Board of Management

Agenda
Meeting reference: Board 2020-21/03
Date: Wednesday 24 March 2021 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.

	Agenda Items	Author	Led by	Paper
1	Welcome and Apologies		Chair	
2	Additions to the Agenda		Chair	
3	Declaration of a Conflict of Interest in any Agenda Item		Chair	
*4	Minutes of the Board meeting held on Thursday 14 December 2020	Clerk	Chair	Paper 1 **to follow**
*4a	Minutes of the Extraordinary Board meeting held on Tuesday 02 March 2021	Clerk	Chair	Paper 2 **to follow**
*5	Actions arising from previous minutes		Chair	Verbal
6	**Items For Approval**			
*6.1	Tay Cities Deal/Aviation Academy for Scotland – Grant Offer	Vice Principal	Vice Principal	Paper 3
*6.2	UHI Print Solution Procurement	Vice Principal	Vice Principal	Paper 4
*6.3	UHI Professional Update / Professional Review and Development Framework	Head of HR & Organisational Development	Principal	Paper 5
7	**Audits & Financial Reporting**			
7.1	Perth College Management Accounts to January 2021 & Mid-Year Review	Director of Finance	Director of Finance	Paper 6
*7.2	Perth College UHI - FFR	Director of Finance	Director of Finance	Paper 7
7.3	Audit Action Plan – summary update	Project and Planning Officer	Vice Principal (External)	Paper 8

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8	**Compliance, Risk & Performance Monitoring**			
*8.1	Financial Recovery Plan - update	Principal	Principal	Paper 9
8.2	Strategic Risk Register	Clerk	Clerk	Paper 10
8.3	Balanced Scorecard & In-Year KPIs	Project and Planning Officer	Clerk	Paper 11a Paper 11b
	Standing Reports			
9	Chair's Report	Chair	Chair	Paper 12
10	Principal's Report	Principal	Principal	Paper 13
11	HISA Perth Report	HISA Perth	HISA Perth President	Paper 14
12	**Minutes of Board Standing Committees** *For the Board of Management to note.*			
12.1	Engagement Committee – 20 January 2021	Clerk	Chair - Engagement	Paper 15
12.2	Academic Affairs Committee – 03 February 2021	Clerk	Chair – Academic Affairs	Paper 16
12.3	Chairs' Committee – 11 February 2021	Clerk	Chair – Chairs'	Paper 17
12.4	Joint F&GP/Audit Committee – 22 February 2021	Clerk	Chairs – F&GP & Audit	Paper 18
12.5	AST Board – 25 February 2021	Clerk	Chair – AST	Paper 19
12.6	Finance & General Purposes Committee – 08 March 2021	Clerk	Chair – F&GP	Paper 20
12.7	Audit Committee – 11 March 2021	Clerk	Chair – Audit	Paper 21
13	Date & Time of Next Scheduled Meeting • Thursday 10 June 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 22

Perth College UHI

Committee	Board of Management
Subject	UHI Print Solution Procurement 2021-26
Date of Committee meeting	24/03/2021
Author	Veronica Lynch, Vice Principal
Date paper prepared	01/03/2021
Executive summary of the paper	Please outline the follow elements of this paper: i) Purpose – what is it for ii) Impact – what are the intended outcomes iii) Course of Action – what happens next & by whom **Purpose:** This paper provides the contract strategy for the procurement of the Multi Function Devices Printer Fleet for the UHI. Perth College UHI are a partner in this contract tender. This paper seeks Board approval to join partners across the UHI to seek a more cost effective print service for the period to 2026. **Impact:** Generate a more cost effective print service by retendering the UHI print solution contract. **Course of Action:** This will enable Perth College to achieve the benefits of a collaborative tender that will provide the opportunity to create greater economies of scale, reduce the reliance on printed documentation as a continuation of this approach following the last 12 months of home working for staff and student. This has been discussed and endorsed at the Finance Committee and is now submitted to the Board for approval.
Consultation	Consultation has been undertaken with UHI, SMT, CMT, staff across the College and AST to determine what

Perth College UHI

Please note which related parties, stakeholders and/or Committees have been consulted	reduction in printers can be accommodated within each College building. This paper has been discussed and endorsed at the Finance Committee.
Action requested	☐ For information ☐ For discussion ☐ For endorsement ☒ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	**Yes**/ No This will generate tenders that will provide the supply of printers for the next 5 year period.
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	**Yes**/ No No bids are forthcoming – pre- market testing has been undertaken by APUC to ensure a number of bidders are interested in tendering for this contract.
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information	Financial Sustainability Code of Good College Governance Financial Memorandum

Perth College UHI

Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	Yes/ **No**
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	Yes/ **No** Click or tap here to enter text.
Island communities Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	Yes/ **No** If yes, please give details: Click or tap here to enter text.
Status (e.g. confidential/non confidential)	Confidential
Freedom of information Can this paper be included in "open" business?*	**Yes**/ No

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

Its disclosure would substantially prejudice a programme of research	☐	Its disclosure would substantially prejudice the effective conduct of public affairs	☐
Its disclosure would substantially prejudice the commercial interests of any person or organisation	☒	Its disclosure would constitute a breach of confidence actionable in court	☐

Perth College UHI

Its disclosure would constitute a breach of the Data Protection Act	☐	Other [please give further details] Click or tap here to enter text.	☐

For how long must the paper be withheld? Until the tender is completed and successful bidders are appointed – estimated date 3 months.

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

Revised Contract Strategy
Agreement Title: UHI Print Solution 2021-26
***Reference:* CS-UHI-14864**

Version Control

Version	Name	Date Completed	Comments
1.0 – Original	Odette Ashman	28 February 2020	For sign-off
1.1 - Revised	Odette Ashman & Mike Burns	02 February 2021	For sign-off

Project Team and Roles

The team members noted below are the main financial contacts with delegated authority to sign-off commitment to spend, alongside the main LIS/technical points of contact.

The main LIS/technical lead should review the document and liaise with their Institutions finance contact to ensure the strategy is signed off.

Name	UHI Partner	E-mail	Role	Contract Strategy Sign Off Required
John Maher	EO	John.maher@uhi.ac.uk	Project SRO	Yes
Mike Burns	EO	Mike.burns@uhi.ac.uk	Project Lead & Evaluator	Yes
Odette Ashman	UHI	oashman@apuc-scot.ac.uk	Procurement Facilitator	No
Julie Cribb	EO	Julie.cribb@uhi.ac.uk	Project Manager	No
Mike MacDonald	EO	Mike.macdonald@uhi.ac.uk	Evaluator	Yes
Elaine Clark Stewart Thom	AC	Elaine.clark@uhi.ac.uk Stewart.Thom@uhi.ac.uk	Approver Evaluator	Yes No
Blair Gardner Mike Day	HTC	Blair.gardner@uhi.ac.uk Mike.Day@uhi.ac.uk	Approver Evaluator	Yes No
Janie Cargill Martin Robinson Ramsey Wood	IC	Janie.Cargill.ic@uhi.ac.uk Martin.robinson.ic@uhi.ac.uk Ramsay.Wood.ic@uhi.ac.uk	Approver Evaluator Evaluator	Yes No No
Alasdair Macleod	LCC	a.macleod@uhi.ac.uk	Approver/ Evaluator	Yes
Derek Duncan Ray Aitken	MC	Derek.duncan.moray@uhi.ac.uk Ray.Aitken.moray@uhi.ac.uk	Approver Evaluator	Yes No

Roddy Ferrier Gavin Powell	NHC	Roddy.Ferrier@uhi.ac.uk Gavin.Powell@uhi.ac.uk	Approver Evaluator	Yes No
Edward Abbott-Halpin Keith Chalmers	OC	Edward.Abbott-halpin@uhi.ac.uk Keith.Chalmers@uhi.ac.uk	Approver Evaluator	Yes No
Veronica Lynch Ray Crabb	PC	veronica.lynch.perth@uhi.ac.uk Raymond.crabb.perth@uhi.ac.uk	Approver Evaluator	Yes No
Steve Gontarek	SAMS	Steve.Gontarek@sams.ac.uk	Approver/ Evaluator	Yes
Domhnall Angaidh MacIllinnein Martainn Domhnallach	SMO	dam.smo@uhi.ac.uk md.smo@uhi.ac.uk	Approver Evaluator	Yes No
Paula Lister Jane Ollerenshaw	WHC	Paula.Lister.whc@uhi.ac.uk Jane.Ollerenshaw.whc@uhi.ac.uk	Approver Evaluator	Yes No
Aimee Harvey	UHI	Aimee.harvey@uhi.ac.uk	Student Representative	No
Simon Young	UHI	Simon.Young@uhi.ac.uk	Information Security	No
James Nock	UHI	dataprotectionofficer@uhi.ac.uk	UHI SS Data Protection Officer	No

NAFC and SC are working towards forming the merged Shetland Institute 'SI'. Whilst it is noted neither NAFC nor SC are unable at present to sign any new contracts as institutions in their own right as they currently stand, they have been included in this exercise to ensure their needs are included and therefore accounted for in the new contract. This has been made possible through a single managed contract approach. The procurement process means SI will transfer over to the UHI contract once the new Institution has been formed.

Willie Shannon Michael Nisbet	NAFC	Willie.Shannon@uhi.ac.uk Michael.Nisbet@uhi.ac.uk	For Info	n/a
Susan Berry George Wallington	SC	Susan.Berry@uhi.ac.uk George.Wallington@uhi.ac.uk	Approver Evaluator	Yes No
Jane Lewis	SI	Jane.Lewis@uhi.ac.uk	For Info	n/a

Background to Strategy

A strategy for the UHI re-tender was signed off in February 2020 however the global coronavirus pandemic has significantly impacted the institutions and their requirements, as such the exercise was placed on hold with the existing contract extended by 1 year.

As it is no longer possible to further extend the current contract for reasons including software failure and legal obligation, it is proposed that a re-tender is undertaken on an 'as is' basis for evaluation purposes only, and that the Partnership work collectively with the

resulting new supplier to identify and put in place a new fleet of machines and appropriate software for the new contract start on 06 July 2021.

The new contract will be tendered on a single managed approach to ensure delivery of best value and inclusion of all UHI Academic Partners.

Once the strategy has been approved, the procurement facilitator will work with all relevant parties to draft the tender document to be issued to the suppliers including the finalised scope of requirements. This document will be approved by the identified evaluation group.

Current status

The ongoing coronavirus has impacted the institutions far beyond all time expectations. Following a meeting of the Regional ICT Board in December 2020 the contract strategy has been updated to provide concise and clear information to the Partners to enable a joint decision to be taken and a procurement route to be urgently progressed.

Project Objectives

The exercise will consolidate all Partners into a single collective contract for leasing and print costs, however each Academic Partner will continue to be responsible for their own individual lease and capital costs which will be recharged via the Executive Office.

Print costs will also be recharged to APs from Executive Office finance department on an actual's basis. This is for contract management purposes and may be used in future to align a singular print charge policy. A similar and successful arrangement already exists for phone bills which have been brought into a single managed contract.

Standardising the suite of equipment and utilising these devices in a more operationally effectively manner will allow the procurement process to drive more efficient outcomes for the Partnership and allow movement between Partners where required.

The Print Project Group has been reconvened to review and focus on requirements and an overall reduction in the estate and collaborate in all areas including print charges.

The exercise will also allow further consolidation of the licencing models which are currently in place: Server Licences, Mobile Device Printing and the Online Payment system.

UHI are Cyber Essentials Plus accredited therefore the exercise will ensure this standard is maintained by accounting for the University specific requirements such as encryption of hard disk drive (HDD) on devices, as well as ensuring compliance under the General Data Protection Regulations.

Spend

The spend for Partners is broken down by lease costs, purchase costs, online payments and actual print costs.

Summarised Fleet Data for all Partners:

Leased Machine Type	Number
BIZHUB 226 MONO MFD	2
BIZHUB 287 MONO MFD	2

BIZHUB 367 MONO MFD	6
BIZHUB 758 MONO MFD	1
BIZHUB 4050 MFD	20
BIZHUB 4000P MONO PRINTER	17
BIZHUB PRESS 1250 MONO PRODUCTION DEVICE	1
BIZHUB C224E COLOUR MFD SECONDHAND	1
BIZHUB C258 COLOUR MFD	1
BIZHUB C3100P COLOUR PRINTER	3
BIZHUB C3350 MFD	9
BIZHUB C3351 A4 MFD	6
BIZHUB C364E COLOUR MFD	12
BIZHUB C368 COLOUR MFD	77
BIZHUB C454E COLOUR MFD	26
BIZHUB C454E SECONDHAND COLOUR MFD	1
BIZHUB C458 COLOUR MFD	6
BIZHUB C654E COLOUR MFD	17
TOTAL	208
TOTAL LEASED DEVICE COSTS	£812,104.68

Purchased Machine Type	Number
BIZHUB 363 MONO MFD	1
BIZHUB 4000P MONO PRINTER	1
BIZHUB C3350 COLOUR MFD SECONDHAND	1
BIZHUB C3350 MFD	3
BIZHUB C3351 A4 MFD	1
BIZHUB C360 COLOUR MFD	1
BIZHUB C458 COLOUR MFD	1
BIZHUB C654E COLOUR MFD	3
BIZHUB PRO 951 MONO MFD	1
TOTAL	13
PURCHASED DEVICE COSTS	£42,886.04

Online Payments System Cost (currently paid by EO):

- One off set-up, database migration: £2,878.00
- Annual support fee: £1,455.00
- Annual transaction processing fees (up to 500 pcm): £1,026.00

All Partner Print Volumes and Actual Costs (charge made by supplier to institution):

Year	Mono Volume	Colour Volume	Total Volume*	Mono Cost	Colour Cost	Total Cost
2016	9,658,170	2,143,431	11,801,601	£41,747.82	£64,833.41	£106,581.23
2017	10,786,124	2,803,797	13,589,921	£44,468.08	£74,503.01	£118,971.09
2018	12,284,320	3,073,549	15,357,869	£43,801.90	£77,383.91	£121,185.81
3 YR TOTAL	32,728,614	8,020,777	40,749,391	£130,017.80	£216,720.33	£346,738.13
2019 to Q3	7,605,727	2,133,928	9,739,655	£27,721.60	£53,680.45	£81,402.05
4 YR PART TOTAL	40,334,341	10,154,705	50,489,046	£157,739.40	£270,400.78	£428,140.18

*minimum copy volumes do not apply over the contract term.

Since the Phase 1 contract start date 01 August 2015 based on the information presented the total contract value is calculated as follows:

- Leased: £812,104.68
- Purchased: £42,886.04
- Online Payment Software: £5,359.00
- Print Costs: £428,140.18

Total: £1,288,489.90

Scope

The fleet requires to be reduced where possible to form a standard 'UHI catalogue' of machine types. This will enable movement of machines across the Partnership as and when required.

The following points must be addressed as part of the tender and subsequent contract management pre-start meetings:

- A realistic expectation and identification of equipment needs at each Partner is required to ensure the current fleet can be appropriately reduced for the new contract. The fleet numbers can be flexible to allow increases where absolutely necessary though this should be in line with contract dates to ensure co-terminus of the fleet (refer to pricing strategy page 10).
- Hand back of machines - suggest 10-20% per annum for inclusion in specification, however movement of machines across the Partnership will assist with this requirement.
- Online print service software is no longer supported, this requires a move away from PCounter and all associated requirements for new software need to be clearly identified to allow a suitable replacement solution.
- The new software must be installed into all new and existing machines over a short period of time to ensure consistency from the new contract start date in July 2021.
- Online Payments system: setup of accounts and ability to vary charges by Partner is required. The Finance team will require to be consulted on this point.
- Web to Print software solution i.e. Everyone Print or equivalent, is required.
- Print management policy which can be implemented on an individual, collective and user (staff, student, location) group basis.
- Contract management will be done on a centralised basis with usage reports required on an individual, collective and user (staff, student, location) group basis. User groups need to be identified for inclusion in the tender documentation.
- Key Performance Indicators for response and repair times must be clearly agreed by Partners and set out within the documentation including any additional information required e.g. fault reporting process, escalation procedures.
- Training for hardware and software system including for identified 'super users/administrator' for internal reporting by user group/institution as defined above.
- Consolidated Reporting: device usage summary and breakdown by user group for fleet management purposes and dissemination to Partners.
- Individual Reporting: to be managed by local institutional super user/administrator.

- Equipment Inventory register will require to be held and maintained by the supplier and provided to UHI on an as and when basis.
- Partners must identify any stockholding requirements e.g. toners etc.
- Invoicing: centralised quarterly to EO and recharged.
- End of lease process needs to be identified and clearly agreed with supplier pre-contract start.
- End of life policy for reuse and recycling parts to be identified by suppliers as part of tender returns.
- Exit Strategy must be agreed prior to contract start. UHI Partners must confirm acceptance of aligned end date in 2026 to allow ease of re-tender.

As part of the mini-competition it would be standard practice and advisable for the suppliers to carry out site visits at each location to allow familiarisation with the locations and requirements of the institutions on the ground. However, due to the ongoing pandemic this is not advisable at this time. Information will be provided to suppliers on the numbers and locations of the Partners in sufficient detail to allow re-tender to be undertaken without this need.

Market Research

The project board previously agreed to continue engaging suppliers via the National Framework ref: SP-16-013 for Printing, Reprographics and Photocopying.

Sustainability Consideration

The Partnership are committed to delivering goods and services in the most economically way possible to achieve energy efficiencies and reduce carbon usage. There are a number of sustainable drivers that require to be embedded into this procurement as follows:

- Achieve environmental targets as set out by; Workstream 2 of the UHI Partnership Carbon Management and Sustainability Plan 2020-23.
- Encourage paper usage reduction, meeting the objectives of; Workstream 3 of the UHI Partnership Carbon Management and Sustainability Plan 2020-23.
- Meet objectives of the UHI ICT Strategy plan 2015-20 including 'Operating as efficiently as possible by reducing duplication and divergence and maximising common solutions and standards'. This is currently under review therefore the existing policy will be provided to suppliers as part of the re-tender.

- Show active listening and delivery of representations from the student body to have a single print service, equivalence in print credits and charges as well as providing options to deliver environmental reporting and encourage greener work practices. It is acknowledged due to the current situation that it has not been possible to achieve these goals but the Partnership will work to address these points over the life of the new contract from point of return of staff and students to campuses.

These must be borne in mind and incorporated where possible in all aspects of the procurement.

Risk/Barriers Assessment

All procurements contain risks that may impact on their progress therefore it is important to identify and assess risks so that they can be managed to prevent it from becoming an issue.

Description	Probability/ Impact	Actions
Delay in procurement timeline	High – result in institutions having to potentially individually re-procure or non-compliantly extend current contracted provisions with old and inappropriate software	Timeline must be fully discussed and agreed with Project Board for new contract award to be made **by end April 2021** to allow appropriate timeframe for contract changes.
Inaccurate requirements/questions in procurement documents	High – unable to draw out required information from suppliers on products, unable to identify product suitability, increase to clarifications and procurement timeline	Market analysis of products on offer to inform requirements, due consideration to be given to technical questions with appropriate weightings.
GDPR	Low – non-compliance to new regulations	Partnership to address this concern through vendor assessment. Localised sharing agreement to be placed in liaison with DPOs.

Partners must incorporate GDPR aspects of print drives for end of contract within the re-tender to ensure all risks and costs are accounted for from the outset. UHI Information Security to provide information for inclusion in the re-tender. |
| Exit strategy, end of contract | Medium – could lead to delay or tie into product for longer term than expected, possible data concerns | Ensure discussion with incumbent to fully understand exit process and transfer of data out of system.

An implementation meeting must be held with new contract provider which will include the new exit strategy. |

Risk Scoring Matrix: The following matrix is used to determine the risk level the contract.					
Risk Category	Explanation	Scores			Score
		1	2	3	
Reputational	What level of impact, would a failure by the supplier have on the College?	Isolated complaints; no or routine enquires coverage; No impact on reputation	Significant complaints; Local media interest and minor effect on local communities perception of the College	Loss of credibility key stakeholders; Extensive adverse local and national media coverage; External intervention and/or legal action; Significant loss of trust.	1
Service Delivery	What level of interruption could result from a failure of the supplier?	Minor disruption to services	Some short term disruption to services. Additional costs incurred.	Significant sustained disruption to critical services. Significant costs incurred.	2
Compliance	What is the level of impact, if the supplier fails to deliver?	Failure to meet internal standards or service level agreements	Censure by regulator; Failure to meet recommended best practice	Intervention by regulator; Serious breach of legal or contractual obligation.	1
Complexity of works, goods or services being bought	How complex are the works, goods or services being purchased?	Standard specification or design. Mature competitive marketplace. Numerous providers.	Bespoke specification or design. Competitive marketplace. Limited or specialist providers.	Complex or innovative specification or design. Restricted marketplace. Very specialised providers or cutting-edge technical solutions.	1
Complexity of procurement process	How complex is the process/What process is being used?	Mainly price only. Simple quotation process or use of Quick Quote.	Tender process on price and quality. Standard processes such as Open, Restricted, Negotiated.	Tender process on price and quality. Complex processes such as Competitive Dialogue, Dynamic Purchasing, Partnerships, E-auction	2
				Average Score	1.4
				Overall Risk Score	1

Financial Risk Scoring Matrix: The following matrix is used to determine the Financial risk level the contract.					
Risk Category	Explanation	Scores			Score
		1	2	3	
Financial	What is the overall value of the contract? This should be for the full term of the contract.	All contracts up to £50,000	Procurement (Scotland) Regulations 2016 Goods and services from the value of £50,000 up to £189,330; works up to £4.7m (Procurement (Scotland) Regulations 2016)	Public Contracts (Scotland) Regulations 2016 Goods and services over £189,330; works over £4.7m	3

Risk Matrix

Contract Management Route

Routine
Managed X
Strategic

Pricing Strategy

The existing contract end dates have been aligned to the following groups:

- 1. 05 July 2021
- 2. 05 July 2022
- 3. 05 July 2023

The new contract dates will follow the above groupings to allow alignment at the end of this contract Phase for the full fleet at 05 July 2026 for a consolidated re-tender at that time. The new contract durations are confirmed, as follows:

- 1. 3 years with 2 x 1 year extensions,
- 2. 3 years with 1 year extension,
- 3. 3 years.

The re-tender for 2026 will be undertaken in mid-2025 to allow an appropriate and suitable lead time for the changeover.

The pricing strategy for the current re-tender will be based on the above detail.

Pricing Evaluation

The commercial evaluation will be based on the current fleet: full cost of ownership of the goods and service i.e. leasing cost of total number of machines inclusive of additional hardware extras, full servicing, total software costs and online payments operation, print costs (based on current volume breakdown), account management and any training costs over the full contract term.

This does not mean the Partnership are re-procuring the full existing fleet, this is for evaluation purposes only as a demonstration of the potential upper costs of the contract.

Mini-Competition Evaluation Methodology

Suppliers will need to meet a list of mandatory requirements and address each of the award criteria which is broken down in line with the National Framework. Recommended weightings have been provided for consideration and approval:

Criteria	Award Criteria	Weighting
Price	Total cost of ownership	**40%**
Technical	Account Management	3%
	Support and Maintenance Services	15%
	Service Delivery	22%
	Technology Solutions	15%
	Sustainability	5%
Total		**100%**

Security solutions in relation to and including GDPR will be included as mandatory pass or fail sections and will be reviewed by the Shared Service DPO and UHI Information Security Manager to define suitability. To enable this approach the GDPR and Security requirements must be provided by UHI and made abundantly clear within the specification.

The Project Team must provide technical questions to reflect their requirements in line with the above criteria and develop associated scoring criteria for each individual question.

Development of a specific scoring criteria for each individual question at this stage ensures the intention the questions are clear, demonstrates to the supplier how they will be evaluated and ensures a joined approach for the evaluation team.

The evaluation criteria should be addressed in a 0 through 3 format with 3 being the highest possible score.

