair BoM  Clerk	Aug-2020  Ongoing  Dec 2020



													CURRENT ACTION PLAN		
Ref	Risk Status	Strategic Category	<b>RISK AREA</b> , 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
				Board members not provided with enough support or information to fully discharge their responsibilities	Failure to comply with Code of Good Governance										
23	Active	UHI Common Risk	<b>Student Experience</b>  <b>Engagement</b>	Poor college estate. Dispersed campus with limited facilities for social interaction. Technology failures. Limited teaching/library resources. <b>Societal issues around Digital Poverty</b>  <b>COVID-19</b>	Poor performance in national student satisfaction surveys. Reputational damage. Impact on ability to recruit future cohorts. Risk to core income streams.  <b>Likely down-turn in Survey scores due to lack of contact time from March 2020</b>	Depute Principal Academic	4	3	12	<ul style="list-style-type: none"> <li>Partnership approach with HISA</li> <li>Continuous student engagement, feedback and dialogue.</li> <li>Ongoing Estate Maintenance and minor Refurbishments</li> <li><b>Completion of Scottish Government information survey around COVID local outbreak responses</b></li> </ul>	12  (4,3)	↔	<ul style="list-style-type: none"> <li><del>Identify estates requirements.</del> Commission of Conditions Survey &amp; prioritisation of required work</li> <li>Commission tender process for Estates Strategy - deferred</li> </ul>	Head of Estates  Head of Estates	Ongoing  <b>December 2020- tbc</b>
24	Active	UHI Common Risk	<b>Data protection</b>  <b>F&amp;GP</b>	Poor IT security measures. Equipment with security holes. Poor patching regime. Anti-virus is not up-to-date and 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	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	<ul style="list-style-type: none"> <li>Firewalls and filters updated regularly.</li> <li>Anti virus software on all corporate devices.</li> <li>UHI protocols applied and adhered to.</li> <li>Passwords changed regularly.</li> <li><b>Dual authentication processes rolled out</b></li> </ul>	12  (2,4)	↓	<ul style="list-style-type: none"> <li>Monitoring of UHI wireless network hardware and process</li> </ul>	ICT Manager	Ongoing

Ref	Risk Status	Strategic Category	RISK AREA, Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likelihood	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
				reported in national media.											
25	Active	Developing a successful and sustainable organisation	<b>Commercial subsidiary</b>  Financial failure of commercial subsidiary  <b>F&amp;GP</b>	<del>Non-compliance with governance, financial and legal processes and procedures.</del>  Deterioration in economic viability of subsidiary  <b>COVID-19</b>	<del>Contracts signed without required approvals.</del>  <del>Failure to consult with College SMT and AST Board</del>  <b>Poor outlook due to worldwide collapse in aviation market</b>	Vice Principal External	4	5	20	<ul style="list-style-type: none"> <li>AST management structure reviewed.</li> <li><del>Interim Manager in place.</del></li> <li>Policies identified</li> <li>Best practice adhered to</li> <li>College Governance applied.</li> <li>Advice given to AST Management Team</li> <li>General Manager appointed</li> <li>Going Concern work prioritised leading to increased focus on cash management &amp; projections</li> <li>Job Retention Scheme/Salary Holidays/Rent Reduction to reduce costs while not trading</li> </ul>	20  (4,5)	↔	<ul style="list-style-type: none"> <li>2020/21 Business Plan reviewed once return dates are confirmed</li> </ul>	Vice Principal External	Dec 2020
26	Active	Developing a successful and sustainable organisation	<b>Payroll</b>  Failure of payroll systems & procedures results in non-compliance with standards  <b>Audit</b>	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	<ul style="list-style-type: none"> <li>Internal Audit Action Plan commissioned and partially actioned</li> <li>Affected staff informed of issue and steps being taken to rectify and recompense</li> <li>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</li> <li>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</li> <li>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.</li> <li>19 of 20 Audit actions completed</li> <li>Internal Audit commissioned to conduct evaluation of pensions and tax payments</li> <li>Voluntary HMRC Disclosure made</li> </ul>	3  (1,3)	↓	<ul style="list-style-type: none"> <li>Review recruitment &amp; induction processes</li> <li>Compliance with relevant areas of Audit Action Plan</li> </ul>	Head of HR & OD  Head of HR & OD	June 2020  Ongoing

													CURRENT ACTION PLAN		
Ref	Risk Status	Strategic Category	<b>RISK AREA</b> , Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likelihood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	Actions to minimise risk TO DO	Action Owner	Completion Date
28	Active	Developing a successful and sustainable organisation	<b>Procurement</b>  Procurement processes are not fully compliant with regulations  <b>F&amp;GP</b>	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	<ul style="list-style-type: none"> <li>APUC provision of remote services from November 2018</li> <li>Contracted member of APUC staff engaged by College from July 2019</li> <li>Procurement Strategy updated</li> <li>Procurement Policy updated</li> </ul>	6 (2,3)	↔	<ul style="list-style-type: none"> <li>Compliance with relevant areas of Audit Action Plan</li> <li>Roll out training to budget holders and other affected staff</li> </ul>	Director of Finance  Director of Finance	Ongoing  April 2021
29	Active	Developing a successful and sustainable organisation	<b>Asset Management</b>  Insufficient levels of Asset Management are in place  <b>F&amp;GP</b>	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	<ul style="list-style-type: none"> <li>Current Asset Register reviewed and weaknesses identified</li> <li>Comparative analysis within sector conducted</li> <li>Standard capitalisation levels reviewed</li> </ul>	12 (4,3)	↔	<ul style="list-style-type: none"> <li>Update Asset Register</li> <li>Review Financial Regulations</li> <li>Codification &amp; approval of Land &amp; Buildings valuation calculation</li> <li>Independent valuation of key assets for External Audit</li> </ul>	Director of Finance  Director of Finance	June 2020  Feb 2021  June 2021

[illegible]

													CURRENT ACTION PLAN			
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
					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.

**LIKELIHOOD CRITERIA**      **TIMESCALE 3 YEARS**

Score	Descriptor	Probability
<b>5 - Almost Certain</b>	More than likely – the event is anticipated to occur	>80%
<b>4- Likely</b>	Fairly likely – the event will probably occur	61-80%
<b>3 - Possible</b>	Possible – the event is expected to occur at some time	31-60%
<b>2 - Unlikely</b>	Unlikely – the event could occur at some time	10-30%
<b>1 - Very Rare</b>	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)
<b>5 - Catastrophic</b>	A <b>disaster</b> with the potential to lead to: <ul style="list-style-type: none"> <li>loss of a major UHI partner</li> <li>loss of major funding stream</li> </ul>	> £500,000 or lead to likely loss of key partner	<ul style="list-style-type: none"> <li>Likely loss of key partner, curriculum area or department</li> <li>Litigation in progress</li> <li>Severe student dissatisfaction</li> <li>Serious quality issues/high failure rates/major delivery problems</li> </ul>	<ul style="list-style-type: none"> <li>Incident or event that could result in potentially long term damage to UHI's reputation. Strategy needed to manage the incident.</li> <li>Adverse national media coverage</li> <li>Credibility in marketplace and with stakeholders significantly undermined.</li> </ul>
<b>4 - Major</b>	A <b>critical</b> event which threatens to lead to: <ul style="list-style-type: none"> <li><b>major</b> reduction in funding</li> <li><b>major</b> reduction in teaching/research capacity</li> </ul>	£250,000 - £500,000 or lead to possible loss of partner	<ul style="list-style-type: none"> <li>Possible loss of partner and litigation threatened</li> <li>Major deterioration in quality/pass rates/delivery</li> <li>Student dissatisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Incident/event that could result in limited medium – short term damage to UHI's reputation at local/regional level.</li> <li>Adverse local media coverage</li> <li>Credibility in marketplace/with stakeholders is affected.</li> </ul>
<b>3 - Significant</b>	A <b>Significant</b> event, such as financial/ operational difficulty in a department or academic partner which requires additional management effort to resolve.	£50,000 - £250,000	<ul style="list-style-type: none"> <li>General deterioration in quality/delivery but not persistent</li> <li>Persistence of issue could lead to litigation</li> <li>Students expressing concern</li> </ul>	<ul style="list-style-type: none"> <li>An incident/event that could result in limited short term damage to UHI's reputation and limited to a local level.</li> <li>Criticism in sector or local press</li> <li>Credibility noted in sector only</li> </ul>
<b>2 - Minor</b>	An <b>adverse</b> event that can be accommodated with some management effort.	£10,000 - £50,000	<ul style="list-style-type: none"> <li>Some quality/delivery issues occurring regularly</li> <li>Raised by students but not considered major</li> </ul>	<ul style="list-style-type: none"> <li>Low media profile</li> <li>Problem commented upon but credibility unaffected</li> </ul>
<b>1 - Insignificant</b>	An <b>adverse</b> event that can be accommodated through normal operating procedures.	<£10,000	<ul style="list-style-type: none"> <li>Quality/delivery issue considered one-off</li> <li>Raised by students but action in hand</li> </ul>	<ul style="list-style-type: none"> <li>No adverse publicity</li> <li>Credibility unaffected and goes un noticed</li> </ul>

**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.

<b>Committee</b>	Board of Management
<b>Subject</b>	Balanced Scorecard - In-Year KPIs
<b>Date of Committee meeting</b>	14/12/2020
<b>Author</b>	Kirsty Campbell, Project & Planning Officer
<b>Date paper prepared</b>	07/12/2020
<b>Executive summary of the paper</b>	<p>Following feedback from previous Board and Committee meetings, it was agreed that additional focus should be provided on providing more timely and actionable indicators to Board-level meetings</p> <p>The attached papers therefore provide Board with an proposal for In-Year KPIs together with a facsimile of the dashboard that will be presented to future Board meetings.</p> <p>Please note that although the KPIs have been confirmed with the data owners, the form the actual data sets will take is in the process of being confirmed.</p> <p>The form of the data sets will determine how the data is presented eg graphical or visual representation, and the final version will vary from this prototype.</p> <p>Feedback from the Board on how the data is presented to them is therefore welcome.</p>
<b>Consultation</b> How has consultation with partners been carried out?	Action Leads including the Clerk to the Board, were consulted to provide information and context where available.



## Perth College UHI

<b>Action requested</b>	<input type="checkbox"/> For information only <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
<b>Resource implications</b> (If yes, please provide details)	No
<b>Risk implications</b> (If yes, please provide details)	No Click or tap here to enter text.
<b>Link with strategy</b> Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> <li>• Compliance</li> <li>• National Student Survey</li> <li>• partnership services</li> <li>• risk management</li> <li>• other activity [e.g. new opportunity] – please provide further information</li> </ul>	Paper collates areas recognised as risks to the College.
<u><b>Equality and diversity</b></u> Yes/ No If yes, please give details:	No
<b>Island communities</b> Does this activity/ proposal have an effect on an island community which is	No If yes, please give details: Click or tap here to enter text.

## Perth College UHI

significantly different from its effect on other communities (including other island communities)?	
<b>Data Protection</b> Does this activity/ proposal require a Data Protection Impact Assessment?	No  Click or tap here to enter text.
<b>Status</b> (e.g. confidential/non confidential)	Non-Confidential
<b>Freedom of information</b> Can this paper be included in "open" business?	Open business

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

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

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## **Balance Scorecard Review – Proposal Paper, November 2020**

### 1. Introduction

At the October meeting of the Board of Management, a request was made to further review the Balanced Scorecard with the following considerations:

1.1 – there should be a focus on Key Performance Indicators (KPIs) that can be influenced in “real time” (eg student numbers, financial indicators)

1.2 – there are 4 main priority areas that the Board need regular information on, and which should be supported by data within the Balanced Scorecard, viz:

- a. Financial Sustainability
- b. Academic Delivery
- c. Student Experience
- d. Governance & Audit

1.3 – there needs to be a focus on KPI measures being “measurable and amendable”

Meetings were held with key data providers to ascertain how this could best be achieved, possibly within the current framework, and this paper outlines some broad proposals the Board’s approval.