An example scoring criteria is provided:

3	Tenderer's response is comprehensive, clearly demonstrating a highly desirable solution against the specification provided. Response addresses all the key points listed and beyond in sufficient detail providing confidence that the Tenderer will fully address all requirements of the Partnership.
2	The response addresses most of the key points listed in detail OR the Tenderer has provided all the key points listed but lacks detail in answering the question fully. The response provides confidence that the Tenderer will address all aspects of the Partnership requirements.
1	The response addresses some of the key points listed but lacks detail or is limited in information provided. The response does not provide confidence that the Tenderer will address the key aspects of the requirement and there are some concerns.
0	Tenderer has failed to address the question, submitted a nil response or any element of the response gives cause for major concern.

The Shared Service can assist in the creation of the technical questions where requested.

The Partners are requested to confirm to whom from their institutions will be involved in the evaluation of tenders or if they are content to be represented by the other Partners through the evaluation process.

Project Benefits/Opportunities

This procurement aims to achieve:

- Compliance with Procurement Legal Regulations.
- Engagement and inclusion of the SME market through use of the National Framework.
- Equivalence of experience for students at all locations.
- Enable closer alignment with ministerial actions for integration.
- To comply with UHI Information Security requirements and legal obligations.
- Price stability over the full contract term.
- Potential cash savings.

Contract Management

The overall strategic contract management will be facilitated and overseen by Mike Burns of LIS and the Collaborative Procurement Shared Service. Partners will be required to participate in the operational and day to day contract management whilst feeding back on any concerns or points to be addressed.

An initial consolidated implementation meeting on behalf of the Partnership will be held with the successful supplier, LIS, the Shared Service and Partner representatives prior to the go live date of the Contract.

The implementation will cover as a minimum:

- Roles and Responsibilities
- Implementation timeline
- Service Delivery Model
- Stockholding requirements (various locations)
- KPIs
- Complaints process/escalations
- Fleet review/audits
- Movement of equipment
- Northern Isles requirements (if known)
- Value Added Services
- Terms and Conditions
- Purchase Orders, Invoice and Payments
- Supplier Review Meetings
- Exit Strategy

The premise of the implementation meeting is to ensure all parties are fully aware and acknowledge the roles and responsibilities, timelines, terms, costs and any other important aspects raised through the mini-competition process.

Procurement Milestones

The intimated timescale for the procurement is as follows, actions required by the project team are marked with an asterix:

Task	Action Date
Contract Strategy Issued	02 February 2021
*Contract Strategy Sign Off	17:00 hours 09 February 2021
*Information return (specification, GDPR & Security minimum requirements, technical questions, confirm weightings)	17:00 hours 16 February 2021
ITT Drafting for Publication	17 – 19 February 2021
Tender Issue Notice in PCS QQ	22 February 2021
Supplier Questions Deadline	12:00 hours 09 March 2021
*Question Responses to Suppliers	16 March 2021
Tender Deadline	12:00 hours 24 March 2021
*Evaluation	25 – 31 March 2021
Supplier Clarifications (if required)	07 - 09 April 2021
*Consensus Meeting (if required, Inverness in-person or by VC)	13 April 2021
Award Recommendation Issue	19 April 2021
*Award Recommendation Sign-Off	12:00 hours 22 April 2021
Award Letter Issue for review	22 April 2021
*Award Letter Sign-Off	17:00 hours 23 April 2021
Issue Award Letter to Suppliers	26 April 2021
*Implementation Meeting(s)	03 May 2021
Contract Start Date	06 July 2021

Please note the above timeline is subject to change from point of tender deadline depending on the number of bids received, if clarifications and/or a consensus is required.

Site visits are not available therefore a full site location list and list of existing equipment within those sites will be made available to all the suppliers.

Contract Strategy Feedback & Sign-Off

Partner Feedback:

Please use this space to feedback any relevant comments:

UHI Partnership Contract Strategy Approval:

Name of Approver	UHI Partner	Signature of Approver	Date
John Maher	EO		
Mike Burns	EO		
Mike MacDonald	EO		
Elaine Clark	AC		
Blair Gardner	HTC		
Roddy Ferrier	IC		
Alasdair Macleod	LCC		
Derek Duncan	MC		
Roddy Ferrier	NHC		
Edward Abbott-Halpin	OC		
Veronica Lynch	PC		
Steve Gontareck	SAMS		
Domhnall Angaidh MacIllinnein	SMO		
Paula Lister	WHC		
Susan Berry	SC		

Committee	Board of Management
Subject	Professional Update / Professional Review and Development Framework
Date of Committee meeting	24/03/2021
Author	UHI Short-Life Working Group
Date paper prepared	08/03/2021
Executive summary of the paper	Please outline the follow elements of this paper: i) Purpose – what is it for ii) Impact – what are the intended outcomes iii) Course of Action – what happens next & by whom Under National Bargaining all academic staff are required to register with the General Teaching Council for Scotland (GTCS). This requires all Colleges to go through a validation event, and Perth College is part of a joint validation event with other partners from within UHI. This framework was written by a Shortlife Working Group to support the GTCS validation event that will be taking place in the Autumn 2021 and is a UHI framework which outlines the GTCS requirements and then under this the College will create its own local Professional Review and Development Policy for Academic staff which it submits as part of this validation process. It is requested that the Board accept this framework in its entirety and then the local PRD policy will then be created and will be approved through the revised policy approval mechanism.

Perth College UHI

| Consultation
Please note which related parties, stakeholders and/or Committees have been consulted	Consultation took place through the UHI HR Practitioners Group and EIS-FELA. This framework is also going to Corporate Management Team for information
Action requested	☐ For information

☐ For discussion

☐ For endorsement

☒ Strongly recommended for approval

☐ Recommended with guidance (please provide further information, below) |
| **Resource implications**
Does this activity/proposal require the use of College resources to implement?
If yes, please provide details. | No |
| **Risk implications**
Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk?
(If yes, please provide details) | No
Click or tap here to enter text. |
| **Link with strategy**
Please highlight how the paper links to the Strategic Plan, or assist with:
• Compliance
• National Student Survey
• partnership services
• risk management
• other activity [e.g. new opportunity] – please provide further information | Click or tap here to enter text. |

Perth College UHI

Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	Yes
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	No Click or tap here to enter text.
Island communities Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	No If yes, please give details: Click or tap here to enter text.
Status (e.g. confidential/non confidential)	Non Confidential
Freedom of information Can this paper be included in "open" business?*	Yes/

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

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

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

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

University of the Highlands and Islands Partnership

Professional Update / Professional Review and Development Framework

January 2021

1. Professional Update / Review and Development Framework

1.1   The University of the Highlands and Islands partnership seeks to ensure that lecturing staff within the University and its academic partners who are in scope to be registrants of the General Teaching Council for Scotland (GTCS) have an appropriate Professional Update / Professional Review and Development (PRD) Policy and Scheme in place to support the GTCS requirements for professional registration and professional update.

1.2   For GTCS the key purposes of Professional Update are:

    1.2.1   To maintain and improve the quality of our teachers and lecturers as outlined in the relevant Professional Standards and to enhance the impact that they have on student learning.

    1.2.2   To support, maintain and enhance teachers' and lecturers' continued professionalism and reputation of the teaching and lecturing profession in Scotland.

2. Definitions

2.1   **University partnership**: The University of the Highlands and Islands and the thirteen academic partners.

2.2   **Institution**: Any of the University or thirteen academic partners.

2.3   **Lecturing Staff**: Any member of staff employed under lecturing terms and conditions as set by the National Joint Negotiating Committee and National Recognition and Procedure Agreement.

2.4   **General Teaching Council for Scotland (GTCS)**: This is the professional body given statutory responsibility to promote, support and develop the professional learning of teaching and lecturing staff.

2.5   **Registration**: All 'in scope' lecturing staff employed by University of the Highlands and Islands and the thirteen academic partners are required to maintain registration with GTCS. Timescales for registrations are still to be outlined by GTCS.

2.6   **Professional Update**: An annual process of engagement in the PRD scheme, ongoing professional learning including reflection on own learning and the relevant Professional Standards, as well as an annual update of registration details on MyGTCS. Then on a 5-yearly basis there is a signoff process between the member of staff and line manager confirmed to GTCS through the MyPL recording system.

2.7   **Professional Learning**: In Section 3.1 Ongoing Professional Learning of *Professional Standards for Lecturers in Scotland's Colleges* this is defined as:

    3.1.1   Uses the Professional Standard to inform practice and ongoing professional learning and development.

    3.1.2   Reflects critically on own practice and engages in professional dialogue with others

    3.1.3   Continuously and actively engages with up to date research and developments in learning, teaching and assessment to inform practice.

    3.1.4   Engages in collaborative professional enquiry to develop knowledge and practice to enhance the student experience and outcomes.

    3.1.5   Engages with technology and digital literacies to enhance opportunities for collaborative practice and professional learning.

2.8 **Professional Review and Development Scheme**: A supportive and challenging process of self-evaluation, professional dialogue and recognition of how prior learning has impacted on the lecturer's practice and how future professional learning will enhance the lecturer's professional practice going forward taking cognisance of the relevant Professional Standards.

2.9 **Relevant Professional Standards**: For most lecturing staff in scope this will be the [Professional Standards for Lecturers in Scotland's Colleges](#), however some staff may have other GTCS Professional Standards that they need to self-evaluate against. This will be determined by their type of registration, for example staff teaching on Initial Teacher Education courses or staff who have acquired GTCS registration as part of their route to qualification.

3. Purpose

3.1 The staff of any organisation are their most valuable asset and are key to successful delivery of aims, objectives, strategies and vision. Attracting, retaining, and developing high-quality and creative staff helps to meet the changing requirements of our students, our institutions and our communities.

3.2 A key way to achieve this is to have a PRD scheme that looks to support, challenge and guide lecturing staff, and this is recognised by GTCS as a key part of Professional Update. GTCS requires that these PRD schemes are validated by them at an institutional level.

3.3 As each Academic Partner has a different identity, structures and systems in place a partnership wide framework is being created which outlines the minimum requirements of this PRD scheme. It is then for each Academic Partner to implement their own policy and PRD scheme at a local level ensuring that minimum requirements are met.

3.4 The University partnership is to have one validation event at which time all PRD policies and schemes will be validated. Once validated, individual academic partners should not amend their PRD process without discussing the issue first at Human Resources Practitioners Group (HRPG) as revalidation may be required.

4. Scope

4.1 This framework applies to the following institutions within the university partnership:

Argyll College UHI, Inverness College UHI, Lews Castle College UHI, Moray College UHI, North Highland College UHI, Orkney College UHI, Perth College UHI, Sabhal Mòr Ostaig UHI, Shetland College UHI and West Highland College UHI.

4.2 Any member of staff teaching on an Initial Teacher Education or Teaching Qualification for Further Education course is expected to be GTCS registered.

4.3 University-employed lecturing staff **are not** required to register with GTCS.

5. PRD Policy requirements

5.1 Each academic partner will create their own PRD Policy and associated PRD Scheme which must meet requirements set out by GTCS and be formally validated.

5.2 The policy must set out the academic partner's commitment to supporting GTCS registration and Professional Update for all lecturing staff. Details must be outlined of timelines for the PRD process and the annual update to MyGTCS as well as the 5-yearly sign-off of professional learning to be completed by the lecturing member of staff and their line manager.

5.3 The policy must outline what support/training is available to lecturing staff and line managers to allow them to understand and fully participate in the PRD process and the Professional Update process.

5.4 There must be clarity that lecturing staff must take responsibility for their own development and professional learning as a core component of lecturer professionalism.

5.5 A deferral and appeal process must be built into the policy to allow under exceptional circumstance the five year PRD sign-off to be deferred; this may include secondments, career breaks, extended illness and maternity/paternity/adoption leave. This deferral process must have an escalation route if there is not agreement between the lecturer and their line manager. Approved deferrals must then be notified to GTCS through the MyGTCS portal.

5.6 There must be appropriate consultation with staff associations/unions and employee engagement in the development of this policy and records of this must be provided for the validation event.

5.7 Staff are able to provide feedback on the policy and scheme through their employer HR/personnel service.

6. PRD Scheme requirements

6.1 The key focus of the PRD scheme is the professional learning and development of the lecturer in line with the relevant Professional Standards, with an emphasis on the quality of the discussion between the reviewer and the reviewee.

6.2 Performance must be managed separately through the academic partner's capability process, conduct process or other relevant procedure, however there is a recognition that a key component of performance management is learning and development so this should be captured in the PRD documentation where it supports the lecturer to meet learning and development targets.

6.3 There must be a minimum of one PRD meeting held for each lecturer per academic year. However, in agreement with lecturers academic partners may wish to consider whether a mid-year review should take place to discuss how professional learning is progressing and whether there needs to be a change of focus to support professional practice. There should also be clarity that this is an ongoing process and not just an annual interview.

6.4 The starting point is for the lecturer to undertake a process of self-evaluation and bringing the outcomes of this reflection for discussion at the PRD meeting.

6.5 The line manager must conduct the PRD meeting in a supportive and challenging way, based on coaching approaches and within an atmosphere of trust and collegiality. There should be professional dialogue to help the lecturer maintain and enhance their knowledge, skills and professional practice.

6.6 There should be cognisance of the relevant Professional Standard throughout the professional dialogue, but this process is not about proving competence. The relevant Professional Standards should be used to inform practice and ongoing professional learning and development.

6.7 The output from the PRD meeting is supportive and challenging professional dialogue between reviewer and reviewee which identifies impactful professional learning that has enhanced professional practice over the review period. The Professional Learning record is there to support the meeting, to act as a summary record of the conversation and to highlight the direction of travel and Professional Learning for the coming year.

6.8 The Learning and Teaching Enhancement Strategy is a key document for the University partnership, and includes skills-mapping of the Professional Standards for Lecturers in Scotland's Colleges, other qualifications and professional recognition.

7. Coaching Approach

7.1 All PRD discussions should take place using a coaching approach. Guidance must be provided to line managers on the principles of coaching and coaching approaches.

8. Notification

8.1 All lecturing staff will be made aware of their local policy and PRD scheme as this is critical to ensure there is ongoing reflection and preparation for this process and improving the professional practice of lecturing staff.

9. Roles and Responsibilities

9.1 Each academic partner is responsible for ensuring that they have a validated PRD Scheme in place and that this is embedded within their institution.

10. Version Control and Change History

Version	Date	Approved by	Amendment(s)	Author
0	Jan 2021	GTCS SLWG	New Professional Review and Development Framework	GTCS PU Project Team
1				
2				
3				
4				

Paper No. 6

Committee	Board of Management
Subject	YTD Accounts
Date of Committee meeting	24/03/2021
Author	Iain Wishart
Date paper prepared	17/03/2021
Executive summary of the paper	Please outline the follow elements of this paper: i)　Purpose – what is it for: Board Update ii)　Impact – what are the intended outcomes: Board understanding of current YTD Financial Position. iii)　Course of Action – what happens next & by whom: Any direction as a result of the presentation will be actioned.
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	F&GP, SMT
Action requested	☒ For information ☒ For discussion ☐ For endorsement ☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)

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Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	No
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	No Click or tap here to enter text.
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information	Allows the Board to understand how the YTD financial position aligns with strategic expectations.
Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	No Click or tap here to enter text.
Island communities	No

Perth College UHI

Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	If yes, please give details: Click or tap here to enter text.
Status (e.g. confidential/non confidential)	Non Confidential
Freedom of information Can this paper be included in "open" business?*	Yes

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

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

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

Financial Review

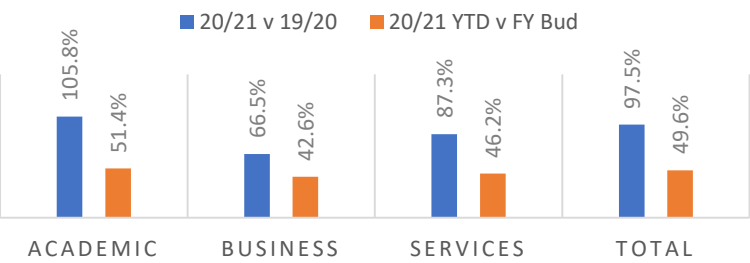January 2020

College Overview

Headlines

- Academic AOP is not enough to fund Services.
- However, academic funding income is a little misleading as it is calculated on a draw down basis rather than in line with course delivery.
- COVID causing multiple businesses to record deficits.
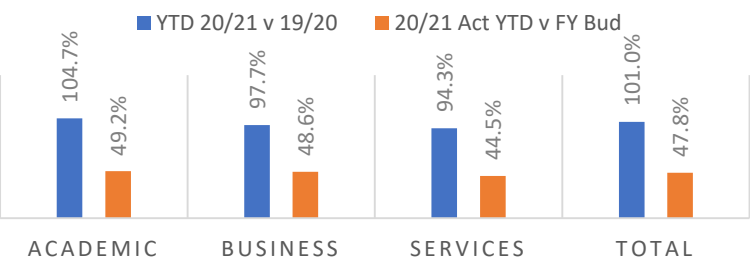- Salary increase has only been approved and included in academic staff costs at this point.

Headlines

- Note that Services Non-Staff Costs include unbudgeted £250K spend for digital poverty and £30K for COVID supplies and cleaning. When these costs are exclude YTD 20/21 v 19/20 = 99.9% and 20/21 Act YTD v FY Bud = 51.3%.
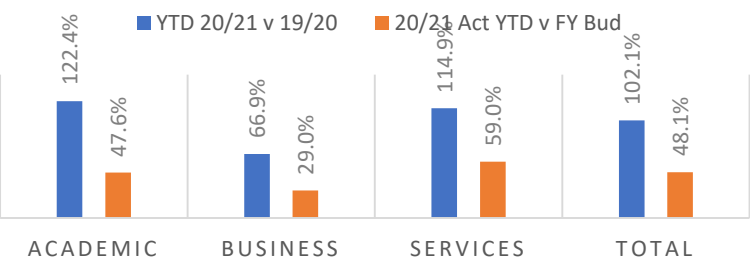
Jan YTD 20/21	Academic	Business	Services	Elimination	YTD Act	FY Budget	YTD Usage
Funding	7,470	0	427		7,897	16,347	48.3%
Tuition Fees	1,892	929	0		2,821	4,761	59.2%
Commercial	1,124	380	144	(50)	1,649	3,286	50.2%
Bursary/Hardship Funding	0	0	1,289		1,289	3,131	41.2%
Total Income	**10,486**	**1,309**	**1,860**	**(50)**	**13,655**	**27,525**	**49.6%**
Staff Costs	5,939	923	2,531		9,393	19,655	47.8%
% Income	56.6%	70.5%	18.5%		68.8%	71.4%	
Non-Staff Costs	451	594	2,147	(50)	3,192	6,636	48.1%
Bursary/Hardship Funding	0	0	1,289		1,289	3,131	41.2%
% Income	4.3%	45.4%	184.7%		32.8%	35.5%	
AOP Surplus/(Deficit)	**4,096**	**(208)**	**(4,107)**	**0**	**(218)**	**(1,897)**	
% Income	**39.1%**	**(15.9)%**	**(30.1)%**		**(1.6)%**	**(6.9)%**	
Release of Deferred Grant					114.4	219.8	52.1%
Depreciation					689.2	1,030.0	66.9%
Surplus/Deficit					(793.1)	(2,707.7)	29.3%

INCOME

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

- ACADEMIC: 105.8% / 51.4%
- BUSINESS: 66.5% / 42.6%
- SERVICES: 87.3% / 46.2%
- TOTAL: 97.5% / 49.6%

STAFF COSTS

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

- ACADEMIC: 104.7% / 49.2%
- BUSINESS: 97.7% / 48.6%
- SERVICES: 94.3% / 44.5%
- TOTAL: 101.0% / 47.8%

NON-STAFF COSTS

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

- ACADEMIC: 122.4% / 47.6%
- BUSINESS: 66.9% / 29.0%
- SERVICES: 114.9% / 59.0%
- TOTAL: 102.1% / 48.1%

Academic

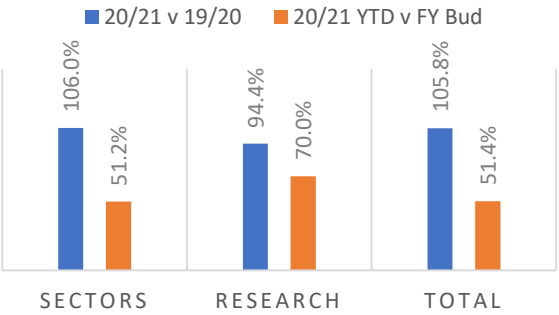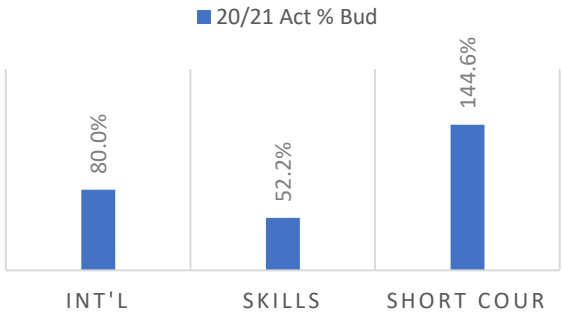## Headlines

- Academic funding income not structured today.
- Most International income is earned at the start of the year explaining high % through 6 months.
- Commercial Skills e.g. FWDF, Managing Agents etc impacted by COVID.
- YTD Research non-staff costs need to be reviewed.

Jan YTD 20/21	Research	YTD Act	FY Bud	YTD Usage
Funding		7,470.1	15,448.4	48.4%
Tuition Fees	44.5	1,891.7	3,034.0	62.3%
Commercial	102.5	1,124.5	1,936.9	58.1%
Bursary/Hardship Funding		0.0	0.0	
Total Income	**146.9**	**10,486.3**	**20,419.3**	**51.4%**
Staff Costs	121.8	5,938.8	12,070.7	49.2%
% Income	82.9%	56.6%	59.1%	
Non-Staff Costs	1.7	451.4	949.1	47.6%
% Income	1.1%	4.3%	4.6%	
AOP Surplus/(Deficit)	**23**	**4,096**	**7,399**	
% Income	16.0%	39.1%	36.2%	

INCOME

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

SECTORS: 106.0%, 51.2%
RESEARCH: 94.4%, 70.0%
TOTAL: 105.8%, 51.4%

COMMERCIAL INCOME

■ 20/21 Act % Bud

INT'L: 80.0%
SKILLS: 52.2%
SHORT COUR: 144.6%

STAFF COSTS % INCOME

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

SECTORS: 56.7%, 56.3%, 58.6%
RESEARCH: 92.6%, 82.9%, 108.0%
TOTAL: 57.2%, 56.6%, 59.1%

NON-STAFF COSTS % INCOME

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

SECTORS: 3.6%, 4.3%, 4.4%
RESEARCH: 12.0%, 1.1%, 24.1%
TOTAL: 3.7%, 4.3%, 4.6%
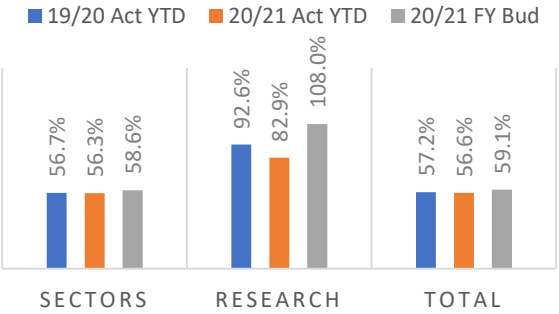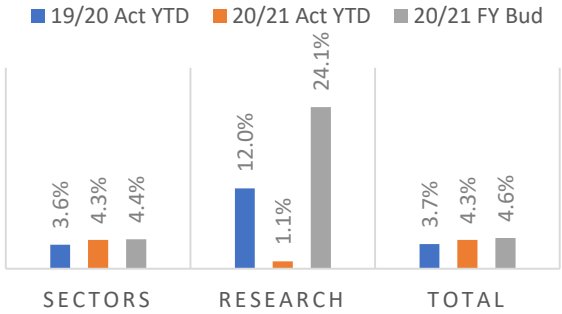
Business

Jan YTD 20/21	AST	Canteen	Residences	ASW	Nursery	YTD Act	FY Budget	YTD Usage
Funding						0.0	0.0	
Tuition Fees	928.9					928.9	1,727.0	53.8%
Commercial	10.6	63.5	100.1	139.7	66.3	380.2	1,349.2	28.2%
Bursary/Hardship Funding						0.0	0.0	
Total Income	**939.5**	**63.5**	**100.1**	**139.7**	**66.3**	**1,309.1**	**3,076.2**	**42.6%**
Staff Costs	554.3		1.7	205.7	161.3	922.9	1,899.1	48.6%
% Income	59.0%	0.0%	1.7%	147.2%	243.1%	70.5%	61.7%	
Non-Staff Costs	239.5	151.3	125.0	73.2	5.0	593.9	2,049.1	29.0%
% Income	25.5%	238.2%	124.9%	52.4%	7.5%	45.4%	66.6%	
AOP Surplus/(Deficit)	**145.7**	**(87.8)**	**(26.6)**	**(139.2)**	**(99.9)**	**(208)**	**(872)**	
% Income	15.5%	(138.2)%	(26.6)%	(99.6)%	(150.6)%	(15.9)%	(28.3)%	

Headlines

- COVID impacting income across all our Businesses.

- AST budget used in this model was the one included in the wider College budget approved by the Board at the end of July.

- There may be some clawback available on residences for students who have gone home.

- Furlough monies are included in ASW, £28.7K & Nursery, £2.4K income.

- ASW numbers do not include any income related to the use of the gym or climbing wall by the College courses. The 21/22 budget will find a solution for this.
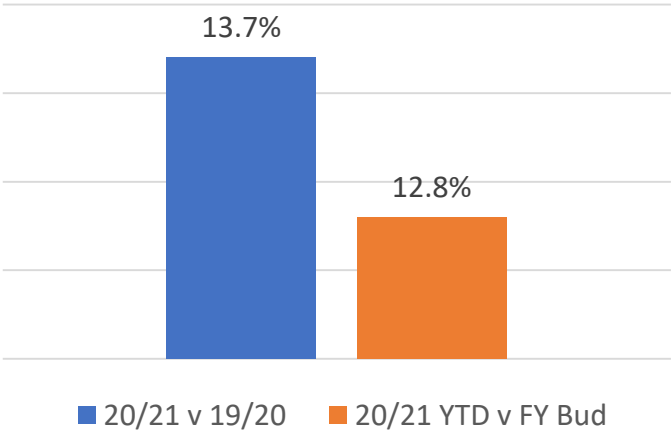
Business - AST

January 2020

Jan YTD 20/21	Act YTD	FY Budget
Funding	0.0	0.0
Tuition Fees	928.9	1,727.0
Commercial	10.6	65.4
Bursary/Hardship Funding	0.0	0.0
Total Income	**939.5**	**1,792.4**
Staff Costs	554.3	1,083.0
% Income	59.0%	60.4%
Non-Staff Costs	239.5	710.0
% Income	25.5%	39.6%
AOP Surplus/(Deficit)	**145.7**	**(0.6)**
% Income	15.5%	(0.0)%

Income

- 101.3% (20/21 v 19/20)
- 52.4% (20/21 YTD v FY Bud)

AOP £K

- 231.7 (19/20 Act YTD)
- 145.7 (20/21 Act YTD)
- (0.6) (20/21 FY Bud)

Staff Costs % Income

- 58.4% (19/20 Act YTD)
- 59.0% (20/21 Act YTD)
- 60.4% (20/21 FY Bud)

Non-Staff Costs % Income

- 16.6% (19/20 Act YTD)
- 25.5% (20/21 Act YTD)
- 39.6% (20/21 FY Bud)
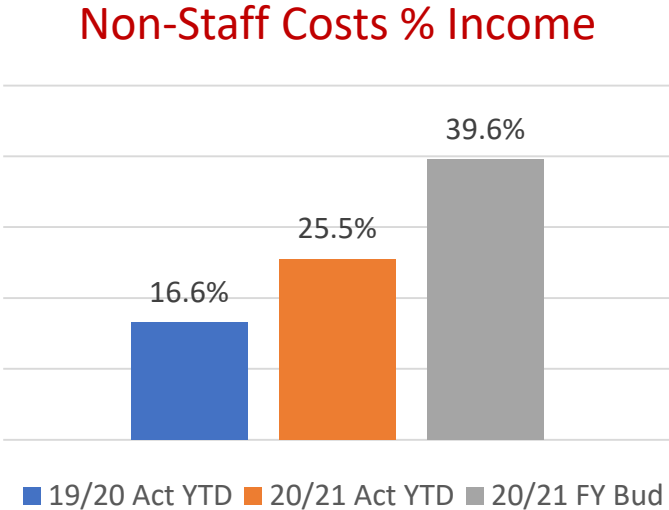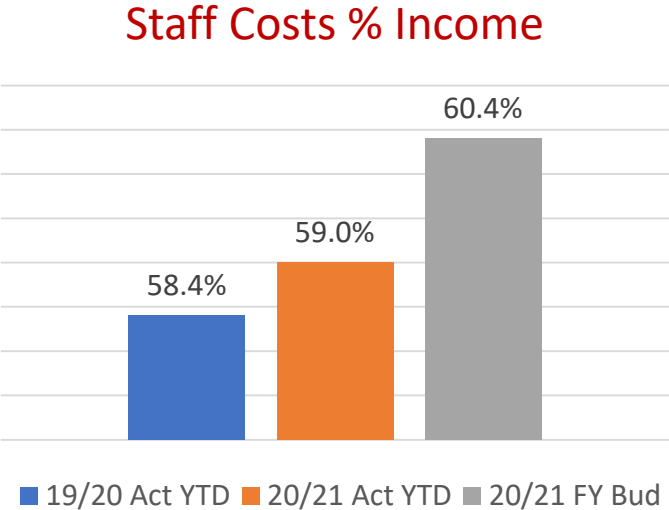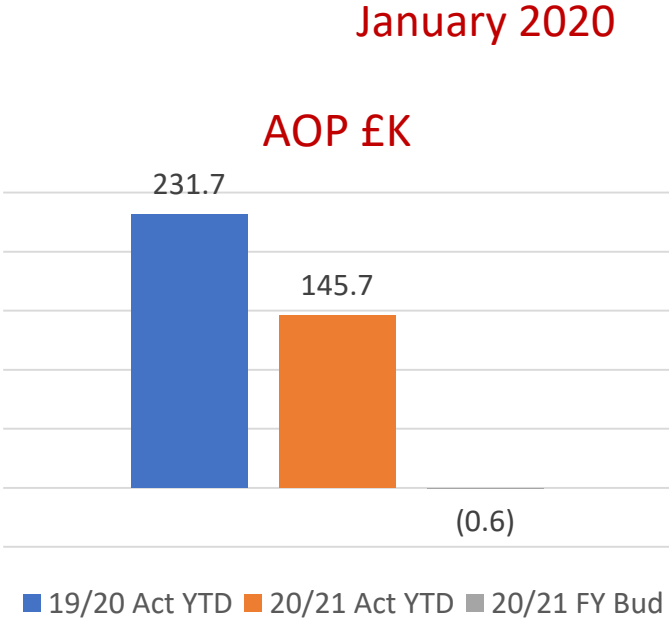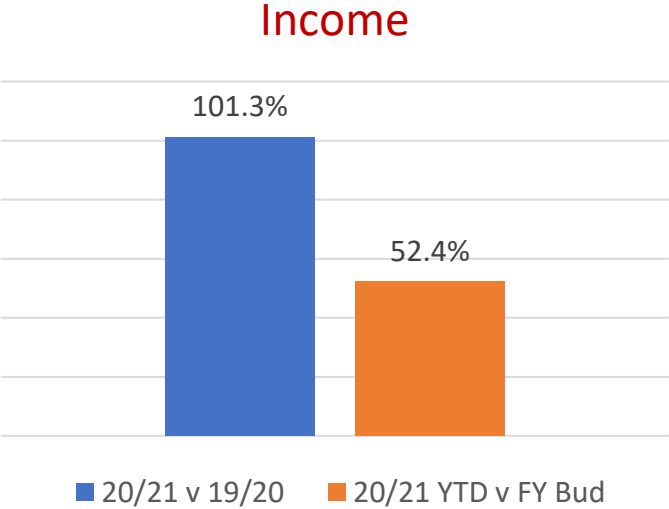
Business - Canteen

Jan YTD 20/21	Act YTD	FY Budget
Funding	0.0	0.0
Tuition Fees	0.0	0.0
Commercial	63.5	496.0
Bursary/Hardship Funding	0.0	0.0
Total Income	**63.5**	**496.0**
Staff Costs	0.0	0.0
% Income	0.0%	0.0%
Non-Staff Costs	151.3	918.0
% Income	238.2%	185.1%
AOP Surplus/(Deficit)	**(87.8)**	**(422.0)**
% Income	(138.2)%	(85.1)%

Income

13.7% 12.8%

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

AOP £K

(0.4)   (87.8)   (422.0)

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

Staff Costs % Income

0.0%   0.0%   0.0%

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

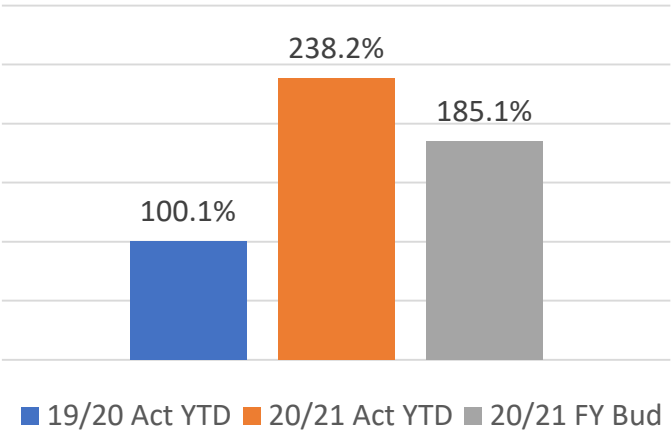## Non-Staff Costs % Income

100.1%   238.2%   185.1%
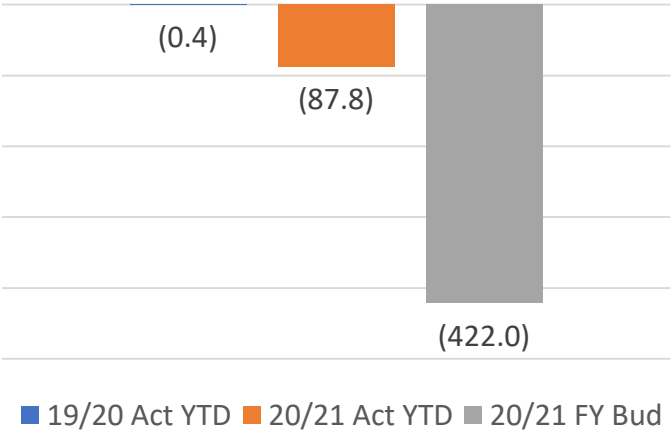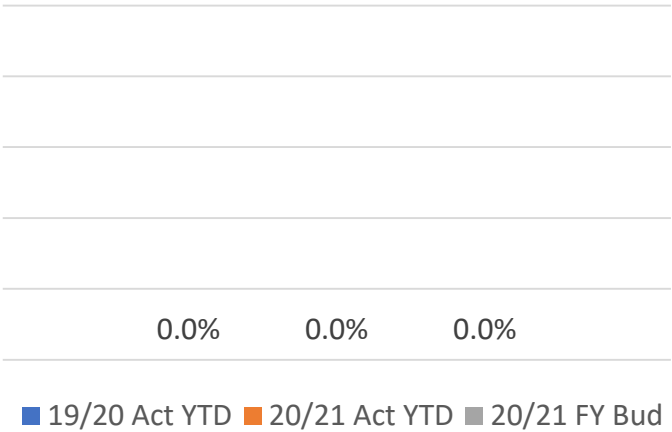
■ 19/20 Act YTD   ■ 20/21 Act YTD   ■ 20/21 FY Bud

Business - Residences

Jan YTD 20/21	Act YTD	FY Budget
Funding	0.0	0.0
Tuition Fees	0.0	0.0
Commercial	100.1	217.0
Bursary/Hardship Funding	0.0	0.0
Total Income	**100.1**	**217.0**
Staff Costs	1.7	0.0
% Income	1.7%	0.0%
Non-Staff Costs	125.0	247.6
% Income	124.9%	114.1%
AOP Surplus/(Deficit)	**(26.6)**	**(30.6)**
% Income	(26.6)%	(14.1)%
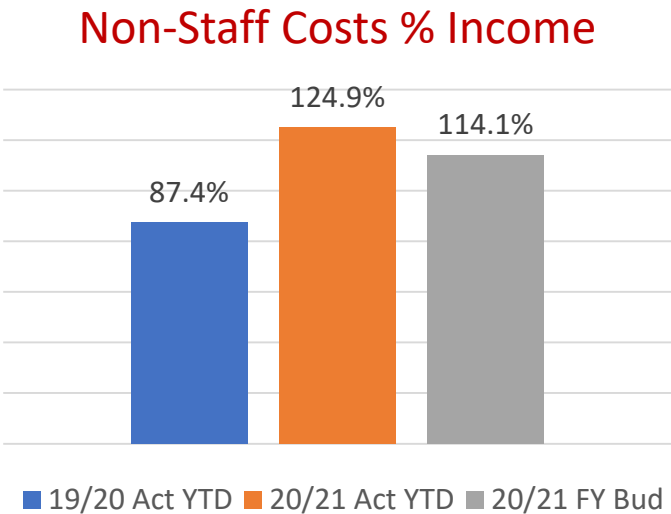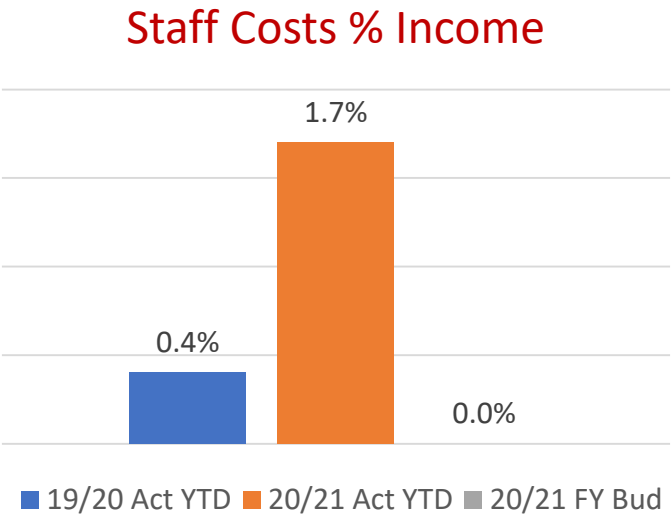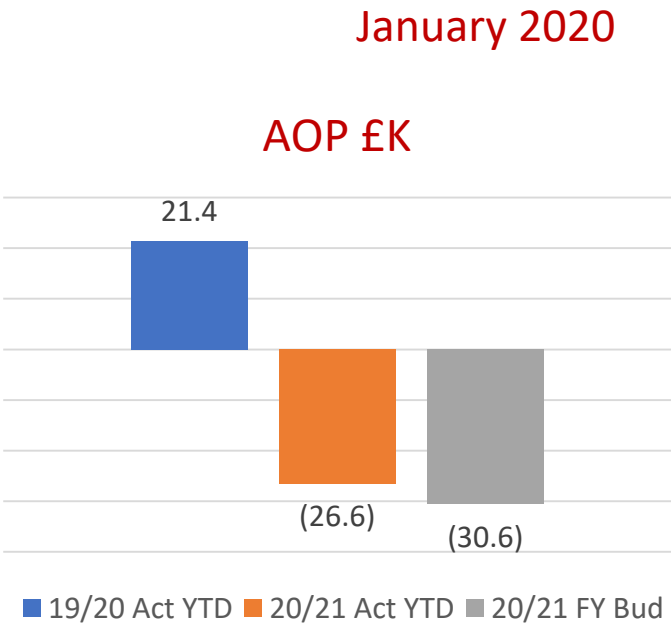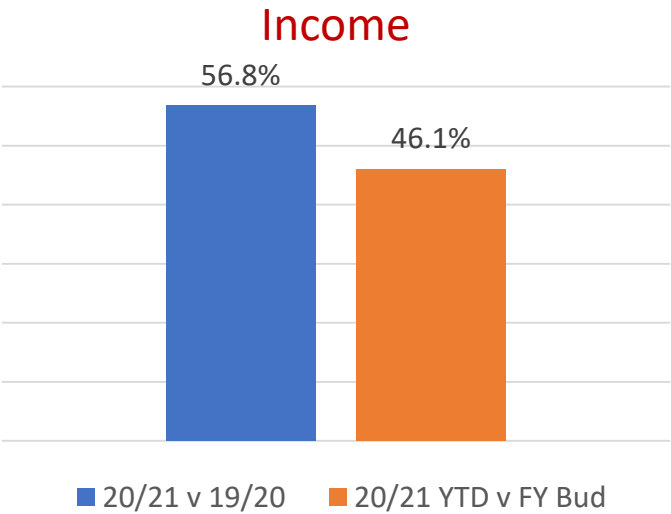
Income

- 56.8% — 20/21 v 19/20
- 46.1% — 20/21 YTD v FY Bud

AOP £K

- 21.4 — 19/20 Act YTD
- (26.6) — 20/21 Act YTD
- (30.6) — 20/21 FY Bud

Staff Costs % Income

- 0.4% — 19/20 Act YTD
- 1.7% — 20/21 Act YTD
- 0.0% — 20/21 FY Bud

Non-Staff Costs % Income

- 87.4% — 19/20 Act YTD
- 124.9% — 20/21 Act YTD
- 114.1% — 20/21 FY Bud

Business - ASW

Jan YTD 20/21	Act YTD	FY Budget
Funding	0.0	0.0
Tuition Fees	0.0	0.0
Commercial	139.7	345.8
Bursary/Hardship Funding	0.0	0.0
Total Income	**139.7**	**345.8**
Staff Costs	205.7	425.0
% Income	147.2%	122.9%
Non-Staff Costs	73.2	158.5
% Income	52.4%	45.8%
AOP Surplus/(Deficit)	**(139.2)**	**(237.7)**
% Income	**(99.6)%**	**(68.7)%**

Income

53.1%

40.4%

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

AOP £K

(75.1)

(139.2)

(237.7)

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

Staff Costs % Income

86.3%

147.2%

122.9%

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

Non-Staff Costs % Income

42.2%

52.4%

45.8%

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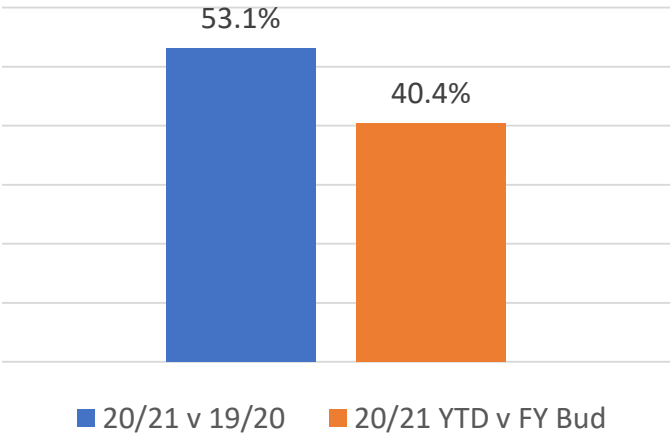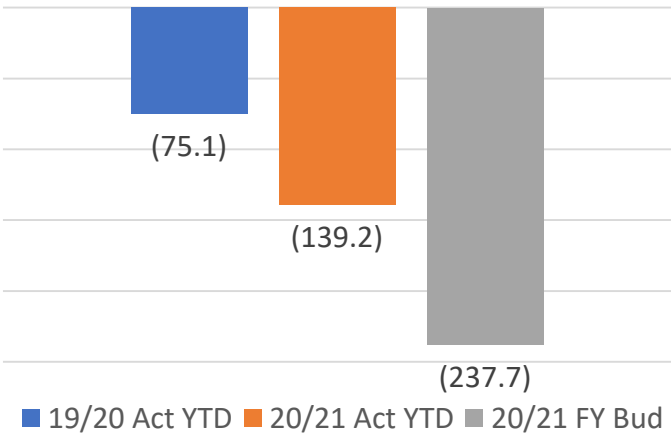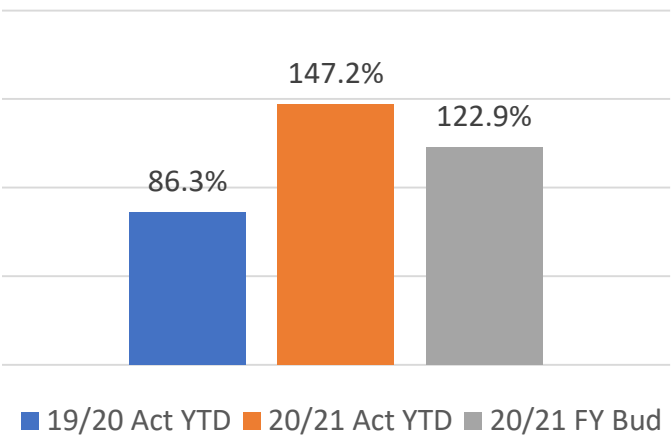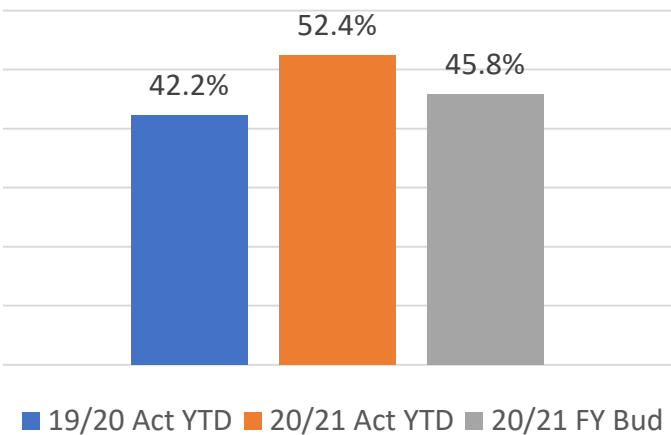
Business - Nursery

January 2020

Jan YTD 20/21	Act YTD	FY Budget
Funding	0.0	0.0
Tuition Fees	0.0	0.0
Commercial	66.3	225.0
Bursary/Hardship Funding	0.0	0.0
Total Income	**66.3**	**225.0**
Staff Costs	161.3	391.1
% Income	243.1%	173.8%
Non-Staff Costs	5.0	15.0
% Income	7.5%	6.7%
AOP Surplus/(Deficit)	**(99.9)**	**(181.1)**
% Income	(150.6)%	(80.5)%

Income

47.3%
29.5%

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

AOP £K

(40.8)
(99.9)
(181.1)