### 2. Proposals

2.1 – In order to both ensure that the original KPIs continue to be reviewed by Board and Board Committees, an additional front-page infographic summary of “In Year” KPIs will be created, with “Historic” KPIs linked to the 2016-2021 Strategic Plan (“Vision 2021”) detailed in their present form;

2.2 – In order to meet the stated preferences of the Board, proposed “In-Year” KPIs will be presented as laid out in the Priority Areas noted in section 1.2, above;

2.3 – “In Year” KPI summaries will be presented to each Board committee from Cycle 3 of the 2020/21 Board Cycle (ie meetings scheduled from January 2021).

### 3. Proposed Current KPIs

Priority Area	Exemplar Measures	Notes/Considerations
<b>a) Financial Sustainability</b>		
i. Projected Cash Balance	Expected cash position at the end of the year versus plan	<ul style="list-style-type: none"> <li>Budget would set a cash projection and once approved this would be set KPI</li> </ul>
ii. Adjusted Operating Performance	Actual/Forecast position vs Budget	<ul style="list-style-type: none"> <li>The introduction of financial forecasting would allow us a KPI based on Full Year projected performance. To be applied from 2021/22.</li> </ul>
iii. Income	Performance against phased targets, including commercial	<ul style="list-style-type: none"> <li>Allows monitoring of controllable financial measures. Could be geared to specific areas if strategic focus required.</li> </ul>
<b>b) Academic Delivery</b>		
i. Funded Targets	<p>HE FTE &amp; FE credit actuals vs phased targets with forecasting.</p> <p>UHI context for funded numbers</p>	<ul style="list-style-type: none"> <li>SFC funding is the College's largest source of income and therefore a main economic indicator.</li> <li>Risk of shortfall and clawback highlighted</li> <li>Conversion Rates for Unconditional Offers could also be used as a forecast on whether funded targets will be met - potentially a key indicator of whether potential students are being retained at this critical point of the admissions process</li> </ul>

<b>c) Student Experience</b>		
i. Student Numbers	Retention rates vs phased targets	<ul style="list-style-type: none"> <li>• Key business performance/ strategic indicator</li> </ul>
ii. Student Support Services	<p>Number of students are in receipt of Counselling.</p> <p>Number of students on the waiting list for Counselling.</p> <p>Student contact hours for Health &amp; Wellbeing Officers</p>	<ul style="list-style-type: none"> <li>• Students' mental health is a key government priority for improvement and extra funding has been given to increase the counselling provision in colleges.</li> <li>• Access to counselling services is a key aspect of a good student experience and successful retention and achievement</li> </ul>
iii. Student Funding	<p>Number students in receipt of bursary vs phased targets</p> <p>Number of students in receipt of Hardship/ Nursery funds vs phased targets</p>	<ul style="list-style-type: none"> <li>• Would need to provide context for this measure in order to make it meaningful at a strategic level, eg if there is an underspend on Bursaries what can be done to ensure we attract enough eligible students, if students are not meeting the criteria, what are the reasons for this, impact on retention/achievement rates.</li> </ul>
<b>d) Governance &amp; Audit</b>		
i. Effective Audit Controls	Results of internal and external audits against identified targets	<ul style="list-style-type: none"> <li>• Monitoring of progress against annual internal and external audit reports and implementation of recommendations</li> </ul>
ii. Compliance	Compatibility with key regional and national standards	<ul style="list-style-type: none"> <li>• Monitoring of timely evidence-based achievement of recognised and agreed codes and standards</li> </ul>

Kirsty Campbell & Ian McCartney  
16 November 2020

# Balanced Scorecard – In-Year KPIs

## Prototype Report



University of the  
Highlands and Islands  
Perth College

07 December 2020

# Purpose

The purpose of this progress update is to provide in-year performance data of where the college sits against the 4 main priority areas identified by the Board for real-time assessment and influence

**Financial Sustainability**

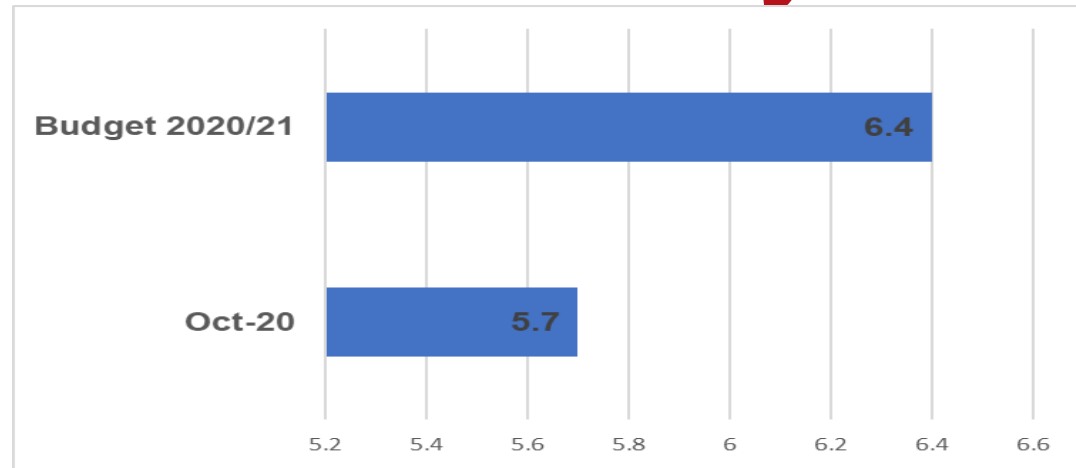
**Student Experience**

**Academic Delivery**

**Governance & Audit**

# Financial Sustainability

**Income October  
YTD (£m)**



**Adjusted Operating Position  
Actual vs Budget**

**- 4%**  
**=**  
**-£256k**

**Expected cash position at  
end of year vs plan**





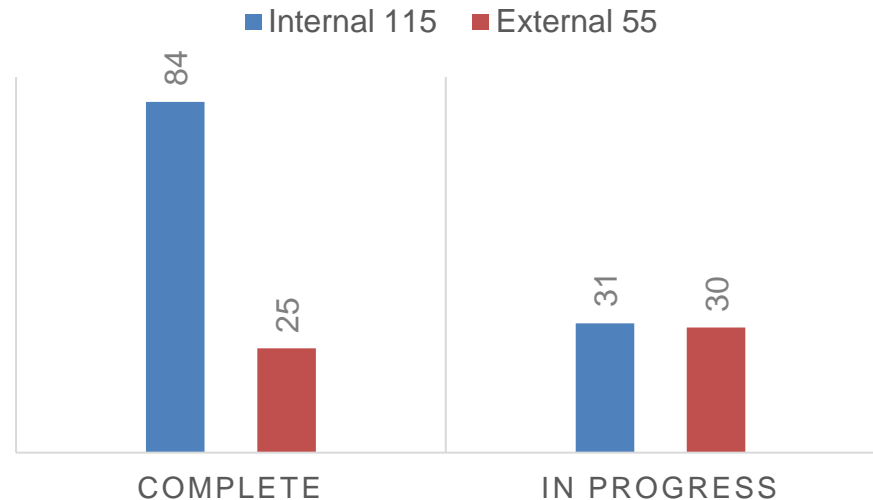
# Governance & Audit

The number of actions arising from internal and external audits

**115** Internal

**55** External

The activities by Complete/In Progress



**Compliance with  
Code of Good  
Governance**

**Yes**

## Perth College UHI

Paper No.11

<b>Committee</b>	Board of Management
<b>Subject</b>	Chair's Report December 2020
<b>Date of Committee meeting</b>	14/12/2020
<b>Author</b>	Brian Crichton
<b>Date paper prepared</b>	04/12/2020
<b>Executive summary of the paper</b>	Paper summarises key activities of the Board Chair or end November 2020
<b>Consultation</b> How has consultation with partners been carried out?	n/a
<b>Action requested</b>	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
<b>Resource implications</b> (If yes, please provide details)	No
<b>Risk implications</b> (If yes, please provide details)	No Click or tap here to enter text.
<b>Link with strategy</b> Please highlight how the paper links to the Strategic Plan, or assist with:	Click or tap here to enter text.

## Perth College UHI

<ul style="list-style-type: none"> <li>• Compliance</li> <li>• National Student Survey</li> <li>• partnership services</li> <li>• risk management</li> <li>• other activity [e.g. new opportunity] – please provide further information</li> </ul>	
<p><b><u>Equality and diversity</u></b></p> <p>Yes/ No</p> <p>If yes, please give details:</p>	No
<p><b>Island communities</b></p> <p>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)?</p>	<p>No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>
<p><b><u>Data Protection</u></b></p> <p>Does this activity/ proposal require a Data Protection Impact Assessment?</p>	<p>No</p> <p>Click or tap here to enter text.</p>
<p><b>Status</b> (e.g. confidential/non confidential)</p>	Non Confidential
<p><b>Freedom of information</b></p> <p>Can this paper be included in “open” business?*</p>	Yes

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## Perth College UHI

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## Chair's Report for Perth College Board of Management Board Meeting, 4<sup>th</sup> december2020

Chair's activity since our last board meeting has primarily been taken up with Colleges Scotland/Employers Association, UHI Court matters, RSC and related Partnership activity.

### Regional Strategic Committee

An RSC seminar was held on 29<sup>th</sup> October on regional labour market and impact of C19. The presentation from HIE/SDS was circulated to board members. Most of the discussion had a H&I focus, and was of little relevance to P&K. I have advised UHI organisers of our disappointment with respect to continuing inability/lack of desire in the partnership to develop full UHI Region discussions. (In the meantime a first scoping meeting has been held under auspices of Colleges Scotland with Tayside Colleges/Stakeholders and this appears to be a much more promising route to building regional economic/educational synergies).

An RSC was held 5<sup>th</sup> November and my notes are appended. Points worth noting:

- Meeting coach is picking up on RSC weaknesses – feedback process should result in greater effectiveness in future course.
- Strategy development reviewed and concluded an all-partnership meeting required to review interim progress early in new year.
- New process of credit allocation holds little benefit to PC UHI, and in reality is fiddling round the edges while not dealing with the central issue of essential and significant EO cost reductions.
- Serious cash flow issues for a number of partners and EO on the horizon – we are not alone but this just highlights the need for serious attention to cost reductions across the partnership.
- Regional economic partnership discussions discussed as per item above. I noted we are pressing ahead with Tayside initiatives.
- Change management Plan – universal agreement that rate/pace focus needs to increase and executive directed accordingly.

### Colleges Scotland/Employers Association

The six-monthly employers association meetings took place 11-12 November.

- Principal Cook will take up the vacant UHI position on the Executive Group.
- Formal offer was agreed with respect to the support staff pay/conditions claim. It is essentially aligned with that for academic staff (base 2%), is not “affordable” for any college, but is the practical minimum given the academic settlement.)

### UHI Court

Court met on 25<sup>th</sup> November and my notes, previously circulated to board are in appendix 2. Notable.

- New “technology System” is still not live, missing yet another deadline.
- Continued serious concern re financial planning rate and pace and emphasised to executive that we must move forward with more radical plans. Target of 20 M savings given to be delivered by 2022.
- PC UHI list of changes, and EO response was discussed. Proposed response to PC UHI was approved – and we should receive in due course as will John Swinney. **This clearly does not in any way meet our needs and PC UHI Board will need to discuss**

**and agree a response – which may include a return to John Swinney to push again for i) faster change or ii) further consideration of the Tayside option.**

- PC UHI request funding for Tay Cities Deal project planning still not approved in F&GP. Outside of the meeting Chair/Principal have been working this and have requested urgent decision outside of normal meeting cycle.
- SRUC/UHI Merger proposal – this proposal has taken wings far beyond the credible. Court agreed that merger is not an option at this time, and next steps must be further meeting to include Executive/Non-Exec both parties. (First response to this from SRUC+UHI was not positive – work in progress).

Chair – Comments

- Good to see pretty universal agreement from Non-executive arm that serious changes will be required if we are to survive. It is to be hoped that practical and more far-reaching solutions emerge from EO and partnership council soon.
- PC UHI management team, staff, HISA continue to create the conditions that make the best of our very serious situation and they are to be commended for the efforts being put in.
- We are in for a long haul C19 journey, and this will continue to put serious strain on PC UHI and partnership finances. PC UHI Board must continue to balance what is best for our future with that of the Partnership – with maintaining and enhancing the PC UHI earner experience being at the heart of all our considerations.