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

Staff Costs % Income

124.5%
243.1%
173.8%

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

Non-Staff Costs % Income

4.6%
7.5%
6.7%

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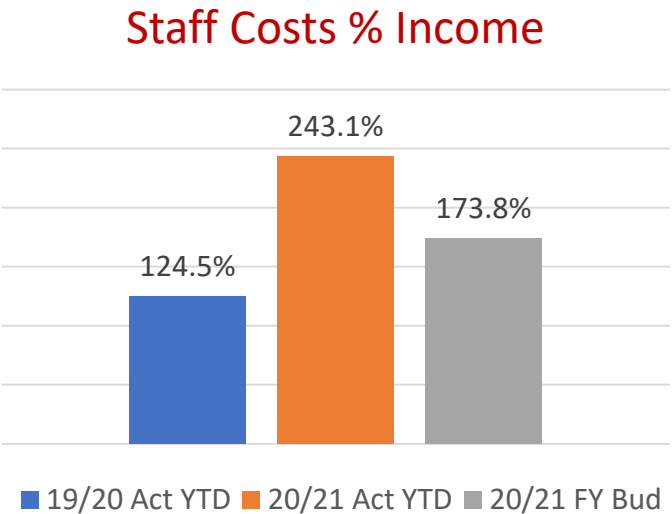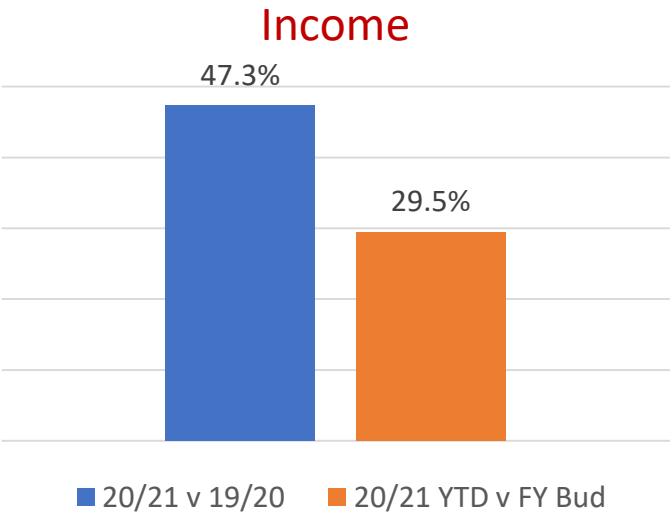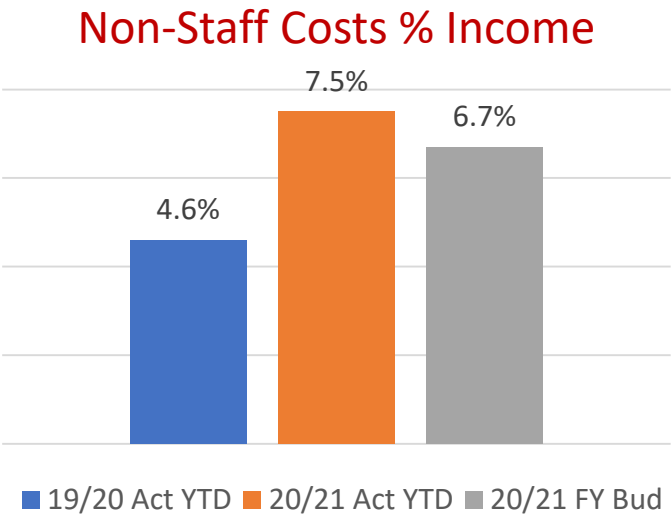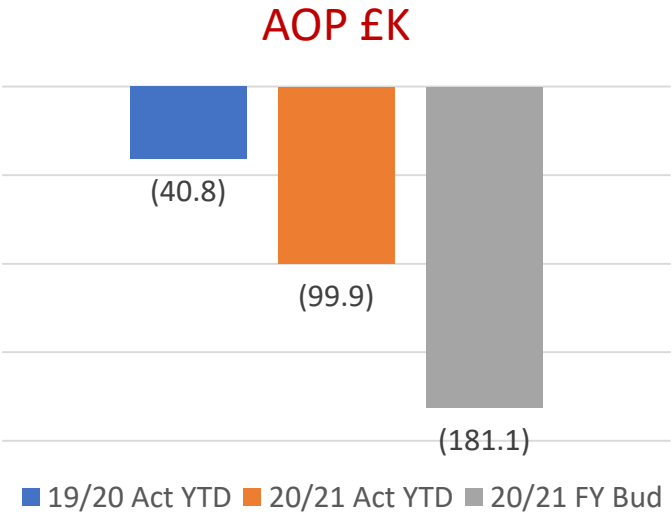
Service

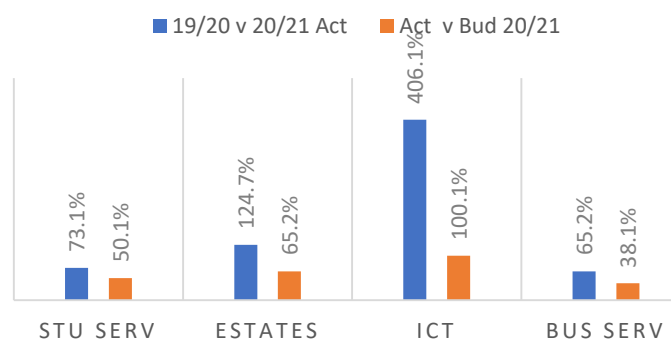| Jan YTD 20/21	Student Services	Estates	ICT	Business Services	YTD Act	FY Budget	YTD Usage
Funding		427.2		0.0	427.2	898.4	47.6%
Tuition Fees				0.0	0.0	0.0	
Commercial	42.3	53.6		48.1	144.1	0.0	
Bursary/Hardship Funding	1,288.8				1,288.8	3,130.8	41.2%
Total Income	**1,331**	**481**	**0**	**48**	**1,860**	**4,029**	**46.2%**
Staff Costs	571.7	381.0	215.2	1,363.2	2,531.1	5,685.1	44.5%
% Income	4.2%	2.8%	1.6%	10.0%	18.5%	20.7%	
Non-Staff Costs	129.7	875.6	591.0	550.4	2,146.7	3,638.1	59.0%
Bursary/Hardship Funding	1,288.8				1,288.8	3,130.8	41.2%
% Income	0.9%	6.4%	4.3%	4.0%	15.7%	90.3%	
AOP Surplus/(Deficit)	**(659.1)**	**(775.7)**	**(806.2)**	**(1,865.5)**	**(4,106.6)**	**(8,424.8)**	
% Income	**(4.8)%**	**(5.7)%**	**(5.9)%**	**(13.7)%**	**(30.1)%**	**(209.1)%**	

Headlines

- Note that Services Non-Staff Costs include unbudgeted £250K spend for digital poverty and £30K for COVID supplies and cleaning. When these costs are exclude YTD 20/21 v 19/20 = 99.9% and 20/21 Act YTD v FY Bud = 51.3%.

- Estates non-staff spend is higher than last year and > 50% of budget due to having Estates Manager in place. There has also been £30K of non budgeted cleaning and supply costs related to COVID.

STAFF COSTS

Legend: ■ 19/20 v 20/21 Act ■ Act v Bud 20/21

	STU SERV	ESTATES	ICT	BUS SERV
19/20 v 20/21 Act	93.8%	96.0%	99.9%	93.2%
Act v Bud 20/21	47.1%	44.8%	48.3%	42.9%

NON-STAFF COSTS

Legend: ■ 19/20 v 20/21 Act ■ Act v Bud 20/21

	STU SERV	ESTATES	ICT	BUS SERV
19/20 v 20/21 Act	73.1%	124.7%	406.1%	65.2%
Act v Bud 20/21	50.1%	65.2%	100.1%	38.1%
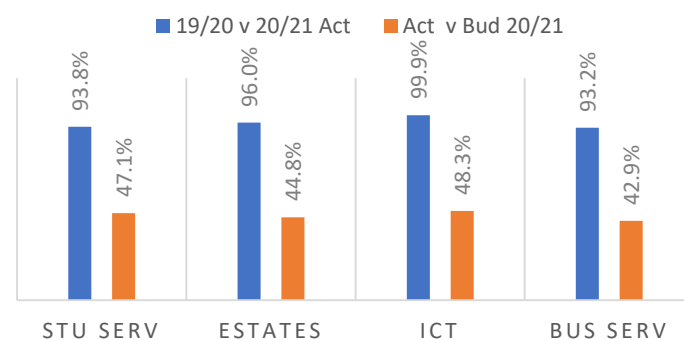
Cash Flow

FY Projected
Closing Cash

3 Month Avg
Cash Usage

£(461)K

£2.6M

£1.29M

52.5%

Month Closing Cash
Balance

YTD SFC Funding
Drawdown (excl Estates)

20/21 CASH FORECAST £M

Tuition monies received
as a lump sum.

—— Cash In   —— Cash Out   —— Closing Cash

AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL
1.64	1.37	1.7	1.69	1.39	1.29	3.63	2.2	1.79	1.36	0.78	-0.46
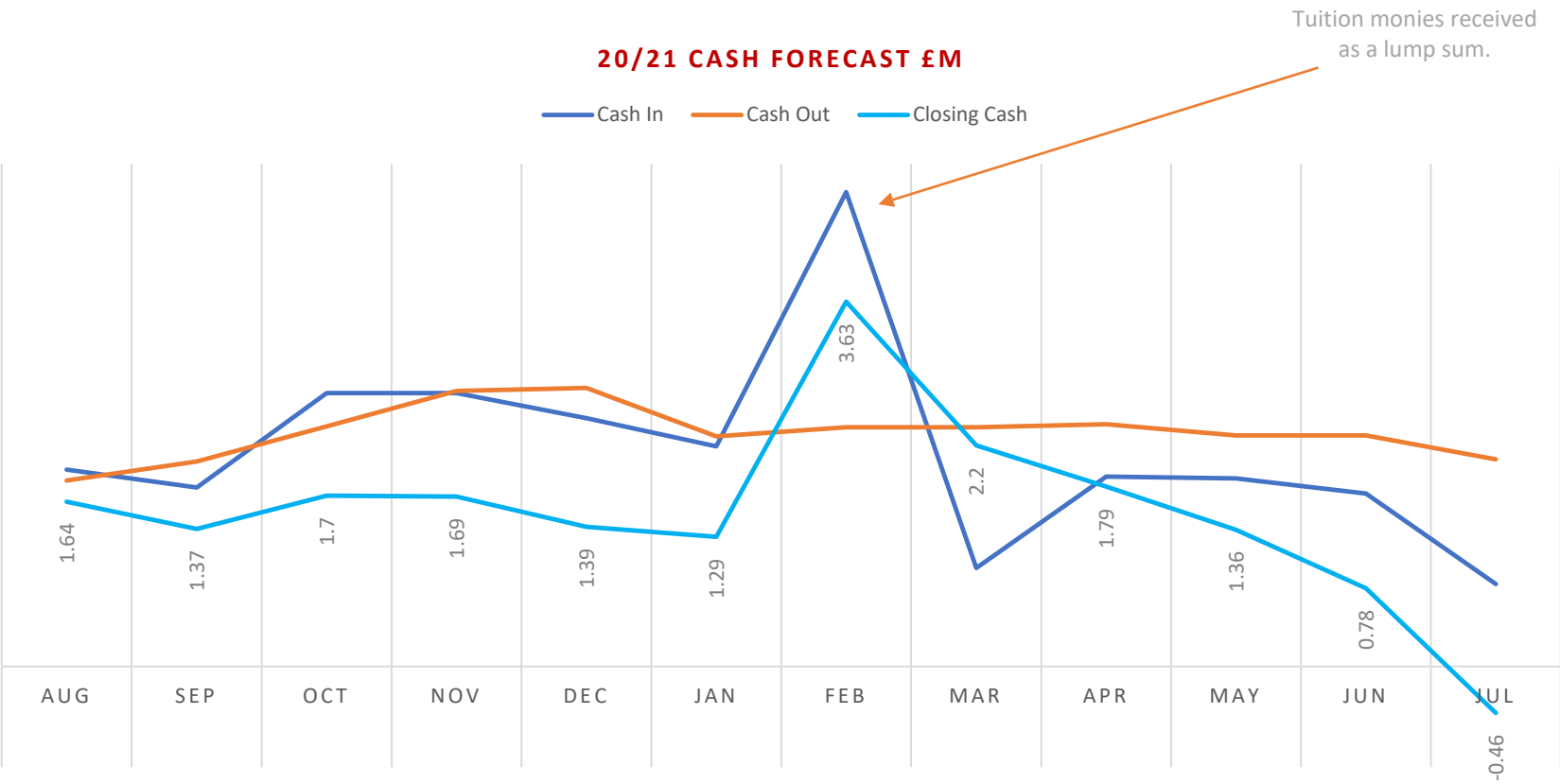
This is a cash flow forecast which will change as information changes. If we were in a situation where we would run out of cash by the end of the year then EO would provide an advance which would be repaid over four to five months.

Perth College UHI

Paper No. 7

Committee	Board of Management
Subject	Mid-Year Forecast/FFR
Date of Committee meeting	24/03/2021
Author	Iain Wishart
Date paper prepared	17/03/2021
Executive summary of the paper	Please outline the follow elements of this paper: i) Purpose – what is it for: FY 20/21 projection ii) Impact – what are the intended outcomes: Board approves FFR AOP. iii) Course of Action – what happens next & by whom: Any direction as a result of the presentation will be actioned.
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	F&GP, SMT
Action requested	☒ For information ☒ For discussion ☒ For endorsement ☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)

Perth College UHI

Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	No
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	Yes The document makes many assumptions which are a risk to the accuracy of the document. Click or tap here to enter text.
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information	Allows the Board to understand how the FY financial projection versus budget.
Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	No Click or tap here to enter text.
Island communities	No

Perth College UHI

Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	If yes, please give details: Click or tap here to enter text.
Status (e.g. confidential/non confidential)	Non Confidential
Freedom of information Can this paper be included in "open" business?*	Yes

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

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

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

Further guidance on application of the exclusions from Freedom of Information legislation is available via:
http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp
and
http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Mid-Year Forecast/FFR

At the time of writing it is not clear whether Scottish College's will need to send in their Mid-Year FFR on the 31 March as requested or whether there will be an extension. Finance Directors across Scotland have requested an extension as clarity has not been given on the £13M to be allocated to support COVID losses i.e. when will it be paid and how much is being allocated to each College.

The attached document shows a proposed AOP of £(1.4)M versus a budget of £(1.9)M. The AOP assumes that Perth College's share of the £13M, noted above, is £250K.

The document shows that income is projected to be down £(1.3)M versus budget with commercial income and student support funding (Bursary and Childcare) showing the most significant shortfalls. Bursary funding is usually the same value as the costs although there appear to be a small discrepancy in the budget assumption. A detailed reconciliation is shown below the summary income statement.

We currently expect staff costs to come in just below budget and this includes an assumption for £100K of VS costs.

Non-Staff costs are tracking well down on budget with areas such as travel, utilities and materials/equipment showing significant savings. However, the largest reduction in cost is around canteen with no food costs and most staff on furlough at the moment. However, it should be noted that the canteen AOP assumption is a deficit of £200K i.e. costs will still be higher than income.

As you look at the detailed income split you will see "Additional Funding (Included)" and "Additional Funding (Potential)". The Additional Funding (Potential) still has to be reviewed with EO to confirm:

1. Payment will be this year and
2. There is no "double dip" with the "Funding" value at the start of the Income Reconciliation.

It is proposed that the potential funding will be reviewed prior to the FFR submission and could improve our AOP and cash flow by £469K.

It is proposed that the lowest AOP we show for the mid-year forecast is £(1.4)M.

Mid Year Forecast	20/21 Budget	20/21 Forecast	Change
Income	27,525,270	26,201,752	(1,323,518)
Staff Cost	19,654,813	19,572,205	82,608
Student Support	3,065,880	2,366,484	699,396
Non-Staff Costs	6,711,970	5,630,894	1,081,076
AOP	**(1,907,393)**	**(1,367,830)**	**539,563**
Release of Deferred Capital	219,778	219,778	0
Depreciation	1,030,532	1,378,562	(348,030)
Net service cost - pension			
Surplus/Deficit	(2,718,147)	(2,526,614)	191,533
Income Reconciliation			
Funding	14,948,889	14,965,679	16,790
Estates Funding	898,388	679,222	(219,166)
Tuition	3,095,640	3,313,953	218,313
AST	1,792,373	1,792,373	0
Commercial Skills	600,891	470,903	(129,989)
Catering	496,000	93,505	(402,495)
Residences	216,993	285,062	68,069
International	562,292	449,942	(112,350)
Short Course Income	92,000	146,324	54,324
Nursery	225,000	101,250	(123,750)
ASW	345,800	143,603	(202,197)
Research	209,820	209,820	0
Other	382,523	399,740	17,217
Bursary	2,529,477	2,023,582	(505,895)
Childcare	601,277	342,902	(258,375)
Non UHI Funding	143,568	0	(143,568)
HE Main Recurrant Grant	384,339	384,339	0
	27,525,270	25,802,199	(1,723,071)
Additional Funding (Included)			
COVID Capital Funding	0	149,553	149,553
COVID Expense & Digital Poverty	0	250,000	250,000
Current AOP Income	27,525,270	26,201,752	(1,323,518)
Additional Funding (Potential)			
Additional Capital HE	0	52,992	52,992
SFC Councillors	0	45,000	45,000
Add'l Research	0	16,428	16,428
Mental Health Funding	0	27,376	27,376
Sanitary Products	0	13,328	13,328
RAM funding using ESIF-DSW funds	0	120,313	120,313
SFC Early Learning Years	0	66,936	66,936
Student Support Funds	0	127,531	127,531
Potential AOP Income	27,525,270	26,671,656	(853,614)

Perth College UHI

Paper No. 8

Committee	Board of Management
Subject	Audit Action Plan/By-Exception Progress Update
Date of Committee meeting	24/03/2021
Author	Project & Planning Officer
Date paper prepared	17/04/2021
Executive summary of the paper	The attached paper provides Committee with a By Exception Status Table for the Audit Action Plan and a Progress Update providing an overview of the main points to note. Carrying out the actions identified by the college's external and internal auditors ensures the college processes and systems are compliant and effective. The outstanding actions will continue to be monitored for progress and the current timeline for completion is July 2021.
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	Action Leads were consulted to provide information and context where available.
Action requested	☒ For information ☐ For discussion ☐ For endorsement ☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)

Perth College UHI

Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	The majority of actions sit with the Finance team and although implementing the actions has put extra pressure on the resources of this team they should see the benefit in increased efficiency and effectiveness.
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	The college is at risk of non-compliance or poor performance in the areas where actions have been identified. Implementing the actions mitigates against this risk. Click or tap here to enter text.
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information	Compliance
Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	No Click or tap here to enter text.
Island communities	No

Perth College UHI

Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	If yes, please give details: Click or tap here to enter text.
Status (e.g. confidential/non confidential)	Non Confidential
Freedom of information Can this paper be included in "open" business?*	Yes

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

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

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

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

Perth College is a registered Scottish charity, number SC021209

Audit Action Plan

Progress and By Exception Update

17 March 2021

What information was captured?

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

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

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

Project – a brief description of the activity

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

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

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

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

Status Update – a brief description of progress to date

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

Audit Action Plan Overview

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

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

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

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

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

113 Activities

- 104 or 92% of actions are fully or partially complete

- 7 or 6% are in progress

- 2 or 2% are paused

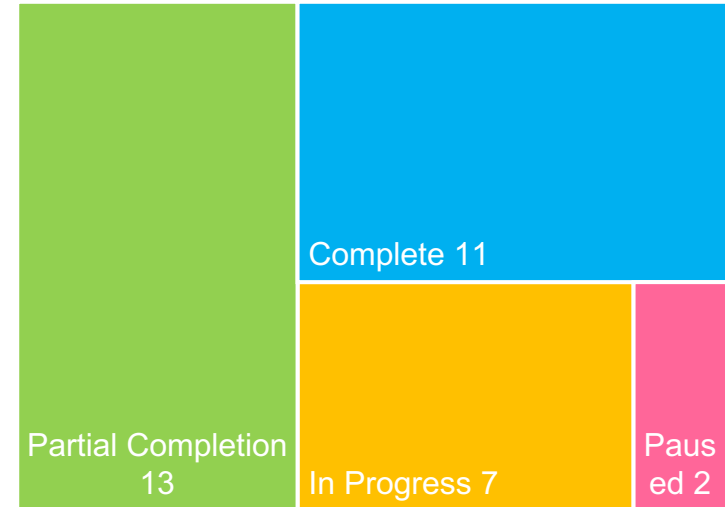Complete

Partial
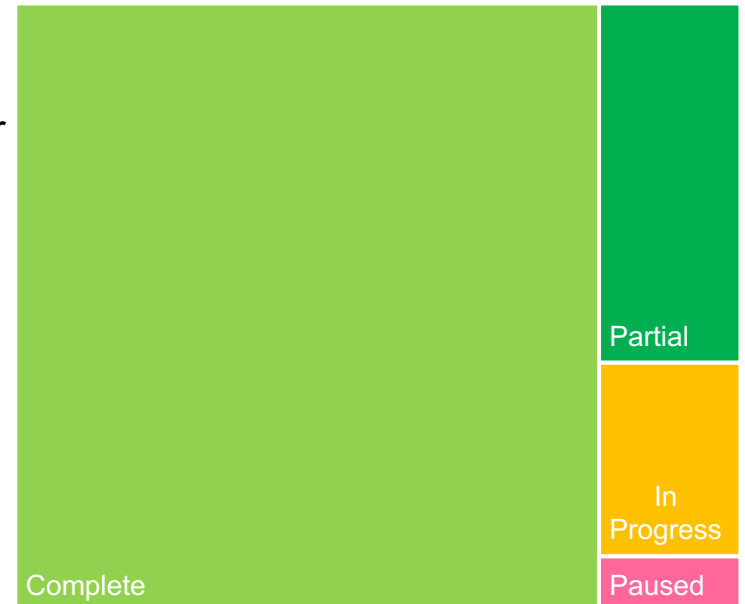
In Progress

Paused

By Exception Overview

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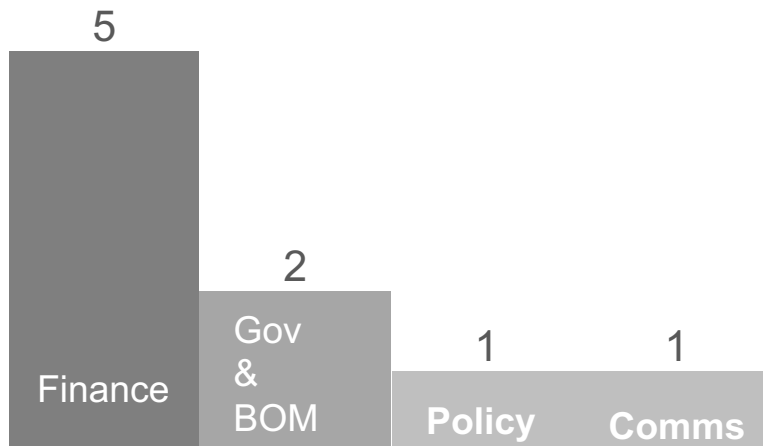
33 Actions

* The actions still to be completed as of November 2020

- 24 or 73% of the 33 actions fully or partially complete (since Nov 2020)

- 7 or 21% are in progress

- 2 or 6% are paused

Partial Completion 13

Complete 11

In Progress 7

Paused 2

The actions in progress by Dept.

5
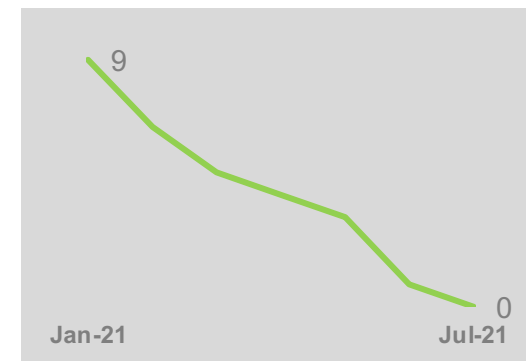Finance

2
Gov & BOM

1
Policy

1
Comms

The paused actions ..

Payroll   1*

Equalities   1*

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

Completion timeline ..