Brian Crichton

Chair, Perth College UHI Board of Management,  
4<sup>th</sup> December, 2020

## Appendix 1 – RSC 5/11/20

### Actions Arising:

- EO Evaluation Panel Progress (Crichton)– Panel meeting 17th November to review conclusions. Draft report to be circulated to RSC *before panel review*.
- F&GP/RSC TOR demarcation/overlap – work in progress, still not optimal.

### 2.4 Ali Jarvis Interim findings

- No surprises here, has picked up on issues around strategic alignment/shared purpose, misalignment of metrics reviewed against strategy, clarity of purpose/direction to executive etc. Next steps to interview all RSC members.

### 3.1 SFC Review/RSB Review

- Agreed two separate issues and has not been that helpful that SFC have conflated.
- MF noted that the feedback given 11/19 when the sessions took place was substantially more positive than in the RSB review document
- Lot of talk about getting the feedback balance right not least to ensure that we don't just acquiesce that "every educational pound is about jobs" as per Cab Sec discussion. But we must respond positively to the RSB review and confirm that we really are upping the pace and urgency for reform.
- Chair NHC took the opportunity here and elsewhere to push the are we being bold enough (i.e. full integration) line, but no serious discussion of this, though VP Tertiary also wanting to know of SFC what they mean by greater integration. Those who want to scratch this itch will continue to do so!
- Concluded that i) we need to respond on RSB review pretty quickly and a draft to come (JK/FL) to RSC soon as possible, ii) we need an all-partner session to work through feedback for SFC Phase 2.

### 3.2 UHI/SRUC

- Principal and VC introduced . Turned out the paper was drafted by SRUC then refined by FL/CL. Chair NHC thought it "excellent" – I noted that it was riddled with inconsistencies and some of the concepts in extremis would be bad for Perth, Inverness and maybe Moray.
- Pretty universal agreement that 'merger' should not be on the table (again Blair pushed the 'be bold' option), and that in no way were we ready to subscribe to creation of a new entity.
- Not yet ready to subscribe to a consultant study – even if funded by SFC – need to better scope out TOR.
- Next step – convened a meeting of exec/non-execs both parties for further discussion to explore synergies/opportunities.

### 3.3 Strategic Plan

- Proposal noted and agreed with proviso that an all partner/court meeting (or series of mini-meets, details to be worked) required before a fully baked document presented for review. We shall see if that happens!
- Court deputy Chair concerned that Court being side-lined – procedurally of course she may be correct but record of court making structured input is not great.

### 4.1 FE Credit Allocation

- Noted that there was intense discussion on this at PC.
- Most agreed with the direction of travel. Usual suspects popped up saying usual things about needing more credits, flexibility to deal with unusual circumstances etc.

- I noted that I fully supported, but that it is not a stand-alone proposal but linked to RAM – JK jumped in to support and noted credit flexibility not necessary the same as money flexibility....
- Proposal approved for further working through with PC.

#### 5.1 AP Financial Information

- Dire cash flow prognosis noted.
- MF noted that central belt college working on 5 days cash flow at present and needing SFC help - who would that be?

#### 7.1 HEI/UHI Seminars and Economic Recovery

- MF tried hard to convince folks that there needs to be a UHI Regional Forum ( not H&I/HOE) to engage with businesses stakeholders etc. Plea largely falling on stony ground.
- GC noted that the whole approach across Scotland seemed fragmented.... I lead him through why that is the case (because there is no structure and that was designed in), and noted we are moving ahead with Ross on the Tayside thing - I hope we are?
- MF and JK meeting with Ross tomorrow – MF still want to push for a UHI regional approach – I think it's a waste of time, and there was no enthusiasm from others expressed.

#### 7.5 MSP Letter

- Agreed this needs to go to all parties not just sitting MSPs. And other stakeholders.....

#### 8.1 Change Management Plan

- Agreed pace needs to be increased (SFC response), and noted that December OPC meeting critical

#### 10 Alignment/Mergers

- Recent paper from Lydia/JK noted. Some discussion around rate and pace as this also germane to SFC/RSB assessment. HISA/NHC Chair pushing hard on integration again.



## Appendix 2

### UHI Court 25/11/20 – Notes

#### Minutes/Matters Arising

- Minutes to be corrected to include action to distribute residences papers. This was done, but action not recorded.

#### Sub Committees

- Audit
  - Continued concern re effective Financial Planning (more under crisis management)
  - Draft accounts incomplete but will be soon – nothing sinister but all work in sector delayed through C19.
  - Confirmed no need for consolidated accounts
- F&GP
  - Continued concern re financial planning, rate and pace, but also plenty of narrative not backed up by quantification and plans.
  - New finance system still not live
  - Residence rents to be increased – hard decision to make.
- RSC
  - MF reiterated SG cabinet secretary view that every pound in sector needs to go to jobs, hence on SFC submissions need to be clear we accent our input re Jobs/health/Equalities
  - HIE discussions round economic forum “going round in circles”. MF remains of view that we need a UHI forum that hits HIE, other dev Agencies, business sector but difficult to move this forward. In meantime PC engaging via a Tayside regional Pilot under auspices Colleges Scotland.
- Foundation
  - Process for new Rector (July 2021) started. Changes will be required to foundation, including membership – deferred till new Rector/Chair/Principal in place.
- Nominations
  - Process started for selection new chairs, independent members, FE lead.
  - MF noted that very important FE lead is heavily engaged in external discussions re. funding, and important this built into job description.
  - Local Authority representation – BC asked for reassurance that all councils in UHI Region would be contacted with respect to interest in fielding local Authority Court member. Chair confirmed this would be the case (not obvious from language used in the minutes)
- Remuneration
  - No numbers given in VS data – subsequently noted ca 6 FTEs/300K vs a target of 500K min. Hardly earth shattering given continued predicted EO deficits.
- Chairs report(GC)
  - Neil Simco to be Interim Principal for interregnum between CrichtonL leaving and new Principal arriving,
- Crisis Management/Sustainability (CL)
  - Substantial Partnership work ongoing re C19 Asymptomatic Testing/Student Travel/2<sup>nd</sup> semester curriculum
  - New graduate courses Applied Software/optometry set up during C19 – testament to commitment and focus.
  - Great software students success in IBM competitions
  - Significant positive feedback ex IBM and Boeing re UHI/Partner flexibility and engagement with them.

- Key PC meeting coming up 2<sup>nd</sup> December where all partnership needs to be engaged in really thrashing out viable sustainability plan (see Audit/F&GP comments above). Noted that while progress being made on some change initiatives rate and pace on others (finance alignment etc) not good enough.
- EO Evaluation(CL)
  - EO Evaluation trundling on – still does not have financial/people numbers targets.
  - Panel review held 18<sup>th</sup> September, broadly positive – but hardly a surprise given the relatively narrow terms of reference. Clarity around structure/function (4 pillars) welcomed.
  - No mention at this time of significant resizing/downsizing. Noted that it is not just about EO but also about whole partnership realignment (!?). Bit of stasis while awaiting new VC.
  - MF noted significant redundancies resizing in College/University sector and would be odd if something similar not happening re UHI. CL agreed and recognised frank discussions will be required.
- **Chair Intervention and Proposal (GC)**
  - GC introduced a prepared 7-point list of principals/actions that he proposed to form basis of Court advice to Executive for 2<sup>nd</sup> dec meeting. *I did not get this all down but GC has committed to get this out to Chairs etc in next couple of days.* Broad basic principles easy to subscribe to and a more problematic (for some) savings target. Court endorsed subject to review and comment.
    - Learner experience at centre of all change initiatives
    - Trust/behaviour not to get in the way of option evaluation
    - Focus on efficiencies and financial savings
    - Full alignment of partners with change initiatives
    - All options to be considered (MF proposed Unitary Body should be excluded)
    - PC to reach agreement on scale of change – Target 20 M savings by 2022 (Subject of some discussion as some thought too much too soon)
- HISA report
  - Solid record of achievement this past year, and strategic plan well received.
- Mergers/Alignment
  - Paper noted and direction of travel endorsed.
- PCUHI “List”
  - I did not take part in discussion – conflict of interest
  - Chair at pains to demonstrate that PC concerns being addressed and we have a mechanism to work through them all.
  - AE (Rector) quite negative that PC had gone unilaterally to external discussions without trying to resolve internally - from his comments it seems to me he did not understand the context or the chronology.
  - Court endorsed proposed action to send off response formally to PC UHI and to SG.
- SRUC/UHI
  - GC updated court beyond briefing paper. In essence RSC decision to seek further discussions with SRUC at Board/Exec level both sides rejected by SRUC chair when put to him – feels the deal is done!.
  - Apparently the subject (anecdotal?) has not been to SRUC board.
  - More questions than answers at this stage though many feel there is something there for mutual benefit – but further non-exec exploration required. Current stance endorsed by court.
- SFC Review
  - John Kemp briefed court – will be partnership wide seminar on SFC input phase 2

- JK/FL working up a response on the RSB evaluation – prominent will be a positive response to upping the rate of change.
- Audit annual Assurance etc
  - Audit/F&GP recommendations to approve endorsed
- Draft Accounts
  - Not yet complete but no expectations of qualifications.
  - Chairs Audit/F&GP/Chair Court delegated to sign off in due course subject to no material issues arising – otherwise special meeting of court.
- Residences – Closed Session
  - Appraised of progress.

## Perth College UHI

Paper No. 12

<b>Committee</b>	Board of Management
<b>Subject</b>	Principal's update
<b>Date of Committee meeting</b>	14/12/2020
<b>Author</b>	Dr Margaret Cook, Principal & Chief Executive
<b>Date paper prepared</b>	07/12/2020
<b>Executive summary of the paper</b>	This paper provides an update on current & recent work undertaken by the Principal
<b>Consultation</b> How has consultation with partners been carried out?	N/A
<b>Action requested</b>	<input type="checkbox"/> For discussion <input checked="" type="checkbox"/> For information <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
<b>Resource implications</b> (If yes, please provide details)	No
<b>Risk implications</b> (If yes, please provide details)	No Click or tap here to enter text.
<b>Link with strategy</b> Please highlight how the paper links to the Strategic Plan, or assist with:	Click or tap here to enter text.

## Perth College UHI

<ul style="list-style-type: none"> <li>• Compliance</li> <li>• National Student Survey</li> <li>• partnership services</li> <li>• risk management</li> <li>• other activity [e.g. new opportunity] – please provide further information</li> </ul>	
<p><b><u>Equality and diversity</u></b></p> <p>Yes/ No</p> <p>If yes, please give details:</p>	No
<p><b>Island communities</b></p> <p>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)?</p>	<p><b>No</b></p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>
<p><b><u>Data Protection</u></b></p> <p>Does this activity/ proposal require a Data Protection Impact Assessment?</p>	<p>No</p> <p>Click or tap here to enter text.</p>
<p><b>Status</b> (e.g. confidential/non confidential)</p>	Non-Confidential
<p><b>Freedom of information</b></p> <p>Can this paper be included in “open” business?*</p>	Yes

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

## Perth College UHI

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## **Perth College UHI**

### **Principals Report**

#### **Board of Management – 14 December 2020**

##### **Introduction**

We are now coming to the end of the first semester, this has continued to be a challenging time for both staff and students and everyone has continued to rise to the challenge. We continue to manage in the way we have been doing since the start of semester and continue to do face to face teaching where it is essential for the student experience to do so, this has proved popular with staff and students alike.

We are now planning for the second semester and are planning to reopen in line with Scottish Government guidelines on 11 January 2021. We are anticipating that we will continue with our current model unless there are significant changes required across the country.

##### **COVID 19**

COVID continues to be our focus although there are now more opportunities to look at other areas of work given that COVID is effectively our new way of working for the foreseeable future. We continue to be an active part of the following processes/meetings which enable us to both learn and influence -

- Ministerial/Scottish Government meetings
- UHI Crisis Management Group
- Colleges Scotland meetings eg Vice Principals Group & Principals Group
- Our internal COVID Response Group which involves senior staff, TU's and HISA

We have had a number of isolated COVID positive staff and students all of which have been community transmission and not linked to the college although they may have required individuals to self-isolate for a period of time. We continue to communicate the cases/locations/impact of any cases. We are working with Public Health on this issue.

Members will have seen the national coverage on the subject of students returning home for the Christmas holidays and we have agreed with the University of Dundee that they will carry out our testing for students in these circumstances (we have a maximum of 200 students who may be affected by this). Students are making use of this facility and we are paying their travel expenses for the 2 trips to Dundee. This national testing programme is being funded centrally.

The college is utilizing the new Job Retention Scheme for a limited number of staff.

Our student services team have supported students throughout this period but have now partially returned to campus to provide face to face support.

There continues to be issues with both SQA and SDS in terms of preparation for next years exam diet and for contracts with SDS. Both of these issues are being dealt with at a national level.

### **College Financial Position**

We have launched the Voluntary Severance Scheme and to date have received 11 applications although we have not been able to approve all of these for various reasons.

We are also continuing to look at non-pay spend and targeting savings in this area.

The Lecturing pay award has been agreed and was paid in the November salaries, discussions are on-going with the Support Staff union to reach a resolution.

We are continuing to work with colleagues across the UHI to ensure that all of our academic staff have access to the TQFE qualification (as required by the T&C's) and this is likely to be a significant cost going forward.

We continue to meet the TU's regularly to discuss these issues.

### **Going Forward**

Our HE student numbers continue to look positive at this point however our FE student numbers continue to be less positive, this appears to be in keeping with other institutions both within UHI and across Scotland. The emphasis is now on



retaining our students by offering them a positive, if different, student experience. We are also looking at January starts and other ways of ensuring we meet our credit targets.

The governments are beginning to bring forward initiatives to rebuild the economy going forward and the college is actively engaged with these initiatives most of which are in their early stages at this point. We are working closely with local partners in relation to these initiatives and guidance is beginning to come from Scottish Government in relation to the funding.

There have been a number of meetings re Tay Cities Deal and work on this progressing, discussions on our application for SIF funding from UHI for our project costs have become difficult and this will be reviewed again by the F&GP Committee of Court.

UHI are carrying out a curriculum review and we are actively engaged in this process; significant changes are unlikely to take place till 22/23.

The UHI Change Management Programme is continuing and we are actively engaged in this but as can be seen from the RAM paper there are areas of considerable contention which we continue to work through.

We co-hosted the Economic Recovery session for Tayside recently and this was a very productive afternoon, proposals will flow from this session which will benefit the region.

We are continuing to work with UHI on the Staff Survey which was required as part of the UHI Investigation, we are awaiting a response from UHI which will then enable us to work with our TU's and staff to define the process, the survey is scheduled to take place in February 2020.

We had our first on-line staff conference in November which was very well attended and we received positive feedback on it. This gives us a platform to move forward with large group meetings as part of the Strategy Development process. We are currently defining the processes around the Strategy Development.

**And finally**

We had the pleasure of having high tea in the Gallery Restaurant so that the students, for the first time this year, had the experience of cooking for and serving real customers. It was great to be back in the restaurant and seeing our students doing such a fabulous job.

## Perth College UHI

Paper No.13

<b>Committee</b>	Board of Management
<b>Subject</b>	HISA Perth Update, December 2020
<b>Date of Committee meeting</b>	14/12/2020
<b>Author</b>	Aimee Cuthbert, Students' Association Coordinator, HISA Perth
<b>Date paper prepared</b>	04/12/2020
<b>Executive summary of the paper</b>	<p>Paper collates 2 documents to update Board on HISA Perth activities and plans:</p> <ol style="list-style-type: none"> <li>1. HISA Perth Plan of Work update</li> <li>2. Progress Report on Perth Partnership Project</li> </ol> <p>Board are advised of the following:</p> <ol style="list-style-type: none"> <li>1. Plan of Work <ul style="list-style-type: none"> <li>o Any changes since last board are <a href="#">in blue</a></li> <li>o <b>Other updates not mentioned in Plan of Work are as follows:</b> <ul style="list-style-type: none"> <li>▪ Communications Intern began in post 2<sup>nd</sup> November</li> <li>▪ Email to PATS to organise HISA Drop ins underway to increase engagement – offer of online and face to face available with a risk assessment to be done for face to face once requested</li> <li>▪ HISA Perth exploring other ways to increase visibility with students on campus following closure of Webster Costa affecting footfall. Initial scoping undertaken with refectories identified. Currently working on risk assessment</li> <li>▪ Officer team had meeting with reps from HIE which was very productive and interesting on both sides. Will look at ways on how to regularly communicate with these students prior to them studying at Perth College UHI campus</li> <li>▪ COVID-19 Student Support Fund has utilised all current funding – awards made to 57 students out of 157 applicants (number tbc depending on successful payments being made). Majority of applications for IT Support where students were signposted to PATS to get direct support from colleges</li> <li>▪ SRC's have seen great engagement online from class reps participating in discussions via conversations by voice or in the chat function and through the use of Mentimeter (interactive polling software)</li> </ul> </li> </ul> </li> </ol>

## Perth College UHI

	<ul style="list-style-type: none"> <li>Key upcoming dates: HISA Con – 25<sup>th</sup>-29<sup>th</sup> January (registration opens 15<sup>th</sup> December), Refreshers – 1<sup>st</sup>-5<sup>th</sup> February</li> <li>HISA Elections timetable (see below)</li> </ul> <table border="1" data-bbox="644 488 1385 824"> <tr> <td>Nominations</td><td>27<sup>th</sup> January to 23<sup>rd</sup> February</td></tr> <tr> <td>Candidates' Training Window*</td><td>25<sup>th</sup> – 2<sup>nd</sup> March</td></tr> <tr> <td>Candidates' Materials Deadline</td><td>3<sup>rd</sup> March</td></tr> <tr> <td>Supported Publicity Week</td><td>8<sup>th</sup> – 14<sup>th</sup> March</td></tr> <tr> <td>Voting</td><td>15<sup>th</sup> – 19<sup>th</sup> March</td></tr> </table> <p>2. Partnership Project Action Plan Update</p> <ul style="list-style-type: none"> <li>Since last seen has been put in RAG template commonly used by PCUHI. Action Plan now standing item at PC SEG and raw data also shared with PC SEG for action</li> </ul>	Nominations	27 <sup>th</sup> January to 23 <sup>rd</sup> February	Candidates' Training Window*	25 <sup>th</sup> – 2 <sup>nd</sup> March	Candidates' Materials Deadline	3 <sup>rd</sup> March	Supported Publicity Week	8 <sup>th</sup> – 14 <sup>th</sup> March	Voting	15 <sup>th</sup> – 19 <sup>th</sup> March
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Voting	15 <sup>th</sup> – 19 <sup>th</sup> March										
<b>Consultation</b> How has consultation with partners been carried out?	Partnership Project and Plan of Work are iterations of documents presented to Engagement Committee, August 2020.										
<b>Action requested</b>	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval										
<b>Resource implications</b> (If yes, please provide details)	No										
<b>Risk implications</b> (If yes, please provide details)	No Click or tap here to enter text.										
<b>Link with strategy</b>	Click or tap here to enter text.										

## Perth College UHI

<p>Please highlight how the paper links to the Strategic Plan, or assist with:</p> <ul style="list-style-type: none"> <li>• Compliance</li> <li>• National Student Survey</li> <li>• partnership services</li> <li>• risk management</li> <li>• other activity [e.g. new opportunity] – please provide further information</li> </ul>	
<p><b><u>Equality and diversity</u></b></p> <p>Yes/ No</p> <p>If yes, please give details:</p>	<p>No</p>
<p><b>Island communities</b></p> <p>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)?</p>	<p>No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>
<p><b><u>Data Protection</u></b></p> <p>Does this activity/ proposal require a Data Protection Impact Assessment?</p>	<p>No</p> <p>Click or tap here to enter text.</p>
<p><b>Status</b> (e.g. confidential/non confidential)</p>	<p>Non Confidential</p>
<p><b>Freedom of information</b></p> <p>Can this paper be included in “open” business?*</p>	<p>Yes</p>

## Perth College UHI

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

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

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](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

## 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<sup>i</sup>.

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	17	Drop ins commenced 5 <sup>th</sup> October
	Mental health training for Students	Sept - June		Students signed up for mental health training (in partnership with Student Support)	10		Initial meeting held with Student Support/Considering Alternative mental health training (Look after your mate)
	Peer support network	Sept – June		Creation of a mentoring/peer support plan at Perth College UHI in partnership with Student Engagement	1		Interest been advertised by Student Engagement Team/process is being created
				Students signed up as mentors	1		
				Engagement in the network during meetings	1		

Inclusivity	Identifying need	October	Students will feel supported and feel more	Discussions with student groups and societies from protected characteristics	1		Have reached out to societies representing protected characteristics - <a href="#">waiting for a response</a>
			connected to Perth College UHI and HISA Perth	Number of participants	20		
	Action plan	November		Action plan created from HISA Perth in partnership with PCUHI based on discussions	1		<a href="#">Will need to be pushed back due to issues in engagement with societies</a>
	Promotion of resources	Sept-June		Promoting resources available to help aid inclusivity	1		<a href="#">In the process of identifying the relevant resources</a>
				Promoting support groups available	1		<a href="#">Details for both internal and external support groups will be used</a>
Empowering the Student Voice	Encouraging giving feedback	Sept-June	The student experience will be improved	Promotional campaign encouraging students to feed back to HISA Perth	1		<a href="#">Waiting until the anonymous feedback system is created</a>
	Anonymous feedback	Sept-June		Creation of anonymous feedback system for students to give direct feedback	1		<a href="#">Form being developed for HISA Perth section of PCUHI website. Working on the privacy statement</a>
				Instances of feedback collected and shared with PCUHI	50		
	Celebrating success	Sept-June		Promotional campaign celebrating student feedback that has led to positive change	1		
Communication	Sharing information across campus	Sept-June	Students feel a stronger connection	Information is shared consistently across buildings/sectors at PCUHI	1		<a href="#">HISA Perth noticeboards kept regularly up to date</a>
	Clear information	Sept-June	to the community they now belong to	Monitoring communications to students to ensure clarity	1		<a href="#">Monitoring email communications to students with Communications Intern. Feedback collected from class reps from 2<sup>nd</sup> SRC</a>



				Sharing feedback with relevant areas	1		
	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	2	Creation of regular email updates with Communications Intern
				Number of students communicating with HISA Perth (across different channels)	150		Monitoring system being created
<b>Links to HISA Strategic Plan 2020-2022</b>	<p>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</p> <p>2.2 HISA digital democracy will be sector leading, accessible to all its members and have real impact</p> <p>3.4 Equality, diversity, and inclusiveness are embedded in all HISA activity</p> <p>6.1 For every UHI student to be able access mental health support services when they need to</p> <p>6.2 Support the UHI Partnership in creating a whole community that is committed to supporting positive mental health and wellbeing</p> <p>7.1 All members know who HISA are, the opportunities, and services it offers and how HISA can help them</p> <p>7.2 Members know their role in HISA and feel like they have a stake in their community</p> <p>7.3 Members are aware of the causes and consequences of student issues and problems</p>						

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	3	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)
				Number of regular quizzes for students	6	2	General Knowledge – 06/11/2020 (Hosted by HISA Perth President) St Andrews Day – 30/11/2020 (Hosted by VPAW)
				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 satisfaction with their experience	Number of Scottish cultural events hosted	3	1	Quiz for St Andrews Day: 30/11 time 5pm
				Number of students participating in events	20 (per event)	2/20	St Andrews Day Quiz – 2 (3 sign ups)
	Buddy system	Sept-June		Explore creation of buddy system for international students	1		Discussions ongoing with Student Engagement Team
				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		Talks with International Centre – ongoing dialogue