9

Jan-21

0

Jul-21

Expected dates remaining in progress actions to be completed by

Appendix 1

Complete

The activity is complete, no further action required

Complete-Monitoring

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

Partial Completion

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

In progress

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

Paused

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

Audit Action Plan Project Status Table 2020-21							
Action Plan	Theme	Activity	Accountable	Anticipated Completion Date	Source	Current Status	February/March 2021 Progress Update
Finance	2. Compliance	Effective communication of the Financial Memorandum between College and University to relevant college staff	VPEE	May-21	UHI Action Plan: 2.55	Partial completion	Working to Feb 2021 timelines, as an appendix in Regs. First draft to March F&GP then Board, Support to ensure compliance
Finance	3. Manual Processes	Implement a documented set of financial procedures for the Finance Team	VPEE	Jun-21	UHI Action Plan: 2.70	In progress	Working to June 2021 timeline - Covid related activities and financial recovery must take precedence. Reviewing
Finance	3. Manual Processes	Implement an improved budgeting and contract management process	VPEE	Jan-21	EY Append	Complete	Rolled out through online training in Janauary 2021. New budget model.
Finance	2. Compliance	Update college Financial Regulations (last approved by BOM March 2013)	VPEE/Chair to BOM	Mar-21	UHI Action Plan: 2.66	Partial completion	Will be completed by end of Feb 2021. Draft to F&GP then Board approval at the end of March.
Finance	2. Compliance	Communicate Financial Regulations to all staff and roll-out training to relevant staff	VPEE	May-21	UHI Action Plan: 2.66	In progress	Working to March 2021 timeline for approval at March Board then to following CMT for communication to all Heads of

Finance	1. Future financial planning	Undertake CMT and BOM development sessions for Financial Forecast Return (FFR)	VPEE	Feb-21	EY Appendix D: 10	In progress	External Auditors would prefer to hold face to face training however better to have a virtual session rather than delay further. Clerk to BOM to follow
Finance	4. Culture	Implement combined financial reports	VPEE	Aug-21	VPEE	Complete-Monitoring	Staff training on Symmetry has been set up for Feb 2021. Board and SMT will see new report in February. Budget holders aware of their
Finance	1. Future financial planning	Complete impact assessment on implementation of the revised Statements of Recommended Practice (SORP)	FD/VPEE	Feb-21	EY Appendix D: 4	Complete	Completed as part of 2019/20 Financial Statements
Finance	1. Future financial planning	Create a common costing model across all strands of income	FD/VPEE	Mar-21	VPEE	Complete	New costing model was rolled out in December 2020 with SDDs. VPEE will discuss with Head of BD and International Manager to ensure alignment eg market knowledge/competitive
Finance	1. Future financial planning	Create and implement a financial plan for the Aviation Academy for Scotland	VPEE	Jun-21	VPEE	In progress	Feasibility Study due to report by mid March 2021 - financial planning can start at that point.

SDD STEM and AST Manager working with Finance Director on incremental costs. Intention |

Finance	1. Future financial planning	Monitor performance against cash flow forecast	VPEE	Jul-21	VPEE	Complete-Monitoring	...Working to July 2021 timeline reported to Board and Auditors, model will continue to be development. Progress has been considerable from starting position, review in July 2021
Finance	2. Compliance	Develop a revised approach and timetable for the production of financial statements/YE processes	VPEE	Jul-21	EY Appendix D: 1 & 7	Partial completion	Working to July 2021 timeline, y/e accounts have been completed but t/table of tasks still to be done.
Finance	3. Manual Processes	Implement greater supplier management systems	VPEE	Jul-21	VPEE	Partial completion	Timeline has been affected by impact of Covid related priorities. Plan is to put one person in control of Pos this would allow accounts payable
Finance	2. Compliance	Prepare audit ready year end accounts in compliance with the Code of Good College Governance	VPEE	Nov-20	VPEE	Complete	Statement included within financial accounts. Still have disclosures but still compliant if disclosed in financial statements.
Finance	4. Culture	Review and Improve Induction Process for Finance staff	VPEE/DP	Jul-21	VPEE	In progress	Working to July 2021 timeline
Finance	1. Future financial planning	In consultation with BOM and budget holders implement an information pack for managing the business	VPEE	Mar-21	EY Appendix D: 6	Complete-Monitoring	New report issued for first time in Feb 2021 and symmetry training Is being rolled out to Managers.

		Implement Training Needs Analysis and CPD for Finance Team				Partial completion	Working to June 2021 timeline. Cross-reference with work carried out by Head of HROD. On the job training is also part of the process, Progress made includes Income/Expenditure separated; technical skills eg
Finance	2. Compliance		VPEE	Jun-21	EY Appendix D: 5		
Payroll Systems	3. Manual Processes	Implement more robust systems to ensure that payroll amounts are correctly calculated	VPEE	Jun-21	Internal Audit 2019/06: R5	Complete	Payrite advice was not to delete any components as there may be historical data which would be lost. Continuing on a month to month basis just using the components required and not entering anything into the elements no longer being
Payroll Systems	3. Manual Processes	Provide formal training to the Payroll Finance Assistant	VPEE	Jun-21	Internal Audit 2019/06: R5	Paused	Training delayed by Covid restrictions. Traiing has been identified that will be picked up once more fully back on
Payroll & Pension Systems	2. Compliance	Undertake review of the calculation of employee and employer pension contributions over the period 2013/14 to 2019/20	VPEE	Nov-20	Internal Audit 2020/04: R1	Partial completion	Four years now complete picking up 7 errors totalling £7K. Checking with Internal Auditors on how many years further to check back given lack of materiality/errors.
Payroll Systems	3. Manual Processes	Rectify errors of pension overpayments on work over 35 hours	VPEE	Sep-20	VPEE	Partial completion	Past 3 years analysis has shown no errors for 18/19 and 2 for 17/18. Checking with Internal Auditors on how many years further to check back

Governance & BOM	1. Future financial planning	Review College Annual Governance Plan	Chair BOM	Feb-21	EY Appendix D: 12	Partial completion	A section in the Annual Financial Statements signed off - Clerk to BOM to look at good practice guidance from Auditor General Scotland/Accounts
Governance & BOM	3. Manual Processes	Review Business Continuity Plan	P&CE	Mar-20	VPEE	Partial completion	No further progress as focus remains on COVID-related business critical matters. COVID section of BCP includes reference to frequently-changing guidelines available on College website: https://www.perth.uhi.ac.uk/guidance-on-the-current-coronavirus-covid-19-outbreak/ Work will be done to ensure recent cyber incident is captured and updated.
Equalities	2. Compliance	Clarify and implement role of Equality Champions	DP	May-21	Internal Audit 2018/06: R7	Paused	on hold until physical return to campus
Equalities	2. Compliance	Embed equality actions are built into self-evaluation and operational objectives processes Direct academic team focus to courses with >25% gender gap	DP	Dec-20	Internal Audit 2018/06: R3	Partial completion	Equality actions built into Professional Services team self-evaluations

Health & Safety	2. Compliance	Conduct hazard surveys in all areas to identify missing Risk Assessments	DP	21-Apr	Internal Audit 2013/07: R1	Partial completion	All delayed until physical return of majority of staff to campus as need to be done on site, but not essential activity. Risk Assessments are in place for safe return to campus and related to specific areas for COVID purposes.
Health & Safety	2. Compliance	Implement training plan for CMT members	DP	Feb-21	Internal Audit 2013/07: R1/R3	Complete	The 6 CMT members put forward have now completed and passed IOSH Managing Safely.
Health & Safety	2. Compliance	Ensure all staff receive mandatory H&S safety training	DP	Jul-20	Internal Audit 2013/07: R3	Complete-Monitoring	Robust system for rolling out and monitoring training is now in place.
Policies & Procedures	3. Manual Processes	Review master schedule of policies and procedures	APC	Apr-21	APC/VPEE	Partial completion	Working to April 2021 timeline
Policies & Procedures	2. Compliance	Rationalise and combine the number of college policies and procedures	APC	Apr-21	APC/VPEE	In progress	Working to April 2021 timeline
Communications	4. Culture	Develop a Communications Strategy for internal and external stakeholders	VPEE	Jun-21	VPEE	In progress	Work ongoing as a priority

Communications	3. Manual Processes	Take forward staff Intranet Project		VPEE	Jun-21	VPEE	Partial completion	Cyber inciident has emphasised and accelerated UHI wide need to move away from Shared and Personal Drives to Sharepoint/Cloud based systems. This requires a deal of work on protocols and guidance/training for staff to make the transition.
Public Sector Reporting Duties	2. Compliance	Publish annual gross carbon footprint on college website		VPEE	Jan-21	VPEE	Complete	Now published on college website under About Us/Performance Indicators
Public Sector Reporting Duties	2. Compliance	Publish Modern Slavery Statement on college website		VPEE	Dec-20	VPEE	Complete	Statement on Compiance with Modern slavery Act 2015 published in About Us section of college website

Committee	Board of Management
Subject	Financial Recovery Plan
Date of Committee meeting	24/03/2021
Author	Margaret Cook
Date paper prepared	16/03/2021
Executive summary of the paper	Please outline the follow elements of this paper: i) This paper is intended as an update to the Board on the Financial Recovery Plan after its consideration by the F%GP Committee. ii) The paper is for noting iii) The Board is asked to approve – • The opening up of the VS Scheme on an on-going basis • An application to UHI/SFC for permission for Compulsory redundancy
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	This paper was considered by F&GP Committee.
Action requested	☐ For information ☐ For discussion ☐ For endorsement ☒ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)

Perth College UHI

Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	Yes This paper is an update on the recovery plan which will have a positive impact on the financial position of the college
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	Yes The Financial recovery Plan will be based on an assessment of risk Click or tap here to enter text.
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information	This update is part of the financial recovery which form the first 2 years of the strategic plan
Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	No Any activities flowing from this paper will be subject to an EIA
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	No Click or tap here to enter text.
Island communities	No

Perth College UHI

Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	If yes, please give details: Click or tap here to enter text.
Status (e.g. confidential/non confidential)	Non Confidential
Freedom of information Can this paper be included in "open" business?*	Yes

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

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

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

Further guidance on application of the exclusions from Freedom of Information legislation is available via:
http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp
and
http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Perth College UHI

Finance & General Purposes Committee – 8 March 2021
Board of Management – 24 March 2021

<u>**Financial Recovery Plan**</u>

Introduction

This report is intended to give the Committee and the Board an update on the progress towards developing the Financial Recovery Plan which was discussed at the Board Strategic Planning evening.

Given the timing there has not been significant progress however the prioritisation of activities has been started and some activity has taken place. The key to this activity will be to carry out an options appraisal on a defined number of proposals where these are identified to have the greatest impact on our financial position whilst meeting our principles.

Members of CMT were asked for their proposals and there was a good response from colleagues, some of the suggestions can be progressed as business as usual and others will form part of this process.

Guiding Principles

There was discussion at the meeting on the draft principles and suggestions where these could be improved, the following are the revised principles –

- Protect our student experience
- Reduce non-pay spend where possible
- Maximise realistic income generation
- Minimise the reductions in academic staffing where possible and only where the delivery method generates efficiencies or there is underlying overstaffing
- Use vacancy savings where possible
- Offer VS where possible only moving to compulsory redundancy where required.

Progress

The following areas are being considered –

- Sale of assets – advice has been sought from SFC on when permission to sell is required and when the proceeds from sales can be retained
- Further work is being done on the delivery method for Core modules
- The cost/delivery of leisure activities – these have not been successful over the last few years
- Review of opening hours/buildings
- Review of systems/processes

These are clearly not areas where significant savings will be made however we need to progress through to areas of greater impact which will take till the June Board meeting.

TU Consultation

We have met with our TU's over this issue and this will continue. We have invited the TU's to propose areas of savings however they have declined to do so. The wider staff will be asked to contribute proposals for savings.

Voluntary Severance

The VS Scheme has now closed and 8 members of staff have been accepted for VS with an annual saving of c£200k, this is clearly disappointing but not surprising at this point.

Recommendations

- SMT recommend that the VS Scheme is opened again without a closing date in line with the permission we have from SFC (permission to operate VS runs to 31 July 2022)
- SFC recommend that permission be sought for compulsory redundancy from UHI/SFC

Perth College UHI

Committee	Board of Management
Subject	Strategic Risk Register
Date of Committee meeting	24/03/2021
Author	Ian McCartney, Clerk to the Board of Management
Date paper prepared	17/03/2021
Executive summary of the paper	This paper provides Board with an opportunity to scrutinise and assess the full Strategic Risk Register, All new updates within the document have been highlighted in red. Items in individual Risk Areas linked to COVID-19 are highlighted in blue. In addition, these items are cross-referenced again in the main COVID-19 Risk Area 30. There have been minor amendments made within the following Risk Areas: • Risk 3 – update to actions re Chinese website; • Risk 10 – addition of reference to current industrial action; • Risk 12 – additional action following recent cyber security incident; • Risk 18 – additional reference to EASA accreditation (temporary); • Risk 21 – general update around GDPR compliance matters and additional actions. Residual Risk score increased due to additional scrutiny around ICO/OSIC; • Risk 23 – additional actions added; • Risk 24 – additional actions added. Board Members are asked to: i) Discuss the appropriateness of each Risk; ii) Review in particular the currency of the Action Plan; iii) Consider any additional areas of Risk not identified within the current Register

Perth College UHI

Consultation Please note which related parties, stakeholders and/or Committees have been consulted	Board members and SMT have been consulted via discussions at sub-Committees during the current Board cycle.
Action requested	☒ For information ☒ For discussion ☐ For endorsement ☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	No
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	Yes Without continual review of risk there exists the potential for strategic objectives to not be achieved.
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information	The Strategic Risk Register is the core risk management tool used within Perth College UHI
Equality and diversity Does this activity/proposal require an Equality Impact Assessment?	No

Perth College UHI

Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	No Click or tap here to enter text.
Island communities Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	No If yes, please give details: Click or tap here to enter text.
Status (e.g. confidential/non confidential)	Non Confidential
Freedom of information Can this paper be included in "open" business?*	Yes/ No

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

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

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

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

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

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

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

Ref	Risk Status	Strategic Category	RISK AREA, Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likeli-hood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	Actions to minimise risk TO DO	Action Owner	Completion Date
													CURRENT ACTION PLAN		
5 *	Active	Inspiring and supporting our students to achieve their potential. Developing a successful and sustainable organisation. UHI Common Risk	*College Estate* College estate not fit for purpose. **F&GP**	• Reduction of Capital Grant. • Backlog of essential maintenance. • Uncertainty of future Governance model. • Lack of available funds. • Age of current campus • Priority to increase classroom accommodation.	•Estate poorly maintained • Inability to deliver a new improved estate fast enough. • Availability of classrooms and academic equipment does not match demand. • Immediate and recurring costs associated with COVID, eg PPE	Depute Principal Academic	4	3	12	• Attracting external investment. • Backlog maintenance risk register has now been developed. • Weekly 'Walk the Campus' and engage staff – Visible Management. • Approval of identified major building projects. • Update estates planning to ensure optimum use of space freed up by completion of ASW • Ensure additional funding allocated by SFC for backlog maintenance is spent appropriately. • Tender process to commission outline plans for campus options re Estates Strategy under way • Average £650k pa ring-fenced for spring & summer works	9 (3,3)	↔	•Commission of Conditions Survey & prioritisation of required work • Commission tender process for Estates Strategy - deferred	Head of Estates Head of Estates	Ongoing TBC (deferred re COVID)
6 *	Active	Inspiring and supporting our students to achieve their potential.	*IT infrastructure & implementation* Technology not fit for purpose. No replacement or upgrade of critical ICT and academic equipment. Heightened risk of cyber attack Licenses for specialist software classroom-based rather than individual **F&GP**	• Changes in ICT development and technology. • Changing in Learning and Teaching practices. • Increase in network delivery of teaching. • Increased use of social networking. • Inadequate VC facilities for larger classes. • Additional requirements from curriculum development and growth. • Technological innovation. • Lack of Integrated Information Systems	• Higher investment in resources required. • Need to continually alter accommodation. • Available resources limit delivery options. •Poor student and staff feedback. • Lack of knowledge of system design • Duplication of data and processes	Vice Principal External / Depute Principal Academic	4	3	12	• Developed robust Curriculum Development Plan. • Link ICT changes in L&T practice to Estates Planning. • Review and implement working practices to optimise available space and working times through use of CELCAT Management Reports. • Operational Planning process and resource commitments system in place. • Prioritise investment required for resources for key curriculum areas. • Ongoing evaluation of VC capacity and teaching space in line with curriculum delivery plan.-complete • ICT rolling programme of replacement – focus changed from classroom-based PCs to provision of laptops • Shared licence purchases with UHI • UHI Wi-Fi Service upgrade: Continue existing Wi-Fi network service until the new service has been proved through a pilot • Bright Space implementation -*Staff training sessions ongoing throughout February* • VC Application change to Webex teams. • GDPR Training sessions: Awareness of issues around transferring data	9	↔	• Rigorous approach to timetabling and utilisation of rooms. • ICT Budget and replacement. Commission tender process for integrated Finance/Payroll/ HR system Migration of online training to Webex ICT Strategy Group to develop ICT Strategy Implement agreed priorities from College Sector Digital Ambition	Depute Principal Academic ICT Manager Vice Principal Associate Principal Vice Principal Vice Principal	Ongoing Ongoing June 2021 Dec 2020 July 2021 July 2021

Ref	Risk Status	Strategic Category	RISK AREA, Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likeli-hood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	Actions to minimise risk TO DO	Action Owner	Completion Date
													CURRENT ACTION PLAN		
										• New Operational Planning Process • Change tracker for Payroll Process • Communicate changes to staff and students • Opportunities/impetus presented by Scottish Government Digital Strategy • Digital Poverty transition project • ICT rolling programme					
7	Active	Developing staff to successfully deliver our Vision. UHI Common Risk	*(Senior) staffing levels* Disruption to services/projects and/or partnership working resulting from loss of a key staff member. **F&GP**	• Poor performance management of competence issues. • Fast pace of curriculum development. • Excessive demand on CPD. • Lack of staff capability. • Poor workforce planning. •Affordability/cost of staff	• Inability to compete. • Loss of business and reputation. • Potential requirement to buy in specialist staff •High staff turnover. •Poor staff satisfaction.	Principal	3	3	9	• CPD reports to SMT re progress against CPD targets for professional reviews, mandatory training etc • Prioritise an appropriate level of CPD investment linked to financial sustainability. • Assessment Action Plan in place and monitored • Maintain Healthy Working Lives accreditation • Succession Planning • Minimisation of single-person dependencies • Cross training Recruitment of Director of Finance provides additional resilience on SMT	4 (2,2)	↔	Improve completion levels for Mandatory Training Conduct Staff Survey	Head of HR & OD Principal/ Head of HR & OD	Dec 2020 April 2021

Ref	Risk Status	Strategic Category	RISK AREA, Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likeli-hood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	Actions to minimise risk TO DO	Action Owner	Completion Date
8 *	Active	Developing a successful and sustainable organisation. UHI Common Risk	**Research outputs** Research outputs are sub-standard. Overall number of Research activities/outputs are small. Insufficient momentum to build capacity in most curriculum areas. **Academic Affairs**	• Low numbers of staff with relevant skill-set to conduct research • Lack of time permitted/ incentives provided for research activities • Research not integral part of staff contracts Inadequate support for bidding for research contracts • Funding methodology **COVID-19**	• Inability to identify and agree appropriate projects • Research strategy not clear • REF delay = impact on funding feeding through • Small number Perth college staff contributing to UHI Education Unit of Assessment in REF **Delay of Research Excellent Framework 2021 affects future funding levels**	Principal	4	3	12	• Annual Review of R&KE strategy. • Develop relationships with wider UHI colleagues. • Prioritise R&KE research activities where appropriate for REF income. • Investigate SFC Innovation Funding and maximise • Work with University SMT, Research Clusters and PKC • Tay Cities Deal developments. • Effective and purposeful operation of R&KE Committee and links to UHI structures. • Active & ongoing engagement with research organisations • Research Strategy updated and approved	9	↔	Link with KE specialists in UHI. Vision 2021 and City Development Plan implementation. Review EO funding streams for fostering and supporting research at AP	Principal	Ongoing
9 *	Active	Working in partnership to meet the needs of our local economy and beyond. Developing a successful and	**Growth opportunities** Missing viable opportunities for development and growth	• Insufficient research. • Lack of horizon scanning. • Lack of ability to invest in opportunities. • Insufficient planning.	• Loss of share of potential market/earnings. • Loss of reputation. • Miss the market. • Stagnation of product offering. • Missed	Depute Principal Academic/ Vice Principal External/ Associate Principal	4	4	16	• Effective new product development processes/reviews. • Clear review of product development processes / communication International and Home. • Collaborative UHI Partnership process in place. • Scanning and planning cycles	16	↔	• Curriculum Review FE and HE - completed • Target international developments towards such areas where product is	Associate Principal	Ongoing

Ref	Risk Status	Strategic Category	RISK AREA, Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likeli-hood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	Actions to minimise risk TO DO	Action Owner	Completion Date
		sustainable organisation.	**F&GP**	• Being too risk averse. • Failing to develop at the required pace. • Funding allocations • Resource limitations • Changes to ESIF Funding. **COVID-19**	opportunities for staff. • Missed opportunities for students. • Funding criteria changes. **Uncertain future for development activities and appetite for external engagement post-Outbreak, including Tay Cities Deal** **Reduced opportunities due to post-COVID climate**				██	and process communicated. • Collecting staff ideas by their involvement. • Encouraging a staff culture of enterprising behaviour. • Legislative change mapping for new courses. • Tayside RSA + H & I RSA to be used as baseline intelligence. • Flexibility in approval Cycle and proportionate responses. • Liaison with UHI re ESIF and LUPS. • Monitor and review international opportunities and costs. International Strategy. • Continuous collaboration with Learner Journey Strategic Group re school/college curriculum to achieve objectives re apprenticeships & employability • Contracting of Associates to overcome shortage of lecturing staff	(4,4)		requested, e.g... Business Degrees • Schools Strategic Group to plan curriculum 2018-19 onwards . • DYW Strategy Group implementation (Associate Principal on group, no longer separate SDS group) • PPF UHI Curriculum Plan Enact Business Development Strategy following Board approval Review presentation of financial reporting to reflect margins rather than revenues	Vice Principal External Finance Director	Dec 2020 Jan 2020
			Tay Cities Deal: Delay in final deal due to General Election leads to issues re: funding and market value Funds withdrawn elsewhere may result in rationalisation of local project		Tay Cities Deal: • Loss of capital funding • Loss of opportunity for developments					Tay Cities Deal: Proposal passed by Board: 5-year Plan = £320k new revenue (net of allowances for costs)			Tay Cities Deal • maintain dialogue with strategic partners Final OBC submitted for approval Financial plan to ensure sustainability of AAS including levering of £1.2m donor contributions	Vice Principal External Vice Principal External	Ongoing Feb 2021 Ongoing

Ref	Risk Status	Strategic Category	RISK AREA, Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likeli-hood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	Actions to minimise risk TO DO	Action Owner	Completion Date
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10 *	Active	Inspiring and supporting our students to achieve their potential.

Providing a progressive curriculum which meets economic and social needs and aspirations.

UHI Common Risk | *Academic Quality*

Academic quality is sub standard

Academic Affairs | • Insufficient tracking of student.
• Poor understanding of student requirements.
• Product not fit for purpose.
• Poor delivery.
• Insufficient support for students.
• Mis-selling of courses/provision.
• Delivery impacted by ongoing industrial action

COVID-19 | • Loss of students.
• Loss of earnings.
• Adverse PR and poor reputation.
• Poor future recruitment.
• Poor achievement and retention.