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		Sharing resources from THT, RASAC, Police Scotland and P&K Council
				Organisations working in partnership with	5	3	RASAC, THT and Police Scotland
	Partnership working with ASW	Sept-June		Events run in partnership to promote physical activity	1		In discussions with ASW staff
	GYST 2.0	Sept-March		Dates identified to host GYST	1	1	Semester 1 – confirmed <ul style="list-style-type: none"><li>30/11/2020 - 12-1pm</li><li>02/12/2020 - 3-5pm</li><li>09/12/2020 - 3-4pm</li></ul> Semester 2 – dates & time tbc (plan with people to be contacted – diverse)
				Number of events hosted with local organisations and PCUHI departments	10	3	Semester 1: <ul style="list-style-type: none"><li>Local Org.: 2<ul style="list-style-type: none"><li>RASAC</li><li>Police Scotland</li></ul></li><li>PCUHI: 1</li></ul> Semester 2: TBC
				Number of students participating	20 (per event)	tbc	Semester 1: TBC Semester 2: TBC
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
				Regular meetings held with all club and society leaders	4	1	First meeting date – 3-4pm - 11/11/2020 - no show on the day (as had individual

							meetings & e-mail catch-ups -> might have impacted on attendance) 2 <sup>nd</sup> try – 1-2pm - 09/12/2020
				Number of clubs and societies attending regular meetings	10		TBC
	Number of clubs and societies	Sept-June		Number of continuing sports clubs and societies	12	6	Clubs: Basketball Societies: ACS, Reading Club, D&D, Connect the Rainbows (LGBTQ+), Perth Archaeology and History Society (PAHS) Supporting registration for other clubs/societies - Argentine Tango currently on hiatus – unlikely to reregister under current restrictions
				Number of new sports clubs and societies	4	2	One new club: Adventurous Activities Club (AAC) One new society: Creative Writing (There are another club and society currently under discussion - still to be registered with HISA)
<b>Links to HISA Strategic Plan 2020-2023</b>	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						

	<p>5.5 To develop societies that are inclusive and attractive to international students</p> <p>6.1 For all UHI students to feel part of a wider community and for HISA to enhance the spirit and ethos of community</p> <p>6.3 Support the UHI Partnership in creating a whole community that is committed to supporting positive mental health and wellbeing</p>
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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	10	Face to face drop ins on Tuesdays and Thursdays in Webster IT Suite - commenced 15 <sup>th</sup> Sept. <a href="#">Online out of hours support also in place</a>
				Number of students accessing support	100	63	September – 28 October – 35 November figures tbc <a href="#">Online numbers tbc</a>
	VLE subject audit	Sept-June		Class reps identifying issues with their subject VLE	1	1	Audit sent to class reps after first SRC. Closing 11 <sup>th</sup> Dec

				Feedback passed onto relevant departments and subject leaders	1		
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		Opportunities and events shared at first 2 SRC meetings
				Promotional campaign showing different ways to engage with HISA	1		Date tbc Information shared during Freshers and on website
				Number of students engaging with HISA Perth (excluding class reps)	10	2	2 contacted about setting up and club/society
	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 2 <sup>nd</sup> SRC Meeting, Reps were informed of future plans to get them in meetings/committees
				Training and support given to these students	1		
				Number of students attending meetings and committees	10		
	Closing the feedback look	Sept-June		Promotional campaign on how change is made/what is done with their feedback	1		Date tbc
				Creation of space online and on campus updating students on changes being made/in progress	1		HISA Perth webpage on college website being developed
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		
				Number of students sharing tips	20		

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		Meeting arranged with SDDs to discuss in more detail
				Project with students on improving engagement with HISA Perth	1		Discussions of a Partnership with NQ Health Projects to promote Wellbeing currently underway.
	Regular opportunities for feedback	Sept-June		Regular feedback captured from students online	1		Regular questions shared on social media for comment
				Regular feedback opportunities shared on HISA Perth platforms	1		
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**

<b>Workstream</b>	<b>Output</b>	<b>Dates</b>	<b>Impact on students</b>	<b>Indicator</b>	<b>Target</b>	<b>To Date</b>	<b>Notes</b>
<b>Perth Partnership Project</b>	Creation of Action Plan	Oct 20	Students experience is improved through	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 by SEG and BoM

	Use of feedback	June 21	change suggested and led by students	Going through all feedback given to address students' views	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		Has been added as standing agenda item for SEG Update shared in last HISA Perth email to student. Area on HISA Perth section of college website being developed
	Consultation with students	May 21		Consultation created and completed by Perth College UHI	1		
<b>Class Reps</b>	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 233 confirmed reps. Percentage of coverage being calculated but estimate included. Gap analysis regularly undertaken including gap in PAT details. Partnership working with Quality to address.



	Class Rep Training	June 21		Design and deliver class rep training in partnership with Quality Team	5	8	First round of training complete. Additional mops ups scheduled for w/c 7/12
				Increase number of class reps being trained	68%	38.6%	90 reps currently trained via online webinars as of 4/12/20. Additional mop ups scheduled
	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	2	SRC 1 – 11 <sup>th</sup> & 12 <sup>th</sup> November – 75 reps SRC 2 – 2 <sup>nd</sup> and 3 <sup>rd</sup> December – 47 reps
<b>Black Lives Matter</b>	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		Proposal seen at Engagement and EDIT committees
				Number of students taking part in short life working group	5		In conversations with Afro

							Carribean Society around commitment, will promote to wider student body
	Action Plan	Feb 2021		Action plan created and approved in partnership with students, staff and Board of Management	1		
				Action plan implemented in partnership with Engagement and Academic Affairs Committee	1		
<b>Links to HISA Strategic Plan 2020-2023</b>	<p>1.2 UHI will be recognised for the quality of its students' experience and for their achievement.</p> <p>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</p> <p>2.2 HISA digital democracy will be sector leading, accessible to all its members and have real impact</p> <p>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</p> <p>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</p> <p>3.2 HISA will be a vehicle for social change at a local, regional and national level</p> <p>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</p> <p>3.4 Equality, diversity, and inclusiveness are embedded in all HISA activity</p>						

### Operational Plan

Workstream	Output	Dates	Impact on students	Indicator	Target	To Date	Notes
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<b>Freshers and Induction</b>	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/organisations/charities	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
<b>ESES</b>	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%		To receive full breakdown by AP but expected to be down
<b>Elections</b>	Local positions filled	Feb 20	Effective student representation decided by students for students	All HISA Perth positions to have a candidate	3 (per position)		
	Turnout	Mar 20		Increase on voter turnout from 2019-2020	9%		
	Number of candidates	Feb 20		Increase in number of candidates	13		
<b>National Student Survey</b>	Improve participation	June 21	Student experience improved for HE students	More students take part in NSS	80%		
	Improve score	June 21		Increase Q26 score from 2019-2020	53%		
<b>SSES</b>	Improve participation	March 21	Changes are made to the overall student experience based on student feedback	More students take part in SSES	46%		
	Improve score	March 21		Increase in HISA Perth specific questions from previous year	84%		
<b>OBI Awards</b>	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		
	Review Nomination Form	Jan 21		Nomination form updated and made easier to navigate	1		

	Nominations from every sector	Mar 21		Each sector area has nominations in every category	1		
	Nomination numbers	Mar 21		Increase in nomination numbers in 2019-2020	200		
	Celebration of awards	May 21		Awards ceremony takes place	1		
				Wider promotion of winners	1		
<b>HISA awards</b>	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		
<b>Sporting Blues</b>	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		
<b>Working online</b>	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		Informal guide created and shared online
				Ensuring relevant and up to date information available online	1		Regular updating of college/HISA page ongoing

Casework	Student queries	June 21	Students will receive impartial advice and support	Monitoring and recording of casework queries	1		Underway
				Promotion of HISA Perth as support for conduct/disciplinary cases	1		Promotion during inductions. Promotional plan being developed
Link to HISA Strategic Plan 2020-2023	<p>1.2 UHI will be recognised for the quality of its students' experience and for their achievement</p> <p>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</p> <p>2.2 HISA digital democracy will be sector leading, accessible to all its members and have real impact</p> <p>2.4 HISA's officer structure will be advanced, effective and reflect the needs of its students, UHI and the Partners</p> <p>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</p> <p>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</p> <p>6.1 For all UHI students to feel part of a wider community and for HISA to enhance the spirit and ethos of community</p>						

## Activities and Events

Workstream	Output	Dates	Officer lead	Indicator	Target	To Date	Notes
<b>Liberation Events</b>	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 16 <sup>th</sup> Oct Inktober competition
	LGBT History Month	Feb 2021	VPAW	Events created and hosted in partnership with Perth and UHI LGBT+ societies	1		

	Womens' History Month	March 2021	VPAW	Events created and hosted	1		
<b>Engagement events</b>	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		Semester 1 Events underway
	Halloween	Oct-Nov 20	VPAW	Event taken place	1	1	Inktober competition
	Christmas	Dec 20	VPAW	Event taken place	1		Festive Decoration competition currently underway
	Class Rep Conference	Semester 2	VPEE	Event taken place	1		
	Valentine's Day	Feb 21	VPAW	Event taken place	1		
	Monthly Quizzes	May 21	President/VPAW	Event taken place	6	2	General Knowledge – 06/11/2020 (by President) St Andrews Quiz – 30/11/2020 (by VPAW)
	OBlis	May 21	All	Award ceremony taken place	1		
	Sport Participation Day	Sep-May	VPAW	Date determined and event taken place	1		To discuss with ASW and Sport and Fitness staff (potential month on mind – March)
<b>Refreshers</b>	Refreshers	Jan 21	All	Events taken place	1		Scheduled for 1-5 Feb
				Local companies/organisations/charities featured in Refreshers' activity	1		
				Promotion of local and regional activities to be cohesive	1		
	Diwali	Nov 20	VPAW	Event taken place	1	1	Social media - Awareness

<b>Cultural/Awareness Raising Events</b>	St Andrews Day	30 Nov 20	VPAW	Event taken place	1	1	Scottish themed quiz planned. 30/11/2020 - 5pm
	Chinese New Year	Jan 21	VPAW	Event taken place	1		
	Burns Night	Jan 21	VPAW	Event taken place	1		
	International Mother Language Day	Feb 21	VPAW	Event taken place, including promotion of Gaelic language, in partnership with ESOL students	1		
	Shrove Tuesday	Feb 2020	VPAW	Event taken place	1		
	Mental Health Awareness Week	May 2020	President/VPAW	Event taken place	1		
<b>Partnership Events</b>	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		
<b>Link to HISA Strategic Plan 2020-2023</b>	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.

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



## 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 to be arranged	Meeting taken place	A
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 meeting to discuss PPP being scheduled	Meeting taken place	A
Identify content for promotional campaign	VPAW/HISA Perth/Student Support/ HISA	December 2020	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 to be created	Content and content plan created	A
Identify avenues for promotional campaign	VPAW/HISA Perth/Student Support	December 2020	Avenues to be used Email (via PC Student Wellbeing) Social Media (PC and HISA Perth) Digital Screens on campus Website To be incorporated into content plan	Avenues identified and incorporated into content plan	A

Updated 10/11/20

<b>Ensuring information on support easy to access</b>	VPAW/HI SA Perth/Student Support	<b>December 2020</b>	To be started	Review of access to mental health support on college webpages undertaken	R
<b>Promote support available</b>	VPAW/HI SA Perth/Student Support	<b>June 2021</b>		Promotional campaign undertaken Number of students reached Engagement levels	R
<b>Removing the stigma of mental health on campus</b>					
<b>Actions</b>	<b>By Who</b>	<b>By When</b>	<b>Progress Y/N</b>	<b>KPIs/ Metrics</b>	<b>Status</b>
<b>Initial meeting with Student Support</b>	VPAW/HI SA Perth/Student Support	<b>November 2020</b>	Introductory meeting held 29/9 Meeting to discuss PPP took place 10/11/20. Video campaign discussing how issues were overcome proposed	Meeting taken place	A
<b>Initial meeting with HISA's Mental Health Officer</b>	VPAW/HI SA Perth/ HISA	<b>November 2020</b>	Discussed at HISA Monthly Mental Health Meeting 28/10 Follow up meeting to discuss PPP being scheduled	Meeting taken place	A
<b>Identify local mental health charities</b>	VPAW/HI SA Perth/Student Support	<b>November 2020</b>	Directory of Services list from NHS Tayside/PKHSCP in existence To identify specific charities to reach out to and work with	Number of local mental health charities identified Number of local mental health charities working with	A