Potential confusion re approaches to progression across curriculum;

Future students recruited at inappropriate levels

Impact of COVID on student survey performance based on delivery (-ve and +ve) | Depute Principal Academic/ Associate Principal | 3 | 3 | 9 | • Student tracking programme and reviews by Student Advisers.
• Heightened student focus on internal communication and training evidenced by the BRAG reporting system.
• Managing student expectations.
• Active listening to student voice and acting on evidenced by feedback to students.
•Act on Student Survey outcomes evidenced by action planning with quality reviews.
• Ensure regular/ constructive formative assessment feedback to students/ customers.
• Implement Complaints Procedure in line with new legislation and refresh training.
• ASW opportunities roll out.
• Student Partnership Project
• NSS Action Plans implemented for courses with poor results.
• Appointment of Head of Student Experience.
• Self-evaluation process redesigned.
• Working with HISA to conduct student focus groups.
• A Student Experience Committee has been convened
• Ensure findings are reported on with regards to the complaints procedure and actions identified and followed up on
• Quality review process redesigned (course KPIs by exception)
• Identification of protected characteristics and KPIs
• Student Support Review
• Revamp website with regards to the services available to support learning
• Regular discussion of key issues at Student Experience Committee
• Attainment & Retention KPIs | 9

(3,3) | ↔ | • Complaints Review

• Student funding at Regional and National level. | Depute Principal Academic | Ongoing |

Ref	Risk Status	Strategic Category	RISK AREA, Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likeli-hood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	Actions to minimise risk TO DO	Action Owner	Completion Date
													CURRENT ACTION PLAN		
11 *	Active	Providing a progressive curriculum which meets economic and social needs and aspirations. UHI Common Risk	*Regional curriculum plan* Regional curriculum plan and delivery not aligned to local demand. **Academic Affairs**	• Fragmented ownership. • Lack of planning. • Over ambitious change in delivery methodology. • Wrong blend between online and face to face. • ESIF changes • Not fully within gift of PC UHI, need others/UHI to contribute **COVID-19**	• Lose students. • Financial risk through reallocation. • Students choose another provider. • Poor retention and achievement. • Disputed ownership/ responsibility for failings. **PKC Learner Strategy now recommenced**	Associate Principal	3	3	9	• Influence/engage with development. • Meetings arranged with UHI Deans & subject network leaders • Keep in touch/listen to student views. • Active engagement in SMCT, QAEC and PPF. • UHI to commission research on impact of changed delivery methodologies. • Work with UHI, SDS and local stakeholders to enhance demand analysis. • Regional Outcome Agreement development and implementation. • Depute now sits on SMCT. • Vice Principal now sits on EPSC. • Associate Principal now sits on PPF • Curriculum Review complete • In liaison with PKC re Learner Strategy	9 (3.3)	↔	• Proactively engage in implementation of UHI Strategic Plan. UHI Curriculum Review	SMT UHI	Ongoing March 2021
12 *	Active	Developing a successful and sustainable organisation.	*Business Continuity* Threat to Business Continuity **Audit**	• Major incident. • Pandemic. • Major fire. • Terrorist Activity. • UHI ICT loss of service. • Radicalisation	• College closure. • Reduced/loss of service.	Principal	5	5	25	• Annual Reviews of Business Continuity Plan. • Fibre ring installed. • ICT Risk Register developed and dynamic review. • Live ICT shutdown test. • Desktop exercise with CMT successfully completed. •UHI wide live exercise concluded • All actively involved in Single Policy Work Environment. • Significant increase in input to the UHI L&T Review documentation. • Business Continuity Plan reviewed around Coronavirus • Resilience team formed and meeting regularly • Regular Partnership-wide crises management meetings	20 (5,4)	↔	Review non-COVID Business Continuity Plans to absorb learning from recent approaches/ Solutions Review protocols re back-up systems utilised to identify at-risk non-Cloud systems following cyber incident	Clerk ICT Manager	Dec 2020 Apr 2021

										CURRENT ACTION PLAN		
Ref	Risk Status	Strategic Category	*RISK AREA,* Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likeli-hood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	Actions to minimise risk TO DO	Action Owner	Completion Date
13 *	Active	Developing a successful and sustainable organisation.	*Shared services* Lose control of critical processes and systems through Shared Services Shared Service Model controlled by UHI EO and UHI Finance & General Purposes and University Court. **F&GP**	• Insufficient planning. • Inadequate backup. • Poor training and inadequate communications. • Loss of control of direct employees. • Reduced service level. • Additional cost. •Lag in service improvement. • Loss of control over capital investment.	• Disruption to business systems and student learning. • Increased costs.	Principal	3	3	9	• Involved in thorough planning. Members of the LIS Shared Service Board. • Member of the Shared Service Programme Board. • Maintain Perth College input into development of shared services.	9	↔	• Agree principle of Service Level Agreements with UHI • Proactive within commissioning board.	SMT SMT	Ongoing Ongoing
14 *	Active	Developing a successful and sustainable organisation.	*Financial sustainability* Unable to achieve a breakeven Adjusted Operating Profit (AOP) on a sustainable basis. **F&GP**	• Significant fall in income. • Staff costs + non-staff costs are higher than income. • Local consequences of National bargaining • Occurrence of event on disaster recovery plan.	• College does not have enough cash to operate and or grow. • Accounts show a deficit AOP for more than one year.	Director of Finance	4	5	15	Continued development of cashflow forecasting model	15 (3,5)	↔	• Development of Management Accounting Information. • Development of financial forecasting models. • Development of cash flow forecasting. • Development of budget process.	Director of Finance	Ongoing – will evolve and develop over next 9 months. Ongoing – in place from September 2021 Ongoing – in place from Jan 2021 Ongoing – new process from Jan 2021, live from Aug 2021
15 *	Active	Developing a successful and sustainable organisation. UHI Common Risk	*Internal controls* Internal controls do not exist or are not effective in preventing a significant issue/event. **F&GP**	No ERM strategy in place. Existing controls not tested regularly. Risk not identified, therefore controls not in place. Staff have not been trained in risk identification	Significant events occur where no controls are in place. Significant events occur where controls are in place. **Financial impact of reduced student**	Director of Finance	3	5	15	Number of relevant polices in place. Regular Internal Audit programs. Annual External Audit.	15 (3,5)	↔	Design an ERM strategy and implement a system of control e.g. SOX 404 or ISO31000	Director of Finance	Dec 2021

| | | | | | | | | | | | | | CURRENT ACTION PLAN | | |
Ref	Risk Status	Strategic Category	*RISK AREA,* Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likeli-hood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	Actions to minimise risk TO DO	Action Owner	Completion Date
				and control development. **COVID-19**	**numbers, delayed Consultation process, commercial income, etc** **Additional COVID-related costs (IT, PPE, etc)**										
17	Active	Developing a successful and sustainable organisation.	***Statutory compliance*** Non-compliance of Statutory Health and Safety Legislation and Equality Legislation **Audit**	• Introduction of amendments to existing legislation or new unforeseen and unplanned legislation. Failure to comply with Equalities Duties and contingent statutory reporting	•Introduces financial and staffing resources to administer. • Legal Action. • Risk to Business Continuity. • Financial fines. • Reputational damage.	Depute Principal Academic	5	4	20	•Produced and implemented a detailed Health and Safety Operational Risk Management Register. Updated quarterly and reviewed by Audit Committee every 6 months. • Produce Annual Report on Health and Safety. • Equalities Outcomes and Mainstreaming Report – Action Plan completed. • Regular review of HSE publications, website and notifications. • Health and Safety Management System annual review • Equality & Diversity lead appointed July 2019, with specific initial focus on statutory reporting requirements • 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	Actions to minimise risk TO DO	Action Owner	Completion Date
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18	Active	Developing a successful and sustainable organisation.	**Brexit** Implication of outcome of EU Referendum Leading to: Loss of EU Funding. Decrease in overseas (EU) students. Loss of EU national staff. **F&GP**	•Lack of numbers. •Students wishing to study within EU •Economic and fiscal uncertainty over EU exit. •Staff uncertainty	•Reduced numbers of students/staff •Loss of commercial potential. •Loss of EU funding • Withdrawal of EASA accreditation for pre-Brexit AST qualifications	Principal	5	4	20	• Keep up to date with info flow. • Lobby through Colleges Scotland and Universities Scotland to increase funding to compensate. • Understanding the status of EU residents. • Use next two years productively as planning. • Look at opportunities, e.g. Increased fees. • Scottish Government Extension of free tuition for EU students • Trend analysis for student targets • AST lobbying appropriate bodies within UK/EU to seek legislative change	15 (5,3)	↔	• Scottish Government looking to protect Erasmus + programme		Ongoing
19	Active	UHI Common Risk	**HE student numbers** College does not achieve allocated HE student number targets **Academic Affairs** COVID-19	Failure to recruit sufficient students due to various factors such as: over ambitious PPF target, poor marketing, curriculum gaps, poor NNS results etc.	Reduction of income from UHI, regional student number target at risk resulting in possible claw back to SFC from UHI in year or reduction in future years grant. **Financial impact of reduced student numbers**	Depute Principal Academic/ Associate Principal	5	4	20	•Review curriculum to ensure robust and up to date complete •Continue close partnership working within UHI. •Ongoing dialogue with PPF and academic partners. •Plan, monitor and review student numbers/applications. • Improved marketing has reduced curriculum gap • Improved NSS scores • Trend analysis for student targets	20 (5,4)	↔	• Implementation of Curriculum Review UHI Curriculum Review	Depute Principal Academic UHI	~~Ongoing~~ Complete March 2021
20	Active	UHI Common Risk	**FE student numbers** College does not achieve allocated FE Credit targets. **Academic Affairs** COVID-19	Failure to recruit sufficient students due to various factors such as: over ambitious target, curriculum gaps, ineffective marketing and engagement with local schools/ employers.	Reduction of income from UHI, regional student number target at risk resulting in possible claw back to SFC from UHI in year or reduction in future years grant. **Financial impact of reduced student numbers** **Potential for specific courses to be paused/ Discontinued**	Depute Principal Academic/ Associate Principal	5	4	20	•Review curriculum to ensure robust and up to date complete •Develop external partnerships with schools. DYW and employers – Associate Principal sits on DYW Strategy Group. •Plan, monitor and review student numbers/applications.	20 (5,4)	↔	• Implementation of Curriculum Review Continue progress made with partnerships developed through Learner Journey Strategy Group Focus marketing activities on p/t FE courses Ensure curriculum meets demand linked to increased unemployment rates	Depute Principal Academic Associate Principal	~~Ongoing~~ Complete Ongoing Jan 2021 Jan 2021

Ref	Risk Status	Strategic Category	RISK AREA, Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likeli-hood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	Actions to minimise risk TO DO	Action Owner	Completion Date
21	Active	UHI Common Risk	**Statutory Compliance** Non-compliance with relevant statutory regulations. **Audit**	Lack of awareness of relevant laws and penalties. Management failures. E.g. UK GRPR ~~General Data Protection Regulation from 25th May 2018,~~ Bribery Act, Health and Safety Regulations, PREVENT legislation etc.	~~GDPR provides rights for individuals and impose additional obligations on data controllers and processors with an increased penalty framework for non-compliance/ data breaches and includes requirements for authorities to ensure that they maintain evidence to demonstrate compliance with the Law.~~ ~~Potential Legislation 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)~~ Failure to meet appropriate legislative standards likely to result in significant reputational damage and/or possible legal action. Additional scrutiny from statutory bodies such as Auditor General, HSE, OSCR, Information Commissioner, etc	Depute Principal Academic	4	3	12	•Robust governance policy. •Robust management policies, procedures and systems in place. •Dedicated Health & Safety officer. •IT/Data Protection staff in place. •Mandatory staff training. •Close working relationship within UHI. ✦ Policies & procedures produced and published, including Model Publication Scheme and Privacy Notices • Work with/respond to ICO and OSIC to minimise risk of breaches where appropriate	9 (3,3)	↑	• Continuous update and reinforcement of GDPR policies and procedures. Ensure compulsory training is conducted across organisation Review Work From Home practices around remote access of sensitive data Review protocols re back-up systems utilised to identify at-risk non-Cloud systems following cyber incident	Principal Head of HR Head of ICT Head of ICT	Ongoing June Board Aug 2021 Apr 2021

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

												CURRENT ACTION PLAN		
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24	Active	UHI Common Risk	*Data protection* Institutional, personal and sensitive data is corrupted, lost, stolen or misused or services are disrupted through malicious and illegal activities by external individuals or bodies. **F&GP**	Poor IT security measures. Equipment with security holes. Poor patching regime. Anti-virus is not up-to-date 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 reported in national media.	Information Commissioner fine of up to £500k. Adverse press coverage. Loss of confidence by regulators, stakeholders and HE sector. Ransomware encryption has been detected on UHI network.	Principal	3	4	12	•Firewalls and filters updated regularly. •Anti-virus software on all corporate devices. •UHI protocols applied and adhered to. •Passwords changed regularly. • Dual authentication processes rolled out	12 (3,4)	↔	• Monitoring of UHI wireless network hardware and process Review Work From Home practices around remote access of sensitive data Review protocols re back-up systems utilised to identify at-risk non-Cloud systems following cyber incident	ICT Manager ICT Manager ICT Manager	Ongoing Aug 2021 April 2021
25	Active	Developing a successful and sustainable organisation	*Commercial subsidiary* Financial failure of commercial subsidiary **F&GP**	Deterioration in economic viability of subsidiary **COVID-19**	**Poor outlook due to worldwide collapse in aviation market**	Vice Principal External	4	5	20	• AST management structure reviewed. • Policies identified • Best practice adhered to • College Governance applied. • Advice given to AST Management Team • General Manager appointed • Going Concern work prioritised leading to increased focus on cash management & projections • Job Retention Scheme/Salary Holidays/Rent Reduction to reduce costs while not trading • Growth Plan agreed	20 (4,5)	↔	• 2020/21 Business Plan reviewed once return dates are confirmed	Vice Principal External	Dec 2020

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

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

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

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

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

LIKELIHOOD CRITERIA   TIMESCALE 3 YEARS

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

IMPACT CRITERIA   TIMESCALE 3 YEARS

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

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

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

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

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

Perth College UHI

Committee	Board of Management
Subject	Balanced Scorecard 2019/20
Date of Committee meeting	24/03/2021
Author	Project & Planning Officer
Date paper prepared	17/03/2021
Executive summary of the paper	Please outline the follow elements of this paper: i) The attached paper is the Vision 2016 Balanced Scorecard, showing KPI data aligned with the aims of the college Strategic Plan 2016-21 ii) The Balanced Scorecard tracks performance against the KPIs identified by the Strategic Plan iii) The data tracked by the Balanced Scorecard should help inform the success of the current strategy and where relevant, inform future strategy
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	The Head of Student Experience provided the data and commentary for Measure 7, 8 and 9 The Finance Director provided the data and commentary for measures 10a and 10c presented by this paper.
Action requested	☐ For information ☒ For discussion ☐ For endorsement ☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)

Perth College UHI

Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	Potentially if intervention is required to turn around poor KPIs
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	Yes KPIs show how the college is performing against key indicators. Poor performance puts the sustainability of the college at risk. Click or tap here to enter text.
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information	KPIs Vision 2016-2021 Balanced Scorecard
Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	No Click or tap here to enter text.
Island communities	No

Perth College UHI

Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	If yes, please give details: Click or tap here to enter text.
Status (e.g. confidential/non confidential)	Non Confidential
Freedom of information Can this paper be included in "open" business?*	Yes

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

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

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

Further guidance on application of the exclusions from Freedom of Information legislation is available via:
http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp
and
http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Strategic Plan Targets and KPIs: Progress Report 2019-20

1. Summary of Performance Status (Red, Amber, Green)

Key: KPI performance status

Improving	↑
Maintaining	↔
Worsening	↓

Key: Target performance status

Target achieved	
Target progress maintained	
Target missed	
No 2019/20 data available	

Measure	Key Performance Indicator or Target	Metric 2019/20	Performance
	Students and Staff Achieving their Potential		
1	a) Number of FT programmes that offer opportunities for work experience of equivalent to one unit or more	34	↔
	b) Number of students undertaking apprenticeships (total): a) SDS-funded b) Non-SDS Funded	87	↓
		422	↑
	c) Number of Vocational qualifications delivered to senior phase students	211	↔
2	Students moving onto positive destinations (including progressors) i. HE ii. FE	-	-
3	Staff		
	a) Number of staff days spent on CPD/year (average per head)	7.6d	↑
	b) Percentage of permanent staff with TQFE or equivalent	63%	↓
	c) Number of staff: presenting papers of conferences	8	↔
	number of publications	10	↑
	Student Satisfaction		
4	Track FE and HE Student Satisfaction through national student surveys		
	The proportion of students overall satisfied with college experience in: a) Student Satisfaction and Experience Survey	-	-
	b) National Student Survey	81%	↓
5	Proportion of classes with a student representative or agreed structure	70%	↓

	i. HE ii. FE	71.5%	⬆	
6	Proportion of Students that agree or mostly agree with the statements from the Student Satisfaction and Experience Survey (SSES): a) Course / Achievement	-	-	
	i. I feel this is the right course for me (prev. The course was what I expected) ii. I feel (prev. I am achieving what I set out to do)	-	-	
	b) Destination i. My time at college has helped me develop knowledge and skills for the workplace (prev. I am aware what I can do after my course)	-	-	
	ii. I have received sufficient advice and guidance in relation to my course (prev. I feel prepared to take my next steps)	-	-	
	c) College i. Overall I am satisfied with my college experience (prev. I would recommend the College to a friend)	-	-	
	Student Activity Measures			
7	Meet published FTE recruitment targets for: a) HE	24688	⬆	
	b) FE	1941	⬇	
8	Recruitment of students to FE courses (Enrolments/Credits): i. SIMD20	E: 340 C: 2713	⬇	
	ii. Care experienced	E: 111 C: 1056	⬆	
	iii. Minority Ethnicity	E: 602 C: 5324	⬆	
	iv. Disability	E: 1254 C: 10135	⬆	
	Number of courses with a gender ratio >3:1	38	⬇	
9	FE Retention a) Students in courses over 160hours (inc. FT) i. Overall	82.05%	⬆	
	ii. SIMD20	79.23%	⬇	
	iii. Care experienced	82.26%	⬆	
	iv. Minority Ethnicity	87.29%	⬆	
	v. Disability	76.34%	⬇	
	vi. Gender F/M	F: 80.81% M: 83.31%	⬆	⬆
	b) FT FE students	79.48%	⬆	
	FE Attainment a) Proportion of students attained for courses over 160 hours (inc. FT)	69.75%	⬇	
		67.21%	⬇	

	i. Overall ii. SIMD20 iii. Care experienced iv. Minority Ethnicity v. Disability vi. Gender F/M	62.90%	↓
		76.52%	↔
		61.78%	↓
		F: 69.08%	↑
		M: 70.65%	↓
	b) Proportion of students attained for FT FE courses	67.23%	↔
	Sustainability		
10	Financial:		
	a) Outturn	£-2025k	↓
	b) Gross carbon footprint	1205tCO_2	↓
	c) Non-core funding income (inc. Knowledge Transfer)	-35.5%	↓
11	Staff rates of: a) Turnover	26%	↑
	b) Sickness absence	7.8d	↓
12	Number of accidents reported to HSE	0	↓
13	Number of businesses that engage with Perth College UHI	351	↑

Section 2:   Detail of Performance by Measure

Detail of Performance: Measure 1a

Students and Staff Achieving their Potential	

Measure	Key Performance Indicator or Target	Performance	Trend
1	**Students and Staff Achieving their Potential**		
	a) Number of FT programmes that offer opportunities for work experience of equivalent to one unit or more	↔	

Baseline: 20

Target: Improve on previous year's performance

Actual 2019-20:   34

Actual 2018-19:   34
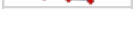
Percentage difference (+/-):   0%

Trend: Maintaining

Note on performance

The number of FT programmes remains stable from 2018-19, which is reflected in no change to the number of courses offering work experience of 1 credit or more. A caveat should be noted for 2019-20 to the extent that although work placements/experience will have planned for delivery, the impact of COVID19 may have impacted upon the number of placements that were able to go ahead and/or the number of placements which ended prematurely.

Detail of Performance: Measure 1b

Students and Staff Achieving their Potential	

Measure	Key Performance Indicator or Target	Performance	Trend
1b	a) Number of students undertaking apprenticeships (total): i. SDS-funded ii. Non-SDS funded	↑ ↓ ↑	

Baseline: a) 348   i. 145   ii. 203

Target: Improve on previous year's performance

Actual 2019-20:   a) 509   i 87   ii 422

Actual 2018-19:   a) 298   i 170   ii 128

Percentage difference (+/-):   a) 71%   i -49%   ii 230%

Trend: Upward trend overall and for non-SDS numbers. Sharp downward trend for SDS numbers resulting from impact of COVID19.

Note on performance for measure 1b

SDS funded apprenticeship landscape has been severely affected due to the impact of COVID-19 on businesses during lockdown with staff being furloughed or made redundant, resulting in limited communication with businesses during his period. Normal recruitment opportunities have not been available, something which is clearly reflected in the 2019-20 figures. Sectors such as hospitality may take some time to recover.

Non-SDS apprenticeships have significantly increased due to a second intake of FAs (Foundation Apprenticeships). In addition, apprentices in electrical, construction, and plumbing and those employed by SSE have increased to 269 places.

As a note, 32 CITB (Construction Industry Training Board) places and 12 SNIPEF (Scottish and Northern Ireland Plumbing Employers Federation) places are included in these numbers as they have signed with a start in January.

In addition, a further 6 engineering MAs (Modern Apprenticeships) have been included in the SDS numbers and will also start in January.

Detail of Performance: Measure 1c

Students and Staff Achieving their Potential	

Measure	Key Performance Indicator or Target	Performance	Trend
1	c) Number of Vocational qualifications delivered to senior phase students	↔	

Baseline: 75

Target: Improve on previous year's performance

Actual 2019/20:   211

Actual 2018/19:   214

Percentage difference (+/-):   -1.4%

Trend: Maintaining

Detail of Performance: Measure 3a and b

Students and Staff Achieving their Potential	

Measure	Key Performance Indicator or Target	Performance	Trend
3	Staff		
	a) Number of staff days spent on CPD/year (average per head)	↑	
	b) Percentage of permanent staff with TQFE or equivalent	↓	

Baseline: a) 5.3 days   b) 84%

Target: a) 6.5 days   b) improve on previous year's performance

**Actual
2019-20:**   a) 7.6 days   b) 63%

**Actual
2018-19:**

**Difference
(+/-):**   a) +2.6 days b) -9%

Trend: a) Overall maintaining improved performance above target
                 b) Worsening performance compared to both baseline and previous
                     academic years

Note on performance for measure 3 a and b

a) Our target of 6.5 days has been achieved which shows a noted improvement from previous
       years. This partially can be attributed to significant work carried out to in ensure staff
       undertook mandatory training which had not been refreshed for a number of years.

b) This figure is an estimate and needs to be reviewed. There has been a reduction in staff
    with TQFE due to turnover and no staff undertook this qualification in 2019/20. Many new
    academic staff appointed are also not qualified with a teaching qualification when appointed.
    In 2020-21, it is expected that 21 members of staff will be put forward for the TQFE
    qualification.

Detail of Performance: Measure 3c

Students and Staff Achieving their Potential	

Measure	Key Performance Indicator or Target	Performance	Trend
3	Staff		
	c) Number of staff: presenting papers of conferences	↔	
	number of publications	↑	

Baseline: 19 and 8

Target: Improve on previous year's performance

Actual 2019/20:   8 and 10

Actual 2018-19:

Difference (+/-):   -12% and +11%

Trend: Maintaining overall performance

Note on performance for measure 3c

For 2020-21 the college is looking to introduce updated criteria for identifying those staff to be given remitted time for research and this will include supporting early career researchers at the start of their research career.

Detail of performance: Measure 4

Measure	Key Performance Indicator or Target	Performance	Trend
4	Track FE and HE Student Satisfaction through national student surveys		
	The proportion of students overall satisfied with college experience in: a) Student Satisfaction and Engagement Survey	n/a	
	b) National Student Survey	⬇	

Baseline: a) 93%   b) 76%

Target: Improve on previous year's performance

Actual 2019/20: a) n/a   b) 81%

Actual 2018-19: a) 91%   b) 85%

Difference (+/-): a) n/a   b) -4%

Trend:
a)   n/a for 2019/20
b)   Overall maintaining improved performance although dip recorded for 2019/20 compared to previous academic year

Sector Average: (+/-) 85%

Note on performance for measure 4 a, b

The SSES was launched to students in early March 2020, however due to the COVID19 situation, SFC announced that they would not expect a return of statistics for their question set (Qs1-10). SMT then took the decision to cancel the SSES as uptake from students had been low and recognising that the unprecedented circumstances had made it difficult to carry out a successful survey for academic year 2019-20.

The NSS survey is open from January-April and Ipsos Mori who manage the national survey, kept the survey open throughout the COVID19 lockdown. The UHI response rate of 72% represented an 8% decrease from 2019-20. Overall satisfaction for the University also decreased by 2.3% to 82.2%. This is the University's benchmark for this question and is below the Scottish sector average of 85%. The Perth College UHI overall satisfaction rate went down by 4% to 81% which is still 5% above the baseline measure for this KPI and continues the upward trend. Further analysis will be conducted by subject areas and improvement action planning put into place to continue this positive progress.