<b>Identify dates of awareness raising campaign</b>	VPAW/HI SA Perth/Student Support	<b>December 2020</b>	Semester 2	Dates identified	A
<b>Collate information on mental health conditions to be shared</b>	VPAW/HI SA Perth/Student Support	<b>December 2020</b>	To be discussed with Counselling Team	Content plan created	R
<b>Promote support available</b>	VPAW/HI SA Perth/Student Support	<b>June 2021</b>	N	Awareness raising campaign complete	R
<b>Increasing opportunities for peer support</b>					
<b>Actions</b>	<b>By Who</b>	<b>By When</b>	<b>Progress Y/N</b>	<b>KPIs/ Metrics</b>	<b>Status</b>
Identify options for peer support	VPAW/HI SA Perth/Student Support	November 2020	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. To be explored by HISA Perth	Options identified	A
Create space to connect with peers	VPAW/HI SA Perth/Student Support	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
Implement some form of peer support	VPAW/HI SA Perth/Student	June 2021	N	Peer support system in place	R

Updated 10/11/20

	dent Support				
<b>IT Resources/Materials</b>					
<b>Working with PATS and Class Reps to help identify any issues that arise in IT literacy and needs</b>					
<b>Actions</b>	<b>By Who</b>	<b>By When</b>	<b>Progress Y/N</b>	<b>KPIs/ Metrics</b>	<b>Status</b>
Engage with PATS on student IT needs and literacy	VPEE/HI SA Perth	November 2020	N	Number of PATS raising student IT issues	R
Engage with Class Reps on student IT needs and literacy	VPEE/HI SA Perth	November 2020	Class reps were asked about online engagement at 1 <sup>st</sup> SRC Data being collect	Number of Class Reps raising student IT issues	A
Pass on issues arisen to relevant departments	VPEE/HI SA Perth	June 2021	N	Number of issues raised escalated to relevant departments	R
Creation of student drop ins	VPEE/HI SA Perth	November 2020	Face to face drop ins running since w/c 14 <sup>th</sup> September. Online out of hours support also available Continuation for semester 2 under discussion	Drop ins created	G
<b>Exploring possibility of funding for more and better resources</b>					
<b>Actions</b>	<b>By Who</b>	<b>By When</b>	<b>Progress Y/N</b>	<b>KPIs/ Metrics</b>	<b>Status</b>
Discuss and ask class reps to identify where they feel these resources need to be enhanced or improved	VPEE/HI SA Perth/Cla ss Reps	December 2020	Audit sent out to reps after 1 <sup>st</sup> SRC Will be closing 11 <sup>th</sup> December with results provided to relevant staff	Number of areas identified for more resources	A

Updated 10/11/20

Discuss and ask students to identify where they feel these resources need to be enhanced or improved	VPEE/HI SA Perth/Stu dents	December 2020	Audit sent out to reps after 1 <sup>st</sup> SRC – encouraged to pass on to fellow students Will be closing 11 <sup>th</sup> December with results provided to relevant staff	Number of areas identified for more resources	A
Findings explored and shared to see if additional resources can be allocated	VPEE/HI SA Perth	June 2021	N	Number of actionable findings	R
<b>Improving ease of access and usability of VLE's as well as clear signposting</b>					
Discuss and gather feedback from class reps about VLE layout, usability and access to information	VPEE/HI SA Perth/Cla ss Reps	December 2020	Audit sent out to reps after 1 <sup>st</sup> SRC Will be closing 11 <sup>th</sup> December with results provided to relevant staff	Number of reps providing feedback	A
Discuss with PATs about VLE layout, usability and access to information	VPEE/HI SA Perth/Stu dents	December 2020	N	Number of PATs providing feedback	R
Findings explored and shared with relevant areas	VPEE/HI SA Perth	February 2021	N	Number of VLE areas identified in need of improvement	R
Monitoring changes made	VPEE/CI ass Reps/HIS A Perth	May 2021	N	Number of changes actioned	R

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 1 <sup>st</sup> October	Meeting held	G
Identify areas to use in promotional campaign	President /HISA Perth/Careers and Employability	December 2020	Discussions underway	Number of areas identified	A
Review and update current information provided	President /HISA Perth/Careers and Employability	December 2020		Review undertaken Information updated	R
Create promotion plan	President /HISA Perth/Careers and Employability	December 2020	N	Promotion Plan Created	R
Complete promotional campaign	President /HISA Perth/Careers and	June 2021	N	Promotional campaign complete	R

Updated 10/11/20

	Employability			Number of students accessing service for support	
<b>Working with local business to promote opportunities available to students</b>					
<b>Actions</b>	<b>By Who</b>	<b>By When</b>	<b>Progress Y/N</b>	<b>KPIs/ Metrics</b>	<b>Status</b>
Carry out primary research with students	President /HISA Perth/Careers and Employability	December 2020	Initial discussions on communication will be discussed at SRC with class reps	Number of students who provide feedback Findings from research	A
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	N	Number of student engaging with event/series of events	R
<b>Helping upcoming and new graduates find work by ascertaining need</b>					
<b>Actions</b>	<b>By Who</b>	<b>By When</b>	<b>Progress Y/N</b>	<b>KPIs/ Metrics</b>	<b>Status</b>
Consulting with students discuss graduate opportunities and promotion	President /HISA Perth/Careers and Employability	December 2020	N	Number of students who provide feedback Findings from research	R
Implement findings in avenues identified by students	President /HISA Perth/Careers and	June 201	N	Number of student engaging with result of findings	R

	Employability				
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**Key:**

	Action complete		In progress		Not started/Paused
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<b>AC</b>	Aimee Cuthbert,
<b>HISA Perth</b>	Highlands & Islands Students' Association Perth
<b>SEO</b>	Student Engagement Officer
<b>SEG</b>	Student Engagement Group (Chair: Deborah Lally, Head of Student Experience)
<b>VPAW</b>	HISA Perth Vice President Activities and Welfare
<b>VPEE</b>	HISA Perth Vice President Education and Engagement
<b>President</b>	HISA Perth President



## Perth College UHI

Paper No.14

<b>Committee</b>	Engagement
<b>Subject</b>	Key issues for Board members
<b>Date of Committee meeting</b>	03/11/2020
<b>Author</b>	Debbie Hutchison
<b>Date paper prepared</b>	02/12/2020
<b>Summary of the meeting</b>	<p>Agenda and meeting ran as expected for second meeting in cycle. Key items of note::</p> <p><b>Student Engagement:</b></p> <ul style="list-style-type: none"> <li>• NS Survey showed overall satisfaction for Perth HE programmes was down 4% on previous year, with specific concerns around the delivery model for Learning Community</li> </ul> <p><b>Curriculum:</b></p> <ul style="list-style-type: none"> <li>• 758 students identified as affected by digital poverty – efforts to mitigate in place.</li> </ul> <p><b>Performance monitoring:</b></p> <ul style="list-style-type: none"> <li>• Covid audit challenge – several revisions requested.</li> </ul> <p><b>External Engagement &amp; HR Update:</b></p> <ul style="list-style-type: none"> <li>• Mandatory Board member training is being reviewed, update at next meeting.</li> </ul> <p><b>Board &amp; Policy Development:</b></p> <ul style="list-style-type: none"> <li>• delay noted re set-up of 'Addressing Racism' SLWG, report due at March 2021 Board Meeting.</li> </ul>
<b>Consultation</b>	N/A

## Perth College UHI

How has consultation with partners been carried out?	
<b>Action requested</b>	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
<b>Resource implications</b> (If yes, please provide details)	No
<b>Risk implications</b> (If yes, please provide details)	No <a href="#">Click or tap here to enter text.</a>
<b>Link with strategy</b> Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> <li>• Compliance</li> <li>• National Student Survey</li> <li>• partnership services</li> <li>• risk management</li> <li>• other activity [e.g. new opportunity] – please provide further information</li> </ul>	N/A
<u><b>Equality and diversity</b></u> Yes/ No If yes, please give details:	No
<b>Island communities</b> Does this activity/ proposal have an effect on an island	No If yes, please give details:

## Perth College UHI

community which is significantly different from its effect on other communities (including other island communities)?	Click or tap here to enter text.
<b><u>Data Protection</u></b> Does this activity/ proposal require a Data Protection Impact Assessment?	No  Click or tap here to enter text.
<b>Status</b> (e.g. confidential/non confidential)	Non Confidential
<b>Freedom of information</b> 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	<input type="checkbox"/>	Its disclosure would substantially prejudice the effective conduct of public affairs	<input type="checkbox"/>
Its disclosure would substantially prejudice the commercial interests of any person or organisation	<input type="checkbox"/>	Its disclosure would constitute a breach of confidence actionable in court	<input type="checkbox"/>
Its disclosure would constitute a breach of the Data Protection Act	<input type="checkbox"/>	Other [please give further details] Click or tap here to enter text.	<input type="checkbox"/>

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](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

# Engagement Committee

## DRAFT Minutes

**Meeting reference:** Engagement 2020-21/02

**Date and time:** Tuesday 03 November 2020 at 5:00pm

**Location:** Online

**Members present:** Debbie Hutchison, Board Member (Chair)  
Sheena Devlin, Board Member (until Item 9)  
Katrina Hodgson, Board Member  
Margaret Cook, Principal  
Alex Wilson, HISA Perth President  
Miranda Landale, Co-opted Board Member

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

**Apologies:** Andrew Comrie, Board Member  
John Dare, Staff Board Member  
Cameron Murray, HISA Perth VP Education & Engagement

**Chair:** **Debbie Hutchison**

**Minute Taker:** Ian McCartney

**Quorum:** 3

Summary of Action Items			
Ref	Action	Responsibility	Time Line
7.1	<b>Student Completion &amp; Progression</b> Associate Principal to circulate full comparative information on completion and progression stats when available	Associate Principal	Next meeting
8.2	<b>Balanced Scorecard</b> Formatting of indexing to be consistent.	Project & Planning Officer	Board meeting
8.3	<b>COVID 19 Audits Challenge Responses</b> Review of response papers to reflect suggestions as noted in minutes.	Vice Principal	Audit Committee
10.1	<b>HR Update</b> Mandatory training for Board Members to be reviewed.	Head of HR & OD/Clerk	Next Meeting

**Minutes:**

Item		Action
1.	<b>Welcome and Apologies</b>  The Chair welcomed everyone to the meeting and apologies noted.	
2.	<b>Additions to the Agenda</b>  An update on Perth-focused issues arising from the National Student Survey was added as Item 6.3	
3.	<b>Declaration of Interest in any Agenda Item</b>  There were no declarations of a conflict of interest.	
4.	<b>Minutes of Meeting held on 29 August 2019</b>  The minutes were approved as an accurate record.	
5.	<b>Matters Arising from Previous Minutes</b>	
	<u>6.1 HISA Perth Update</u>  <b>Action 1:</b> HISA Perth President to report back on how impact of Class Rep Training would be measured  <b>Action Update:</b> On Agenda under Item 6.2  <b>Action 2:</b> Committee to be updated about final arrangements for the proposed Student Hardship Fund at the next meeting.  <b>Action Update:</b> On Agenda under Item 6.2	On Agenda      On Agenda
	<u>6.2 Perth Partnership Project</u>  <b>Action 1:</b> The full Partnership Project proposal will be tabled at the next Engagement Committee meeting.  <b>Action Update:</b> On Agenda under Item 6.1  <b>Action 2:</b> Associate Principal to circulate IT & wi-fi survey report from Transitions Project once data analysed.  <b>Action Update:</b> Analysis noted within Digital Poverty report (Item 7.3)	      On Agenda   On Agenda
	7.3 Risk Register – Engagement Committee	On Agenda

	<p><b>Action:</b> updates required to Risk Register, viz:</p> <ul style="list-style-type: none"> <li>a) Risk 1 – measure of local engagement to be reviewed, with a possible link to the Balanced Scorecard.</li> <li>b) Risk 3 – progress on the Business Development Strategy to be added.</li> <li>c) Risk 23 – Digital Poverty to be referenced. Clerk to action</li> <li>d) Wider COVID risks linked to anticipated outbreaks in winter should be reflected.</li> </ul> <p><b>Action update:</b> All updates completed</p> <p><u>8.1 External Engagement Update</u></p> <p><b>Action:</b> Student representation at transnational partner institutions to be discussed between the College and HISA.</p> <p><b>Action Update:</b> On Agenda under Item 9.1</p> <p><u>10.1 Board Development Activities 2020/21</u></p> <p><b>Action:</b> Soundings to be sought from Chairs' Committee re preferred timings and location/delivery of the sessions.</p> <p><b>Action Update:</b> Completed</p>	<p>Complete</p> <p>On Agenda</p> <p>Complete</p>
<b>6</b>	<b>Student Engagement</b>	
<b>6.1</b>	<p><b>Perth Partnership Project</b></p> <p>HISA Perth President introduced Paper 2, noting that the Paper has been discussed at Student Engagement Group, and that proposed actions related to issues raised directly by students through the consultation phase – links with College departments will be established to ensure that actions are progressed.</p> <p>Chair thanked HISA Perth for such an accomplished document.</p> <p>Board Member echoed comments in paper around digital exclusion, and asked whether external sources of assistance such as Connected Scotland had been approached. Associate Principal noted that external sources were covered within the Digital Poverty paper tabled later in the meeting. HISA Perth President noted that this issue would be discussed with students at the next Student Representative Council scheduled for 11 November.</p> <p>The 2020/21 Perth Partnership Project was <b>APPROVED</b>.</p>	

6.2	<p><b>HISA Perth Plan of Work</b></p> <p>HISA Perth President presented Paper 3, highlighting key items for committee to note</p> <p>HISA Perth is working with Chinese students on representative structures.</p> <p>Key impact measures within the Plan of Work had been clarified.</p> <p>COVID 19 Student Support Fund has now been launched and funds are being awarded.</p> <p>Principal expressed thanks on behalf of College Senior Management Team for the Plan of Work, and Chair agreed, noting that document would be good for tracking purposes.</p>	
6.3	<p><b>NSS Perth</b></p> <p>Chair noted the paper circulated by email on 30 October, which provided an extract of Perth data from the UHI NSS results discussed at the last meeting.</p> <p>Associate Principal summarised the main aspects of the paper, noting the impact of COVID due to the timing of the survey, and the College's approach to intervention (ie any programme rated below 80% is highlighted to the appropriate Dean and an action plan is developed to look at cross-College improvements).</p> <p>Associate Principal advised that overall satisfaction for Perth HE programmes was down 4% on previous year, and noted in particular that there were specific concerns around the delivery model for Learning Community (although the move to blended learning may have a positive impact).</p> <p>HISA Perth President commented that the presentation of these results was very helpful.</p>	
7	<p><b>Curriculum</b></p>	
7.1	<p><b>Student Completion &amp; Progression update</b></p> <p>Associate Principal provided a verbal update on the current situation regarding completion and progression, noting that while most of the 300+ students who had not completed their 2019/20 courses due to COVID-19 impacting on practical elements had now done so, a number of were still working to complete.</p>	



	<p>Associate Principal noted that the ongoing situation had made it difficult to receive a final position from SFC re how they will be measuring their KPIs this year, although it is hoped that more information will be available by the next meeting.</p> <p>Associate Principal advised that more courses than had been expected managed to stay in line with previous year. Full comparisons will be provided to Committee when known.</p>	Associate Principal
<b>7.2</b>	<p><b>Student Recruitment</b></p> <p>Associate Principal provided a verbal update on current student numbers, noting that 1074 FE students had been recruited against a target of 1164, although withdrawals will have an impact on funded positions. This figure compares well against other colleges, and January starts should allow the annual targets to be met as more people may see college an option in the post-COVID environment. Board Member noted that more students are anticipated to opt to stay on at school due to blended learning.</p> <p>Associate Principal advised that HE numbers were showing strongly, with current numbers running at an FTE equivalent of 1982 for the year against a target for 1992. Associate Principal indicated that the College would normally be around 100 behind target at this time of year so this represents a positive picture and justifies the high level of focus given to the recruitment drive over the summer.</p>	
<b>7.3</b>	<p><b>Digital Poverty</b></p> <p>Associate Principal summarised the main issues outlined in Paper 4, noting the identified need to address the issues raised and the use of a Transitions Project by way of response. Associate Principal noted the speedy reaction in compiling and issuing a survey and the wide engagement this produced, and the identification of 758 students affected by digital poverty.</p> <p>Associate Principal outlined the various routes of provision for around 700 additional laptops and wireless devices, and noted the application to Connecting Scotland for mobile devices.</p> <p>Principal noted the huge team effort of staff across the College to make such a difference in this important area and Committee recorded their thanks to all involved.</p>	



	<p>Committee requested that the following additions/revisions be considered for Paper 8 (External Auditor challenge statement):</p> <ul style="list-style-type: none"> <li>Area 1 (p2) – list of all relevant policies, or link to policies pages, should be provided</li> </ul>	Vice Principal
<b>9</b>	<b>External Engagement</b>	
<b>9.1</b>	<p><b>External Engagement Update</b></p> <p>Vice Principal presented Paper 9, which covers 2 months due to Committee timings, and noted the standard report had been augmented with an appendix detailing a transnational education annual report re work in China during 2019/20.</p> <p>Vice Principal highlighted that COVID 19 had resulted in the cancellation of the 2020 Summer School, and that the 2021 School would need to be reviewed in terms of viability.</p> <p>HISA Perth President asked what additional support was being made available for students on international programmes. Vice Principal advised that students were being supported by the Institute in China and via local tutors.</p> <p>Chair asked about the recognition of UHI degrees noted in Paper 9 appendix. Vice Principal clarified that the success of the project has allowed students to see the quality of teaching within the Partnership and has encouraged more to choose to complete their Honours year in Perth, which opens routes for attaining preferred destinations for Masters programmes.</p>	
<b>10</b>	<b>Staff Engagement</b>	
<b>10.1</b>	<p><b>HR Update</b></p> <p>Head of HR &amp; Organisational Development presented Paper 10 for information, highlighting that clarification was awaited with reference to extension of the government's furlough scheme.</p> <p>HISA Perth President asked whether the long-term sickness levels reported are likely to impact on student experience. Head of HR &amp; Organisational Development noted that provisions were in place to ensure this is not the case.</p> <p>Head of HR &amp; Organisational Development noted that mandatory training for Board Members was due for review. This would be looked at with Clerk and brought back to Committee</p>	Head of HR & OD/Clerk

<b>11</b>	<b>Board &amp; Policy Development</b>	
<b>11.1</b>	<b>Addressing Racism - Update</b>  Principal noted with regret that not as much progress had been made on establishing the membership of the SLWG as had been hoped, therefore the timescales for reporting would need to be deferred to the March Board meeting.	
<b>12</b>	<b>Committee Minutes</b>  The minutes for the following meetings were received and noted: <ul style="list-style-type: none"> <li>• EDIT, 17 September 2020;</li> <li>• Staff Engagement Group, 03 September 2020;</li> <li>• Student Engagement Group, 16 September 2020.</li> </ul> Head of HR & Organisational Development advised Committee that Staff Engagement Group is currently without a Chair, so the opportunity was being take to review membership of the Group.	
<b>13</b>	<b>Date of Next meeting</b>  Thursday 28 January 2021 @ 5:00pm	
<b>13</b>	<b>Review of Meeting</b>  The Committee agreed the meeting had covered its 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 ☒**

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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 2018?      **Yes** ☐      **No** ☒

<b>Committee</b>	Board of Management
<b>Subject</b>	Academic Affairs Committee - Key issues for Board members
<b>Date of Committee meeting</b>	14/12/2020
<b>Author</b>	Margaret Cook
<b>Date paper prepared</b>	06/12/2020
<b>Summary of the meeting</b>	<p>The committee welcomed Andrew Brawley to the meeting, Andrew is our new HMle.</p> <p><b>Addressing Racism</b> – the committee noted that progress on this issue had been slower than was anticipated and that the report would come to the March meeting of the Board of Management.</p> <p><b>HISA Perth</b> – the committee noted the significant progress that HISA Perth are making and the impact they are having on the student experience working in collaboration with academic staff and SMT.</p> <p><b>Student numbers</b> – committee noted that the HE numbers this year are beyond target and that the FE numbers are below, further work is being done to continue to recruit FE students.</p> <p><b>NSS</b> – variable results with on-line delivery scoring poorly as did learning resources for some areas. Where scores are below where they should be academic teams will look at the reasons with colleagues from across the partnership.</p> <p><b>Digital poverty</b> – the committee noted the positive progress with this initiative.</p> <p>The committee thanked Professor Martin Price for his service to the committee and to the wider college and university in advance of his retirement in January 2021.</p>

## Perth College UHI

<b>Consultation</b> How has consultation with partners been carried out?	N/A
<b>Action requested</b>	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
<b>Resource implications</b> (If yes, please provide details)	No
<b>Risk implications</b> (If yes, please provide details)	No Click or tap here to enter text.
<b>Link with strategy</b> Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> <li>• Compliance</li> <li>• National Student Survey</li> <li>• partnership services</li> <li>• risk management</li> <li>• other activity [e.g. new opportunity] – please provide further information</li> </ul>	N/A
<u><b>Equality and diversity</b></u> Yes/ No If yes, please give details:	No

## Perth College UHI

<b>Island communities</b> 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.
<b>Data Protection</b> Does this activity/ proposal require a Data Protection Impact Assessment?	No  Click or tap here to enter text.
<b>Status</b> (e.g. confidential/non confidential)	Non Confidential
<b>Freedom of information</b> 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	<input type="checkbox"/>	Its disclosure would substantially prejudice the effective conduct of public affairs	<input type="checkbox"/>
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# Academic Affairs Committee

## DRAFT Minutes

**Meeting reference:** Academic Affairs 2020-21/02

**Date and time:** Wednesday 11 November 2020 at 2.30pm

**Location:** Online

**Members present:** Margaret Cook, Principal  
Andrew Comrie, Board Member  
Sheena Devlin, Board Member  
Ann Irvine, Board Member  
Patrick O'Donnell, Staff Board Member  
Cameron Murray, HISA Perth VP Education & Engagement  
Lorenz Cairns, Depute Principal (Academic) (from Item 7.4)  
Veronica Lynch, Vice Principal (External)  
Catherine Etri, Associate Principal (Curriculum)  
Deborah Lalley, Head of Student Experience  
David Gourley, Head of Learning & Teaching Enhancement  
Martin Price, Chair of Scholarship & Research Committee  
Robert Boyd, Teaching Staff Member on the Committee

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

**Observing:** Andrew Brawley, HMI Inspector, Education Scotland

**Apologies:** Alex Wilson, Student Board Member

**Chair:** **Margaret Cook**

**Minute Taker:** Ian McCartney

**Quorum:** 7

Summary of Current Action Items			
Ref	Action	Responsibility	Time Line
7.2	<b>Student Recruitment</b> Updated data relating to student recruitment to be circulated Committee members	Head of Student Experience	ASAP
6.2	<b>Student Surveys – National Student Survey</b> Areas of review would be circulated to Committee.	Associate Principal	Next meeting
8.1	<b>Risk Register</b> Scores to be reviewed in relation to Risk Items 2 & 8.	SMT/Clerk	December Board

Summary of Historic Action Items			
Ref	Action	Responsibility	Time Line
	<b>Matter Arising from 19 February 2020</b> <u>Ref 6.2 - Student Surveys: Induction Early Experience Survey 2019-20</u> Head of Student Experience to look into whether Q10 can be reviewed.	Head of Student Experience	When available from UHI (ongoing process)
	<b>Matter Arising from 06 May 2020</b> <u>Ref 8.2 – Balance Scorecard</u> Sector benchmark rates and internal tolerance levels to be added	Clerk	Within ongoing review of Balanced Scorecard