Detail of Performance: Measure 5

Measure	Key Performance Indicator or Target	Performance	Trend
5	The proportion of classes with a student representative or agreed structure : **a)** HE **b)** FE	↓ ↑	

Baseline: a) 52%   b) 34%

Target: Improve on previous year's performance

Actual 2019/20:   a) 70%   b) 71.5%

Actual 2018-19:   a) 79%   b) 65%

Difference (+/-):   a) -9%   b) +6.5%

Trend:
a)   Overall improving although with worsening downward trend from previous academic year
b)   Overall maintaining improving upward trend

Note on performance for measure 5

For 2019/20 there were 330 classes FE and HE, asked to elect a Student Rep, of those 45 classes in total did not elect a Rep for 2019/20. The remaining 285 classes were represented by 252 Reps with some classes opting to elect more than one Rep and a proportion of Reps representing more than one class/year. Of the 252 Reps, 144 were HE and 108 FE. 154 Reps (61.5%) attended the face to face training sessions run by the Student Engagement Officer with support from HISA Perth officers, at the beginning of the academic year; a further 3 completed the online training module and 95 (38%) did not take up the opportunity to receive training, eg where they were a continuing Rep from the previous academic year and had already attended training. HISA Perth will be promoting the role of Student Rep at the beginning of academic year 2020/21 in particular to those courses/subject areas that did not elect a Rep in 2019/20.

Detail of Performance: Measure 6

The SSES was launched to students in early March 2020, however due to the COVID19 situation, SFC announced that they would not expect a return of statistics for their question set (Qs1-10).

Following this, SMT then took the decision to cancel the SSES as uptake from students had been low and recognising that the unprecedented circumstances had made it difficult to carry out a successful survey for academic year 2019-20.

Detail of performance: Measure 7

Student Activity Measures			
Measure	**Key Performance Indicator or Target**	**Performance**	**Trend**

7	Meet published FTE recruitment targets for:
	  a) FE
	  b) HE
		↔	

		⬇	

2019-20
Target: a) 24855   b) 1967

Actual
2019-20:   a) 24688   b) 1941

Actual
2018-19:   a) 24675   b) 1980

Percentage
difference
(+/-):   a) 0.05%   b) -2%

Trend: FE improving overall
             HE downward trend overall

Note on performance for measure 7

The FE Credit Target includes 1200 credits for ESF (European Social Fund). Whilst Core Target was met, due to COVID it was not possible to deliver all planned courses that would have allowed the overall target also to have been met.

The HE target was missed by 26 FTEs (full-time equivalent) which was predominantly due to a shortfall in full-time recruitment.

Detail of performance: Measure 8

Measure	Key Performance Indicator or Target	Performance	Trend
	Track progress towards ensuring widening access analysis of data		
8 a)	Recruitment of student to FE courses: i. SIMD20 ii. Care Experienced iii. Minority Ethnicity iv. Disability	↓	
		↑	
		↑	
		↑	
b)	Number of courses with a gender ratio of greater than 3:1 (75/25 split)	↑	

Baseline:
(Enrolments/ Credits)

a) i. 347/3108 ii. 63/737   iii. 441/4461 iv. 945/6536

b) 33

Target:

a) Improve on previous year's performance
b) decrease in number of courses

Actual 2019-20:

a) i. 340/2713   ii 111/1056   iii 602/5324   iv 1254/10135
b) 38

Actual 2018-19:

a) i. 359/3134   ii 63/616   iii 800/4908   iv 1244/8277
b) 35

Percentage difference (+/-):

a) i -5%/-13%   ii 76%/71%   iii -25%/9%   iv 1%/22%
b) 9%

Trend: Overall maintaining with an upward trend for category ii

Note on performance for measure 8

The increase in the figures for care experienced students may largely be attributable to the improvement in the data being captured eg students are encouraged to disclose as part of the admissions process, rather than a significant increase in the number of students with a care experienced background.

Detail of performance: Measure 9

Measure	Key Performance Indicator or Target	Performance	Trend
	Track retention and attainment of all full and part-time funded college programmes		

9	**FE Retention**
	a) Proportion of students retained in courses over 160hours (inc. FT)
	  i. Overall
	  ii. SIMD20
	  iii. Care experienced
	  iv. Minority Ethnicity
	  v. Disability
	  vi. Gender (F) (M)
		↑ (green) / ↓ (red) / ↑ (green) / ↑ (green) / ↓ (red) / ↑ (green) / ↑ (green)	

	b) Proportion of FT FE students attained for courses over 160 hours (inc. FT)	↑ (green)	

Baseline: a) i. 83.6%   ii. 84.7%   iii. 47.9%   iv. 62.5%   v. 89.9%
vi. F 80.3% M 86.6%

b) 80.1%

Target: a) Improve on previous year's performance
b) Improve on previous year's performance

Actual 2019-20: a) i 82.1%   ii 79.2%   iii 82.2%   iv 87.2%   v 76.3%
vi F 80.8% M 83.3%
b) 79.5%

Actual 2018-19: a) i 79.4%   ii 81.9%   iii 73.2%   iv 84.3%   v 78.5%
vi F 76.41% M 82.7%
b) 77.45%

Percentage difference (+/-): a) i 2.6%   ii -2.7%%   iii 9% iv 2.9%   v -2.2%
vi F 4.4% M 0.6%
b) 2.1%

Trend: Improving overall with some decrease in performance for categories ii and v

Detail of performance: Measure 9

Measure	Key Performance Indicator or Target	Performance	Trend
	Track retention and attainment of all full and part-time funded college programmes		

9	FE Attainment
	a) Proportion of students attained in courses over 160 hours (inc. FT)
	   i. Overall
	   ii. SIMD20
	   iii. Care experienced
	   iv. Minority Ethnicity
	   v. Disability
	   vi. Gender
		↓ (red)
		↓ (red)
		↓ (red)
		↔ (amber)
		↓ (red)
		↑ (green)
		↓ (red)
			(trend lines)

	b) Proportion of FT FE students attained for courses over 160 hours (inc. FT)	↔ (amber)	(trend line)

Baseline: a) i. 72.5%   ii. 71.4%   iii. 47.9%   iv. 86.5%   v. 69.2%
                vi. F 67.8% M 76.8%

                b) 72.7%

Target: a) Improve on previous year's performance
                b) Improve on previous year's performance

Actual 2019-20:   a) i 69.8%   ii 67.2%   iii 62.9%   iv 76.5%   v 61.8%
                vi F 69.1%   M 70.7%
                b) 67.23%

Actual 2018-19:   a) i 70.3%   ii 73.2%   iii 65.2%   iv 76.7%   v 70.1%
                vi F 66.2%   M 74.8%
                b) 67.4%

Percentage difference (+/-):   a) I -0.5%   ii -6%   iii -2.3%   iv -0.2%   v -8.3%
                vi F 2.9%   M -4.1%
                b) -0.2%

Trend: Decrease in performance overall

Note on performance for measure 9 a, b, c

It is worth noting that the SFC (Scottish Funding Council) announced as lockdown commenced in March 2020, that Colleges were not to withdraw any students. Colleges were

advised only to withdraw students is they specifically requested to be withdrawn. This position may be the reason for an increase in retention figures for 2019/20.

Detail of Performance: Measure 10a

Sustainability	

Measure	Key Performance Indicator or Target	Performance	Trend
10	**Financial**		
	a) Outturn	↓	

Baseline: **-£4,000**

Target: Achieve a break-even underlying operating position

Actual 2019-20:   **-£(2025)K**

Actual 2018-19:   **-£(243)K**

Percentage difference (+/-):   **-87.5%**

Trend:

Note on performance for measure 10a

Indicator: Deficit for financial year 2019/20 was -£2,025k before Revaluation and Actuarial adjustments.

Commentary: The College had a significant shortfall in income in 19/20 due to the COVID pandemic £(2.2)M. This was further compounded by a significant rise in staff costs which included an increase in academic pension contributions. Non-staff costs were lower than the prior year as the COVID pandemic resulted in less expenditure than last year.

Source: Perth College UHI, Reports & Financial Statements 2019/20 Consolidated and College Statements of Comprehensive Income for the year ended 31st July 2020

Detail of Performance: Measure 10b

Sustainability	

Measure	Key Performance Indicator or Target	Performance	Trend
10	**Financial**		
	b) Gross Carbon Footprint	⬇	╲

Baseline: 1864 tCO$_2$

Target: Improve on previous year's performance with a reduction in CO$_2$ emissions

**Actual
2018-19:**   1205 tCO$_2$

**Actual
2018-19:**   1433 tCO$_2$

**Percentage
difference
(+/-):**   -16%

Trend: Downward trend but data for 2019/20 has been impacted by the college lockdown due to COVID19

Note on performance for measure 10b
This year's carbon footprint has been reduced by 16%, however this is obviously due to lockdown as a result of the pandemic.

The overall college carbon footprint for the year is 1205 tonnes CO$_2$. This can be broken down into:

Gas and electric which accounts for 82% (of usage)
Business travel, air and rail, which accounts for 13%
Water, vehicle mileage and waste which accounts for 5%

There are 2 areas of concern that require further investigation:

1. Waste accounts for 9.3 tonnes of carbon for 2019/20 as opposed to 2.8 tonnes for 2018/19, therefore the validity of both numbers will have to be verified.
2. Whilst the overall carbon footprint is 16% lower. as stated, this was due to lockdown as a result of the pandemic. The concern is that had it not been for lockdown, the likelihood is that we would have exceeded the usage of 2018/19, so again the validity of both years' figures should be re-examined.

Detail of Performance: Measure 10c

Sustainability	

Measure	Key Performance Indicator or Target	Performance	Trend
10	**Financial**		
	c) Non-core funding income (to include Knowledge Transfer)	⬇	〰

Baseline: 42%

Target: An increase in the percentage of income from non-SFC sources (including Knowledge Transfer)

Actual 2019-20:   **35.5%**

Actual 2018-19:   **40.7%**

Percentage difference (+/-):   **--5.2%**

Trend:

Note on performance for measure 10c

As noted in point 10a above COVID resulted in a significant reduction in non-SFC funded income. The areas that saw the largest reductions in income were AST and Commercial Skills such as FWDF, Managing Agents etc.

Source: Perth College UHI, Reports & Financial Statements 2019/20

Detail of Performance: Measure 11

Sustainability	

Measure	Key Performance Indicator or Target	Performance	Trend
11	Staff rates of:		
	a) Turnover		
	b) Absence		

Baseline: a) 15.4% b) 9.2 days (avg. per employee)

Target: a) Improve on previous year and maintain staff turnover (%) below national average (20.5%)
  b) Improve on previous year by reducing the no. of days of staff absence

Actual 2019/20: a) 26% b) 7.8 days

Actual 2018-19: a) 19% b) 5 days

Difference (+/-): a) +7% b) +2.8 days

Trend: a) Worsening upward trend
  b) Overall improving with worsening upward trend compared to previous academic year

Note on performance for measure 11

a) Staff turnover is at 26%, however there has been a considerable cleanse of the HR system, which is impacting on the data. When hourly paid leavers have been removed the turnover rate is 13.7%. We see a turnover of 7% during the months of June and July which is when hourly paid contracts usually end.

b) The number of days spent on sick leave increased by 50% when compared to 2018-19 figures. This was highlighted early in the leave year, and over 50% of the absence can be attributed to long term sickness absence.

Detail of Performance: Measure 12

Sustainability	

Measure	Key Performance Indicator or Target	Performance	Trend
12	To maintain a healthy and safe working environment		
	Number of accidents reported to HSE:	⬇	

Baseline: 3

Target: Improve on previous year and maintain safe working environment

Actual 2019/20: 0

Actual 2018/19: 1

Difference (+/-): - 1

Trend: Improving downward trend

Note on performance for measure 12

No accidents were required to be reported to RIDDOR during academic year 2019-20. The Health, Safety & Wellbeing Officer is undertaking a review of risk assessments across the college and risk assessment training has been widely rolled out to staff as part of an increased focus on the importance of health and safety in the workplace.

Detail of Performance: Measure 13

Sustainability	

Measure	Key Performance Indicator or Target	Performance	Trend
13	Number of businesses that engage with Perth College UHI		
	Number of businesses on Contact Database recorded as having an interaction with Perth College UHI	↑	

Baseline: n/a (from 2018/19)

Target: Improve on previous year's performance

Actual 2019-20: 351

Actual 2018-19: 300

Percentage difference (+/-): +17%

Trend: Improving with actions identified to stimulate growth and ensure accurate recording of data

Note on performance for measure 13

The current number of identified business partners is approximately 351 based on current response from college managers. Details/numbers from 3 academic departments still require to be added which should take the number towards 400-600 approximately. Numbers have been realigned to remove any risk of duplication.

Once all contacts are collated centrally, analysis will be carried out on the types of engagement we have with these partners/companies. Gathering the enhanced data will allow us the Business Engagement Team to develop greater strategic partnerships with companies and also share more relevant data with internal departments and colleagues. This will lead to a meaningful CRM (Customer Relationship Management) system and an enhanced culture of college wide collaboration for all business relationships, opportunities and outcomes.

Paper No. 11b

Committee	BOM
Subject	In-Year KPIs
Date of Committee meeting	24/03/2021
Author	Project & Planning Officer
Date paper prepared	17/03/2021
Executive summary of the paper	Please outline the follow elements of this paper: i) Purpose To provide real time data on focused kpis ii) Impact Allow analysis of current situation iii) Course of Action Considerations of the strategic implications
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	Click or tap here to enter text. Finance Director Head of Student Experience Student Funding Adviser
Action requested	☐ For information ☒ For discussion ☐ For endorsement ☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)

Perth College UHI

Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	Yes There may be resource implications if the Board considers the KPS data indicates the need for intervention.
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	Yes Poor performance against KPIs may indicate the college is at risk; conversely good performance is an indicator of the sustainability of the college.
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information	Click or tap here to enter text.
Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	Yes/ No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	Yes/ No Click or tap here to enter text.
Island communities	Yes/ No

Perth College UHI

Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	If yes, please give details: Click or tap here to enter text.
Status (e.g. confidential/non confidential)	Non Confidential
Freedom of information Can this paper be included in "open" business?*	Yes/ No

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

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

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

Further guidance on application of the exclusions from Freedom of Information legislation is available via:
http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp
and
http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Financial Sustainability

Income

Baseline: £27.7M;
Oct 2020 YTD: £5.8M

Oct-2020 — £6M
Baseline — £28M

(x-axis: £M, £5M, £10M, £15M, £20M, £25M, £30M)

Adjusted Operating Position

Oct-2020
Baseline

(x-axis: £0, £500, £1,000, £1,500, £2,000)

Cash Based Profit (in £000s)
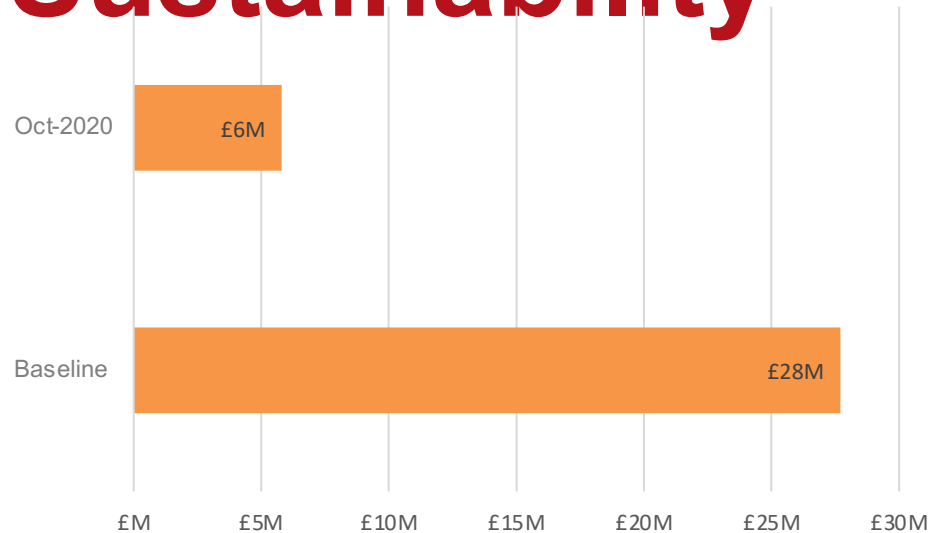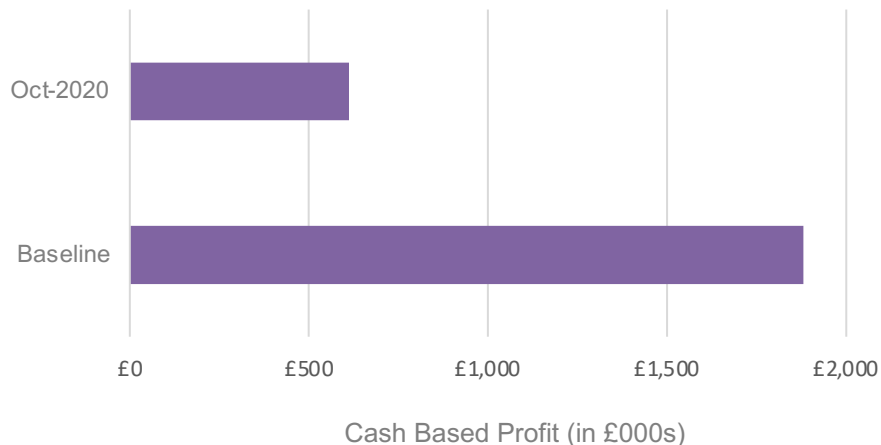
Baseline: £(1880)K; Oct 2020 YTD £(611)K

Projected Cash Balance

+£34K

Baseline: £(464K); Oct 2020 YTD £(498K)

Student Experience

Funded Targets

	Actual	Target
HE	**2134**	2063
FE	**22600**	24084

Student Numbers

	F/T	P/T
HE	92.9%	89.3%
FE	89.8%	96.6%

Retention rates vs targets

Student Counselling Services

No. of Students in Receipt of Counselling — **62**

No. of Students on Counselling Waiting List — **3**

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

HE Discretionary Fund: £73K / £133K
FE Discretionary Fund: £43K / £180K
Childcare: £250K / £453K
FE Bursary: £2035K / £2486K

Axis: 0, £1000K, £2000K, £3000K

Legend: ■ Spent to Date ■ Allocation
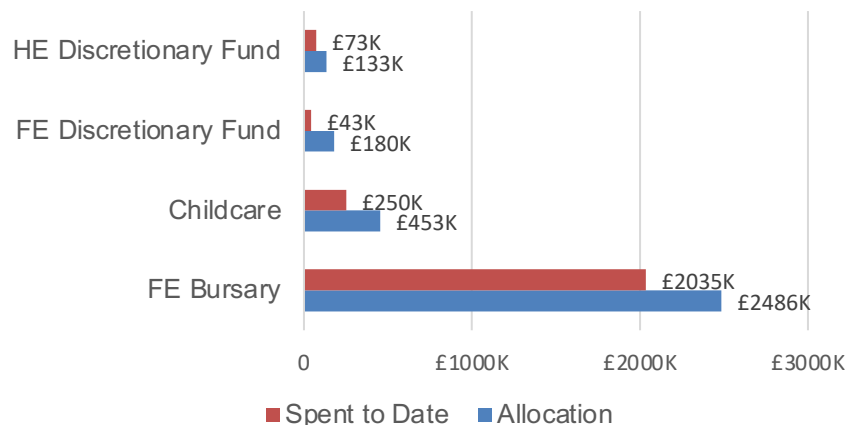
Fund	No of Students YTD
HE Discretionary	86
FE Discretionary	40
Childcare	69
FE Bursary	581

Governance & Audit

The number of actions arising from the Audit Action Plan

59 Internal*

52 External**

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

The activities by Complete/In Progress

■ Internal 57   ■ External 58

	Complete	In Progress
Internal	38	19
External	49	9
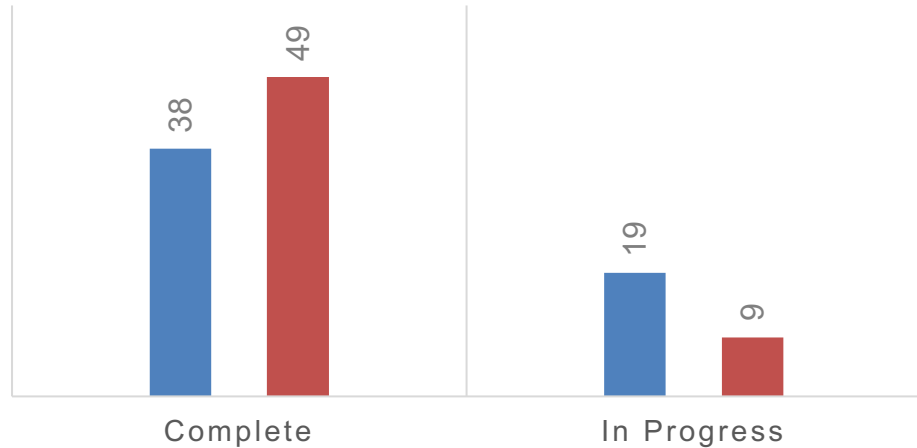
Compliance with Code of Good Governance

✓

Perth College UHI

Subject	Chair's Notes for BOM 24/03/21
Author	Brian Crichton
Date paper prepared	15/03/2021
Executive summary of the paper	Please outline the follow elements of this paper: i) Purpose – what is it for ii) Impact – what are the intended outcomes iii) Course of Action – what happens next & by whom
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	
Action requested	☐ For information ☒ For discussion ☐ For endorsement ☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	No
Risk implications Does this activity/proposal come with any associated risk	No Click or tap here to enter text.

Perth College is a registered Scottish charity, number SC021209

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to the College, or mitigate against existing risk? (If yes, please provide details)	
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information	
Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	No Click or tap here to enter text.
Island communities Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	No If yes, please give details: Click or tap here to enter text.

Perth College UHI

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

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

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

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Perth College UHI

Chair's Notes for BOM 24/03/21

Chair's activity since last BOM (Dec20) has been on Colleges Scotland, RSC and Court Business.

<u>Colleges Scotland</u>

- College Chairs met 25th January. We discussed the CS submission for additional funding (£71.2m revenue, £85.4m Capital). It was recognised that SG is facing a very challenging budget and while recognition of the sector contribution is high, we would do well to get our ask. In the event we did receive an uplift on revenue but a slight reduction on capital(£33.7m revenue, £33.7m capital), a reflection on budgetary pressures rather than the relative contribution of the College sector.
We also discussed the input that would be required for the next phase of the SFC review. It was concluded that we needed to build upon the initial conclusions from the first phase of the SFC review while recognising that current challenges would likely mitigate against "bold" decision making at local government level. It was concluded that linkage of College Sector plans must be linked to regional economies if our contributions were to have real impact.
- College Chairs are meeting again on 17th March. This clashes with Court meeting, so I shall be unable to attend, but I shall report back in due course.

<u>Regional Strategic Committee</u>

- RSC Special Session on SFC Phase 2 Input – RSC met on 27 January to review draft input to phase 2 of the SFC review. It was concluded that we would need to build on the input we made to Phase 1 and recognise the feedback that UHI needed to increase the rate and pace of reforms that we needed to make. There continued to be debate around whether a tertiary budget would be better than continuing to keep FE/HE separate - this remains unresolved at time of writing.
- RSC Full Meeting, 10/02/21
    - Principal Todd Walker signalled his intent to bring much more rigorous project management to bear on all EO change and strategic activities.
    - Papers on evolving financial sustainability work were noted and broad direction of travel endorsed.
    - Update on aligned financial services was received – it was recognised this needed to be worked within the framework of financial sustainability and the "£20M challenge".
- RSC/Court Special meeting on Strategy – There was a special session 24/02/21 to review the framework for the new UHI Strategic plan. This was introduced by principal Walker, and again he stressed that he intended to bring a more rigorous approach to the activity. The broad framework that has been developed was welcomed and will be further refined and put to Court for approval 17/03/21.