**Minutes:**[illegible]

	<p><b><u>Matters Arising from 19 February 2020</u></b></p> <p><u>Ref 6.2 - Student Surveys: Induction Early Experience Survey 2019-20</u>  <b>Action:</b> Head of Student Experience to look into whether Q10 can be reviewed.</p> <p><b>Action Update:</b> Same questions used across UHI Partnership therefore has to be reviewed at UHI level. Process under way, updates when available.</p> <p><u>Ref 9.1 - Safeguarding Policy</u>  <b>Action:</b> Reviewed Policy be circulated to Committee members to allow Chair's Action to be progressed.</p> <p><b>Action Update:</b> Contextualised and published on website</p> <p><b><u>Matters Arising from 06 May 2020</u></b></p> <p><u>Ref 8.2 – Balanced Scorecard</u>  <b>Action:</b> Sector benchmark rates and internal tolerance levels to be added</p> <p><b>Action Update:</b> Project &amp; Planning Officer currently reviewing as part of ongoing review of wider Balanced Scorecard.</p>	<p>Ongoing</p> <p>Complete</p> <p>Ongoing</p>
<b>6.</b>	<b>Student Experience</b>	
<b>6.1</b>	<p><b>HISA Perth Update</b></p> <p>HISA Perth VP Education &amp; Engagement introduced Paper 2 and highlighted the main points for Committee, in particular plans for online delivery of Class Rep Training and the promotion of the Early Experience Survey. VP Education &amp; Engagement also noted that the first Student Rep Council of the year had been held that morning, with over 40 students in attendance.</p> <p>Board Member commended the work of HISA Perth in supporting students with regard to VLE matters, and enquired whether there had been any additional need identified. VP Education &amp; Engagement noted that a feedback proforma was being prepared for distribution to Class Reps.</p>	
<b>7</b>	<b>Curriculum</b>	
<b>7.1</b>	<p><b>Student Completion &amp; Progress - update</b></p> <p>Head of Student Experience provided a verbal update on student</p>	

	<p>completion and progression, noting that recent analysis indicated that attainment and progression levels looked healthy, however a total of 32 students had not been able to fully complete their courses due to practical impacts around COVID. These students have been given the option to continue during their extended period of completion, and are on track to complete outstanding work very soon.</p> <p>Head of Student Experience advised that Scottish Funding Council have allowed KPIs around achievement to be submitted late.</p> <p>Head of Student Experience noted that analysis of key and protected groups were ongoing and will identify any areas of issue falling out of College interventions.</p>	
<b>7.2</b>	<p><b>Student Recruitment - update</b></p> <p>Head of Student Experience provided a verbal update on student recruitment for 2020/21, noting that HE targets had been passed ahead of schedule and that FE levels remained robust, although there may be an issue arising from COVID with respect to certain trades not employing Modern Apprentices which will impact on funding targets.</p> <p>Whilst SFC had indicated that there will be no funding clawback in such circumstances, Principal noted potential impact on future years' funding resulting from these circumstances, including in relation to top-slicing.</p> <p>At the request of a Board Member, Head of Student Experience agreed to circulate data relating to student recruitment to Committee members</p>	Head of Student Experience
<b>7.3</b>	<p><b>National Student Survey 2020 – Perth College Overview</b></p> <p>Associate Principal presented Paper 4, which provided more detailed Perth-centric analysis of the recent National Student Survey report for 2019/20.</p> <p>Associate Principal noted that, while 50 HE courses were available to study at Perth, only 11 of these courses ran with more than 10 students, and of these only 6 met the response threshold for NSS reporting.</p> <p>Associate Principal reported that overall scores had shown improvement, however there were 3 areas for concern noted in the report, and work has started in these areas to address issues.</p> <p>Associate Principal noted in particular that the online learning environment had scored poorly, which raised some issues to be looked</p>	

	<p>into, and that learning resources appeared to be an issue in some areas but not across the board.</p> <p>In response to a Board Member's query regarding poor performance in one specific area, Associate Principal advised that not all teaching is necessarily delivered by Perth College staff as this can be shared with Partner Colleges, however the Dean and Subject Network Leader are looking into the matter.</p>	
<b>7.4</b>	<p><b>Digital Poverty</b></p> <p>Associate Principal summarised Paper 4, which provided details on the College's response to challenges presented by Digital Poverty highlighted during COVID.</p> <p>Associate Principal noted that 758 students had responded to the initial survey. To date, 766 laptop or equivalent devices had been procured, plus 30 devices providing wi-fi access. Associate Principal advised Committee that a bid by the College to Connecting Scotland for 311 devices had just been announced as being successful.</p> <p>Board Member congratulated team on sourcing and distributing so many devices to students.</p> <p>Head of Learning &amp; Teaching Enhancement advised that drop-in sessions had been organised around digital skills to ensure students were able to get online and access learning materials.</p>	
<b>8</b>	<b>Risk, Compliance &amp; Performance</b>	
<b>8.1</b>	<p><b>Risk Register – Academic Affairs</b></p> <p>Clerk presented Paper 5 for review by Committee, noting the request by the Board of Management for SMT and Clerk to look in particular at whether those scores recorded as red were accurate.</p> <p>Board Member suggested that the residual score for Risk 2 be reduced in view of SFC decision around funding clawback for 2020/21 due to COVID reducing risk levels. Committee noted that Risk Scores were viewed over a 3-year period, however it was <b>AGREED</b> to review within these contexts.</p> <p>Board Member suggested that the residual score for Risk 8 may also be reduced due to the known timescale related to REF. Committee noted that it would be helpful to have some figures on the effect on funding levels as part of this review, and <b>AGREED</b> that the risk score should be reviewed once more info can be ascertained.</p>	<p>SMT/Clerk</p> <p>SMT/Clerk</p>

<b>8.2</b>	<b>Balanced Scorecard update</b>  Clerk presented Paper 5, noting the upward trend of the single reportable item to this Committee.  Clerk updated Committee on review of Balanced Scorecard following the October meeting of the Board of Management.	
<b>9</b>	<b>Policies &amp; Procedures</b>	
<b>9.1</b>	<b>Addressing Racism - update</b>  Board Member provided a brief update on the Addressing Racism project, noting that the matter had been discussed at EDIT Committee, however there had been some delays in getting the Short Life Working Group up and running, therefore the original timescale of having a proposal to take to the December Board of Management meeting would not be met and the focus was on providing this to the March Board instead.  Chair assured Committee of the importance of the project, however it had not been possible to devote the resources the project deserves. An update would be provided to the next meeting.	
<b>10</b>	<b>Committee Minutes (for noting)</b>  Committee noted the minutes of Scholarship & Research Committee held on 21 October 2020.  Chair thanked Chair of Scholarship & Research Committee years of input into this Committee as well as Scholarship & Research Committee, plus a wider contribution to the College.	
<b>11</b>	<b>Date of Next meeting</b>  Wednesday 03 February 2021 @ 2:30pm	
<b>12</b>	<b>Review of Meeting</b>  The Committee agreed the meeting had covered its Terms of Reference.	

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



<b>Committee</b>	F&GP
<b>Subject</b>	Summary Report
<b>Date of Committee meeting</b>	30/11/2020
<b>Author</b>	Craig Ritchie, Chair
<b>Date paper prepared</b>	07/12/2020
<b>Executive summary of the paper</b>	<p>Key decisions taken by the Committee during the meeting were as follows:</p> <ol style="list-style-type: none"> <li>1. Endorsed the AST Business Plan as presented, with a <b>strong recommendation</b> to the Board to approve the Business Plan.</li> <li>2. Sought increased prioritisation of the Financial Regulations review to ensure this is ready for the next meeting cycle.</li> <li>3. Agreed in principle for the SMT to explore alternative funding sources for the Tay Cities Deal if our request to the UHI SIF is unsuccessful.</li> <li>4. Agreed to receive the updated College Business Development Strategy in Board Cycle 3 rather than Cycle 2.</li> <li>5. Noted the deferral of the planned construction of 5 a-side football pitches, and asked the SMT to maintain a list of wider potential development opportunities to allow quick implementation when circumstances allow.</li> <li>6. Noted the potential risks and costs associated with the procurement process for the catering contract, and asked that this was added to the risk register.</li> </ol> <p>The Committee spent some time considering the financial position of the College, aided by a presentation from the Director of Finance. In addition to this, the Committee noted updates on estates, HR, and the</p>

## Perth College UHI

	elements of the risk register relevant to Finance and General Purposes.
<b>Consultation</b> How has consultation with partners been carried out?	Click or tap here to enter text.
<b>Action requested</b>	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
<b>Resource implications</b> (If yes, please provide details)	<del>Yes</del> / No
<b>Risk implications</b> (If yes, please provide details)	<del>Yes</del> / No Click or tap here to enter text.
<b>Link with strategy</b> Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> <li>• Compliance</li> <li>• National Student Survey</li> <li>• partnership services</li> <li>• risk management</li> <li>• other activity [e.g. new opportunity] – please provide further information</li> </ul>	Click or tap here to enter text.
<u><b>Equality and diversity</b></u> Yes/ No If yes, please give details:	<del>Yes</del> / No

## Perth College UHI

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

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

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

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## Perth College UHI

Paper No. 19

<b>Committee</b>	Audit Committee
<b>Subject</b>	Key issues for Board members
<b>Date of Committee meeting</b>	03/12/2020
<b>Author</b>	Jim Crooks
<b>Date paper prepared</b>	05/12/2020
<b>Summary of the meeting</b>	<p>6.1 Audit Action Plan. We noted progress against the outstanding actions and we agreed that future versions of this historical report would be 'by exception', i.e. only those items not completed or paused.</p> <p>6.2 Risk Register – IM to review Risk 21 against risks re home working practices. Some help may be available from a Committee member by way of a redacted exemplar from his own professional environment. The Committee also agreed that the increased incidence of home working and lone worker status would deserve to be revisited by the H&amp;S Committee and the HoHR and OD agreed to refer this to that Committee.</p> <p>7.4 IA Annual Report – Committee expressed strong support for instigation of culture change around Purchase Order (PO) protocols. It was noted that a number of actions were already underway to provide training and direction for completion of POs.</p> <p>7.5 IA Student Activity Data - IM to provide clarity to HISA Perth VPAW re "Price Groups" noted in Paper 7.</p> <p>7.6 IM to circulate missing Student Support Funds paper and this was done on 4 November and Committee members invited to make any responses. The Chairman invited a written response from the executive to provide an audit trail of overview of this report.</p>

## Perth College UHI

	<p>7.7 Revision to Audit Action Plan – the Committee <b>APPROVED</b> an amendment to the 2019/20 Audit Plan on proviso that the deferred Audit Days (15) are not lost. The Committee wished to see the balance of days from 2019/20 b/fwd to the 2020/21 Audit Plan – or if the timescale was not going to be possible to complete the o/s audits or these were being impacted by other Management actions (such as the UHI Curriculum Review) then the days should be planned for 2021/22.</p> <p>7.8 Procurement Strategy – the Committee <b>APPROVED</b> Paper 10 and the process of the appointment of Internal Audit Service for the College. VL to report on recommended Auditor to next meeting for necessary approval after the receiving of tender proposals against the APUC Framework - although members reserved the right to interview any proposed successful auditors.</p> <p>7.8 Procurement Strategy – IM to clarify faulty hyperlinks in Paper 10 for HISA Perth VPAW (these were not active in the .pdf of the Frameworks).</p> <p>10 H&amp;S Committee – KL to discuss GDPR safety with respect to use of own equipment at next H&amp;S Committee (see 6.2 above).</p> <p>11 Date of Next Meeting – IM to review proposed dates after recommendations from External Auditor of fieldwork timetable.</p>
<p><b>Consultation</b></p> <p>How has consultation with partners been carried out?</p>	N/A
<p><b>Action requested</b></p>	<p><input checked="" type="checkbox"/> For information</p> <p><input type="checkbox"/> For discussion</p> <p><input type="checkbox"/> For recommendation</p>

## Perth College UHI

	<input type="checkbox"/> For approval
<b>Resource implications</b> (If yes, please provide details)	No
<b>Risk implications</b> (If yes, please provide details)	No Click or tap here to enter text.
<b>Link with strategy</b> Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> <li>• Compliance</li> <li>• National Student Survey</li> <li>• partnership services</li> <li>• risk management</li> <li>• other activity [e.g. new opportunity] – please provide further information</li> </ul>	N/A
<u><b>Equality and diversity</b></u> Yes/ No If yes, please give details:	No
<b>Island communities</b> 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

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

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## **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.