Perth College UHI

Court

Next meeting of Court is 17/03/21 and I shall report separately on this before our board meeting. Key topics that will be discussed include:

- A potential resolution to the onerous residences contract that may offer a less bad outcome for the partnership
- Update on the "£20M Challenge" with a request for approval to the direction of travel.
- Update on the Change plan
- For endorsement
  - Draft Strategic Plan (outline)
  - RAM proposals (work will be done on size of top slice)
- SRUC/UHI Study Update – SFC are paying for a study on the potential for closer ties SRUC/UHI. Will be carried out by Accenture, and overseen by an independent group of experts.
- Final draft Academic Partner/UHI partnership agreement – for approval

General Comments

I remain concerned with respect to the overall prospects for financial sustainability both at local PC UHI and broader Partnership level.

There remains a lack of clarity on the extent that Colleges will be "made good" with respect to Covid losses, and in the absence of such clarity it is hard to make forward plans that can best address what we need to do. Current projections for PC UHI are daunting, particularly with respect to our cash position towards the end of the academic year, and this brings into focus why we need to know what help we shall get and in what form, so that we can tailor our forward plans for minimum impact on the student experience.

The direction of travel of some of the proposed changes at partnership level is welcome. It is to be hoped that material progress can be made on the RAM and related proposals, particularly with respect to the level of the top slice. However that will require material structural changes across all the partnership, and the appetite for that has yet to be fully demonstrated.

Perth College UHI

Perth College UHI

Subject	Principal's Report to Board
Author	Margaret Cook
Date paper prepared	16/03/2021
Executive summary of the paper	Principal's Report of the Quarter to 16 March 2021
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	n/a
Action requested	☒ For information ☐ For discussion ☐ For endorsement ☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	No
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	No Click or tap here to enter text.

Perth College UHI

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

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

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Perth College UHI

Principal's Report

Board of Management – 24 March 2021

Introduction

The College has now been operating under COVID restrictions for a year, much has changed for staff and students in this time and we are now beginning to look at how the College will look in the future. This process will involve staff and students as well as external stakeholders – this will be a major piece of work going forward.

COVID

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

There has been a positive response from students on the facilities available on Brightspace, this has proved to be invaluable throughout the pandemic and we will continue to build content along with staff and student expertise on the system.

Our student support services have continued to provide mental health support to students in need, we have seen an increase in requests for counselling and other mental health support, this is being supported by additional funding which has been made available by the Scottish Government on top of the resources we already invest in this area.

We have been able to return to face to face learning for students who require practical classes to complete their programmes. We can have a maximum of 5% of our student population on campus at any one time. This has enabled us to teach in a number of areas and both students and staff have been delighted to be able to return for this focussed teaching. We are also allowed to have student support staff on campus which means that students can have direct access to face to face services if they need them.

We are working, through Colleges Scotland with the Scottish Government to influence the timing and ways of opening up the sector more widely although we do not expect significant change in this academic year we are preparing for next academic year.

In terms of moving forward we are beginning the process of working with staff and students on what the future will look like. It is clear that we will continue with some form of blended learning, the levels and degree of this will take time to work through across the sector and also with UHI, this could be a contentious area for discussion with UHI.

We also have staff members indicating that their preference would be to continue to work from home on a permanent basis and again this will take time to discuss with our TU's and also with individuals but this will be driven by the needs of our students. We will however see a greater degree of flexibility going forward than we have seen in the past but that will largely be in keeping with many sectors of the economy.

Cyber Incident

As Board members are aware there was a cyber incident on 5 March and this has resulted to UHI losing all of its IT capability. In the last week we have seen services being reinstated and this process will continue until we can have access to all of our systems, it is anticipated that this will take a number of weeks.

One of our primary concerns has been access to our payroll system, we have advised our TU's and members of staff that we will put in place a system for ensuring everyone is paid this month on the basis of their payments last month with any major anomalies amended before payment, any smaller over/under payments will be resolved in the April salary run.

EIS Industrial Action

The EIS has balloted its members for industrial action over the introduction of Assessor/Verifier/Demonstrator type roles across the sector in spite of the fact that these roles have always existed in the sector, they have publicised this over the last few months and identified the dates for strike action. The first day of action was to be Tuesday 16 March but this has been suspended as discussions with Colleges Scotland continue.

Operational Planning

The process of developing our plans and budget for next year is on-going and this has proved to be very positive process.

UHI

Discussions are on-going within UHI on the change programme, the blueprint to save £20m across the partnership, the RAM review and the curriculum review. Perth is engaged in all of these areas and the projects underlying them trying to ensure that the outcomes do not damage the experience of our students here.

Finance

We are continuing to discuss our financial position with our TU's and engaging staff in this process.

Various pots of money have been made available by the Scottish Government, we have received additional funding for student mental health and are awaiting our allocations from other areas eg losses for student accommodation.

Perth College UHI

Paper No. 14

Committee	Board of Management
Subject	HISA Perth Update
Date of Committee meeting	24/03/2021
Author	HISA Perth
Date paper prepared	12/03/2021
Executive summary of the paper	Please outline the follow elements of this paper: i) Purpose – what is it for This combined paper is to update Board on HISA Perth's activities in line with their Plan of Work for 2020-21 as well as progress in the Perth Partnership Project (PPP). Any changes in the Plan of Work since last board are in blue. Progress in actions in the PPP have been **bolded**. ii) Impact – what are the intended outcomes Intended outcomes are to demonstrate the impact HISA Perth are having with their activities and the impact this will have on the student experience. iii) Course of Action – what happens next & by whom HISA Perth will continue to work on outstanding actions until 30th June 2021. Other updates not included in papers: 1. 55 winter wellbeing packs and board games delivered to halls of residence students 18th December 2. HISA Perth working from home due to current restrictions. Returning to rota based system on campus will be reviewed when restrictions lift 3. HISA Perth arranged 40+ class visits during Elections Week and held an online hustings 4. Looking to donate spring wellbeing packs to students remaining in halls

Perth College UHI

<table>
<tr>
<td></td>
<td>5. HISA Perth working with H&S Committee to establish a Student Health and Wellbeing Group – Terms of Reference currently in development</td>
</tr>
<tr>
<td>Consultation

Please note which related parties, stakeholders and/or Committees have been consulted</td>
<td>Plan of Work presented at Engagement Committee, January 2021.</td>
</tr>
<tr>
<td>Action requested</td>
<td>☒ For information

☐ For discussion

☐ For endorsement

☐ Strongly recommended for approval

☐ Recommended with guidance (please provide further information, below)</td>
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<tr>
<td>Resource implications

Does this activity/proposal require the use of College resources to implement?

If yes, please provide details.</td>
<td>Yes/ No</td>
</tr>
<tr>
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Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk?

(If yes, please provide details)</td>
<td>Yes/ No

Click or tap here to enter text.</td>
</tr>
<tr>
<td>Link with strategy

Please highlight how the paper links to the Strategic Plan, or assist with:

• Compliance
• National Student Survey
• partnership services</td>
<td>n/a

Links with HISA Strategic Plan 2020-2023</td>
</tr>
</table>

Perth College UHI

• risk management • other activity [e.g. new opportunity] – please provide further information	
Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	Yes/ **No**
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	Yes/ **No** Click or tap here to enter text.
Island communities Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	Yes/ **No** If yes, please give details: Click or tap here to enter text.
Status (e.g. confidential/non confidential)	Non Confidential
Freedom of information Can this paper be included in "open" business?*	**Yes**/ No

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and
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Perth Partnership Project – 2020/21-- Progress Report

Mental Health

Raising Awareness of Perth College UHI support

Actions	By Who*	By When	Progress to Date	KPIs/ Metrics	Status R/A/G
Initial meeting with Student Support	VPAW/HISA Perth/Student Support	November 2020	Introductory meeting held 29/9 Meeting to discuss PPP scheduled 10/11/20. Meeting with Counselling team took place 9/12	Meeting taken place	**G**
Initial meeting with HISA's Mental Health Officer	VPAW/HISA Perth/HISA	November 2020	Discussed at HISA Monthly Mental Health Meeting 28/10 Follow up communications around work taken place via email	Meeting taken place	**G**
Identify content for promotional campaign	VPAW/HISA Perth/Student Support/HISA	December 2020	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 being finalised	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 Being incorporated into Content Plan	Avenues identified and incorporated into content plan	A

Updated 01/03/2021

Actions	By Who	By When	Progress Y/N	KPIs/Metrics	Status
Ensuring information on support easy to access	VPAW/HISA Perth/Student Support	December 2020	In progress	Review of access to mental health support on college webpages undertaken	**A**
Promote support available	VPAW/HISA Perth/Student Support	June 2021	Initial promotion commenced on HISA Perth Social media	Promotional campaign undertaken Number of students reached Engagement levels	**A**

Removing the stigma of mental health on campus

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

Updated 01/03/2021

Actions	By Who	By When	Progress Y/N	KPIs/ Metrics	Status
Identify dates of awareness raising campaign	VPAW/HISA Perth/Student Support	December 2020	Semester 2 – to determine with Student Support Team but looking at Mental Health Awareness Week in May	Dates identified	A
Collate information on mental health conditions to be shared	VPAW/HISA Perth/Student Support	December 2020	To be finalised with Counselling Team	Content plan created	A
Promote support available	VPAW/HISA Perth/Student Support	June 2021	Will promote once dates identified and content plan created	Awareness raising campaign complete	R
Increasing opportunities for peer support					
Actions	**By Who**	**By When**	**Progress Y/N**	**KPIs/ Metrics**	**Status**
Identify options for peer support	VPAW/HISA Perth/Student Support	November 2020	Introductory meeting held with student support 29/9 Meeting to discuss PPP took place 10/11/20 – available training for students to take part in online identified. Look After Your Mate Training being offered to continuing students	Options identified	G
Create space to connect with peers	VPAW/HISA 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/HISA Perth/Stu	June 2021		Peer support system in place	R

Updated 01/03/2021

	dent Support				

IT Resources/Materials

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

Actions	By Who	By When	Progress Y/N	KPIs/ Metrics	Status
Engage with PATS on student IT needs and literacy	VPEE/HISA Perth	November 2020	Awaiting CASE action plan before moving forward	Number of PATS raising student IT issues	**A**
Engage with Class Reps on student IT needs and literacy	VPEE/HISA Perth	November 2020	Class reps were asked about online engagement at 1st SRC Feedback being brought to SEG and shared with CASE	Number of Class Reps raising student IT issues	**G**
Pass on issues arisen to relevant departments	VPEE/HISA Perth	June 2021	Shared with SEG and CASE – to be shared with other relevant departments once action plan created	Number of issues raised escalated to relevant departments	**A**
Creation of student drop ins	VPEE/HISA Perth	November 2020	Face to face drop ins running since w/c 14th September. Online out of hours support also available Continuation for semester 2 under discussion	Drop ins created	G

Exploring possibility of funding for more and better resources

Actions	By Who	By When	Progress Y/N	KPIs/ Metrics	Status
Discuss and ask class reps to identify where they feel these resources need to	VPEE/HISA Perth/Class Reps	December 2020	Audit sent out to reps after 1st SRC Data collected – 68 responses received. Shared with Head of Learning and Teaching Enhancement, SDDs and CASE members	Number of areas identified for more resources	G

Updated 01/03/2021

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

Updated 01/03/2021

			template for VLE layout as part of CASE action plan – will ask class reps to monitor once finalised		
Reps/HISA Perth					

Employability/Student Opportunities

Raising awareness of opportunities/support available

Actions	By Who	By When	Progress Y/N	KPIs/ Metrics	Status
Initial meeting with Careers and Employability	President /HISA Perth/Careers and Employability	November 2020	Meeting held 1st October	Meeting held	G
Identify areas to use in promotional campaign	President /HISA Perth/Careers and Employability	December 2020	Feedback from class reps on communication and employability/student opportunities shared with Careers and Employability Team – meeting to be arranged to discuss	Number of areas identified	A
Review and update current information provided	President /HISA Perth/Careers and Employability	December 2020	Feedback given by HISA Perth President to Careers and Employability Team – need to confirm if actioned	Review undertaken Information updated	A
Create promotion plan	President /HISA Perth/Careers and Employability	December 2020	Not yet started – trying to arrange meeting to discuss	Promotion Plan Created	R

Updated 01/03/2021

Actions	By Who	By When	Progress Y/N	KPIs/ Metrics	Status
Complete promotional campaign	President /HISA Perth/Careers and Employability	June 2021	Not yet started	Promotional campaign complete Number of students accessing service for support	R

Working with local business to promote opportunities available to students

Actions	By Who	By When	Progress Y/N	KPIs/ Metrics	Status
Carry out primary research with students	President /HISA Perth/Careers and Employability	December 2020	Discussion on communication held at SRC in December around general communication Discussion on employability/student opportunities at SRC in February Findings shared with Careers and Employability Team	Number of students who provide feedback Findings from research	G
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	Not yet started	Number of students engaging with event/series of events	R

Helping upcoming and new graduates find work by ascertaining need

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

Updated 01/03/2021

identified by students	Perth/Careers and Employability			with result of findings	

Key:

	Action complete		In progress		Not started/Paused

AC   Aimee Cuthbert,
HISA Perth Highlands & Islands Students' Association Perth
SEO   Student Engagement Officer
SEG   Student Engagement Group (Chair: Deborah Lally, Head of Student Experience)
VPAW   HISA Perth Vice President Activities and Welfare
VPEE   HISA Perth Vice President Education and Engagement
President   HISA Perth President

Updated 01/03/2021

HISA Perth Plan of Work 2020-2021

Introduction

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

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

Individual Objectives

Individual Objectives – HISA Perth President							
Workstream	**Output**	**Dates**	**Impact on students**	**Indicator**	**Target**	**To Date**	**Notes**
Mental Health	Themed drop ins	Sept – June	Students' emotional wellbeing will be improved, helping them to stay in their studies and succeed	Regular drops ins hosted for students online and in-person (when allowed)	30	24	Drop ins commenced 5th October
	Mental health training for Students	Sept - June		Students signed up for mental health training (in partnership with Student Support)	10	12 (so far)	Looking at Look After Your Mate Training will take place 31st March and 1st April– offered to class reps/clubs and socs leaders continuing next year. Students are currently signing up for the training – 20 spaces available
	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

www.hisa.uhi.ac.uk
Highlands and Islands Students' Association
Comann Oileanaich na Gàidhealtachd agus nan Eilean

							created - GDPR and PVG system being sorted
				Students signed up as mentors	1	6	6 students have shown interest based on sign ups for LAYM training
				Engagement in the network during meetings	1		Postponed until network formally set up
Inclusivity	Identifying need	October	Students will feel supported and feel more connected to Perth College UHI and HISA Perth	Discussions with student groups and societies from protected characteristics	1		Have reached out to societies representing protected characteristics – Meeting set up with Equality Diversity and Inclusion Officer to discuss
				Number of participants	20		
	Action plan	November		Action plan created from HISA Perth in partnership with PCUHI based on discussions	1		Will need to be pushed back due to issues in engagement with societies
	Promotion of resources	Sept-June		Promoting resources available to help aid inclusivity	1		In the process of identifying the relevant resources
				Promoting support groups available	1		Details for both internal and external support groups will be used
Empowering the Student Voice	Encouraging giving feedback	Sept-June	The student experience will be improved	Promotional campaign encouraging students to feed back to HISA Perth	1	1	Has been promoted and will continue to be promoted periodically
	Anonymous feedback	Sept-June		Creation of anonymous feedback system for students to give direct feedback	1	1	Form created and published on website 13/1
				Instances of feedback collected and shared with PCUHI	50	1	
	Celebrating success	Sept-June		Promotional campaign celebrating student feedback that has led to positive change	1		Promotion plan being created now form in place – will be launched after elections.

							Potential to feedback during SRC's
Communication	Sharing information across campus	Sept-June	Students feel a stronger connection to the community they now belong to	Information is shared consistently across buildings/sectors at PCUHI	1	1	HISA Perth noticeboards kept regularly up to date Exploring how to communicate across sectors whilst online - emails are sent regularly
	Clear information	Sept-June		Monitoring communications to students to ensure clarity	1	1	Monitoring email communications to students with Communications Intern ongoing. Feedback collected from class reps from 2nd SRC
				Sharing feedback with relevant areas	1		Collating semester 1 information to be shared with relevant groups. Relevant groups to be identified
	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	7	Creation of regular email updates with Communications Intern Emails sent every two weeks
				Number of students communicating with HISA Perth (across different channels)	150	724	From Sept 2020 – 20/1/21 Social Media – 20 HISA Perth e mail - 366

							General Queries – 136 Clubs and Socs Queries – 58 Class Rep Related Queries – 172 From 20/1/21 - 10/3/21 Social Media - 2 HISA Perth Emails = 338 General – 145 Clubs and Socs Queries – 21 Class Rep Related Queries – 74 Refreshers – 62 Elections Related - 97
Links to HISA Strategic Plan 2020-2022							2.1 HISA, working in partnership with the academic partners and UHI, will run an effective, accessible, and democratic representative system region wide that takes into account all learning modes and demographics 2.2 HISA digital democracy will be sector leading, accessible to all its members and have real impact 3.4 Equality, diversity, and inclusiveness are embedded in all HISA activity 6.1 For every UHI student to be able access mental health support services when they need to 6.2 Support the UHI Partnership in creating a whole community that is committed to supporting positive mental health and wellbeing 7.1 All members know who HISA are, the opportunities, and services it offers and how HISA can help them 7.2 Members know their role in HISA and feel like they have a stake in their community 7.3 Members are aware of the causes and consequences of student issues and problems

Individual Objectives – Vice President Activities and Welfare							
Workstream	**Output**	**Dates**	**Impact on Students**	**Indicator**	**Target**	**To Date**	**Notes**
Accessible and inclusive events	Regular themed events	Sept-June	Students will develop a deeper connection	Number of events based around key celebrations	6	6	October: Black History Month [BHM] (events by our students from ACS), Green Week (Bike Station

			to life at Perth College UHI outwith their course, increasing satisfaction in their student experience				Workshop – 7 participants), Inktober (on BHM, something spooky and autumn season). November: St Andrews Day Quiz (2/6 shown interest participated) Burns Night Competition – Short Story/Poem (2 participants) Valentine's Day - (4 participants) Shrove Tuesday/Mother Language Day – videos LGBTQ Quiz – no show
				Number of regular quizzes for students	6	3	General Knowledge – 06/11/2020 (Hosted by HISA Perth President) St Andrews Day – 30/11/2020 (Hosted by VPAW) LGBTQ Quiz – 24/02 - 4.30pm - no show (so got cancelled) International Womens History Quiz – 19th March – host HISA Perth President, General Knowledge quiz – 28th April – Host HISA VPAW
				Number of students participating in events	20 (per event)		See above
Increasing engagement with	Scottish themed	Sept-June	International students	Number of Scottish cultural events hosted	3	2	Quiz for St Andrews Day: 30/11 time 5pm

international students	events/activities		have a deeper connection to life at Perth College UHI, improving satisfaction with their experience				Burns Night Event creative writing competition 25/1
				Number of students participating in events	20 (per event)	2	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 International students included in winter wellbeing packs
Supporting Student Wellbeing	Partnership working with local organisations	Sept-June	Students' wellbeing will be improved, helping students to succeed in their studies	Resources being shared across HISA Perth channels	1	1	Sharing resources from THT, RASAC, Police Scotland, P&K Council and Barnardos ongoing
				Organisations working in partnership with	5	5	RASAC, THT, Police Scotland, Barnardos and PKAVS Carers Hub
	Partnership working with ASW	Sept-June		Events run in partnership to promote physical activity	1	1	In discussions with ASW staff Event run as part of GYST (see below)
	GYST 2.0	Sept-March		Dates identified to host GYST	1	1	Semester 1 – confirmed • 30/11/2020 - 12-1pm • 02/12/2020 - 3-5pm • 09/12/2020 - 3-4pm Semester 2 – confirmed • 10/03/2021 - 12:00-12:40 (with ASW, PC)

							• 31/03/2021 - 16:00-17:00 (with SDS) • 21/04/2021 - 16:00-17:00 (with Sam, PC) • 26/04/2021 - 13:00-14:00 (with THT) • May – TBC Beauty Workshop • May – TBC (Gamtalk…)

				Number of events hosted with local organisations and PCUHI departments	10	7	Semester 1:
							• Local Org.: 2
							  o RASAC
							  o Police Scotland
							• PCUHI: 1
							Semester 2 (to date):
							• Local Org.: 2 (SDS,THT)
							• PCUHI: 2 (tbc)
							• External org.: 1 (Gamtalk – date tbc)

				Number of students participating	20 (per event)	tbc	Semester 1: 8 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 2 Sports Ambassadors appointed
				Regular meetings held with all club and society leaders	4	2	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) 2nd meeting– 1-2pm - 09/12/2020 - 2 clubs leaders in attendance for informal chat 29/3 and/or 19/4– 2nd semester
				Number of clubs and societies attending regular meetings	10	2	See above
	Number of clubs and societies	Sept-June		Number of continuing sports clubs and societies	12	7	Clubs: Basketball Societies: ACS, Reading Club, D&D, Connect the Rainbows (LGBTQ+), Perth Archaeology and History Society (PAHS), ESOL Book Club Supporting registration for other clubs/societies - Argentine Tango currently on hiatus – unlikely to reregister under current restrictions All other sport clubs currently on hiatus
				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 two societies currently under discussion - still to be registered with HISA) -

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							these were UHI wide created societies (HISA) There is a new society under discussion for HISA Perth
Links to HISA Strategic Plan 2020-2023	3.4 Equality, diversity, and inclusiveness are embedded in all HISA activity 5.1 To provide every student at UHI with the opportunity to take part in extracurricular opportunities 5.2 To enhance the student social experience across the UHI Partnership 5.3 To develop clubs, societies and activities that are suitable for UHI students' unique circumstances 5.4 To ensure any student wishing to set up a club or society can do so locally or regionally 5.5 To develop societies that are inclusive and attractive to international students 6.1 For all UHI students to feel part of a wider community and for HISA to enhance the spirit and ethos of community 6.3 Support the UHI Partnership in creating a whole community that is committed to supporting positive mental health and wellbeing						

Individual Objectives – Vice President Education and Engagement							
Workstream	**Output**	**Dates**	**Impact on Students**	**Indicator**	**Target**	**To Date**	**Notes**
Virtual Learning Environments	Support for students in using VLEs	Sept-Feb	Students have the resources necessary to successfully engage with their studies	Support resources created and shared with students	1	1	Brightspace support drop – in sessions and support for new equipment such as laptops from the college shared via email
				Face to face support provided to students face to face and online	1	25	Face to face drop ins on Tuesdays and Thursdays in Webster IT Suite -

							commenced 15th Sept. Online out of hours support also in place
				Number of students accessing support	100	100	September – 28 October – 35 November - 17 December - 20 Online numbers tbc
	VLE subject audit	Sept-June		Class reps identifying issues with their subject VLE	1	1	Audit sent to class reps after first SRC. 68 responses
				Feedback passed onto relevant departments and subject leaders	1		Collating feedback but preliminarily shared with Head of L&TE and SDD's. Feedback shared at CASE with action plan being developed
Engaging with HISA Perth	Promotion of engagement with HISA	Sept-June	Students will develop new skills and have wider opportunities for development outwith their course	Opportunities shared to class reps through SRC to share with fellow students	1	3	Opportunities and events shared at first 2 SRC meetings included PCSEG attendance, UHI Faculties Group and Anti-Racism Working Group
				Promotional campaign showing different ways to engage with HISA	1	1	Ongoing promotion through social media
				Number of students engaging with HISA Perth (excluding class reps)	10	6	4 contacted about setting up and club/society

							2 students now HISA Sports Ambassadors
	Increasing opportunities for engagement	Sept-June		Identify meetings and committees that students can attend/help make decisions	1	1	PCUHI Student Engagement Group. Promoted at 2nd SRC Meeting, Reps were informed of future plans to get them in meetings/committees
				Training and support given to these students	1	1	Pre meeting arranged with interested students
				Number of students attending meetings and committees	10	1	1 student at Student EG 11/3
	Closing the feedback look	Sept-June		Promotional campaign on how change is made/what is done with their feedback	1		To commence following HISA Elections
				Creation of space online and on campus updating students on changes being made/in progress	1	1	HISA Perth webpage on college website created HISA Con accountability videos added
Working and studying online	Supporting students	Sept-June	Students can successfully engage in online learning	Promotional campaign sharing tips on studying and working from home	1	1	Commenced February – 4 videos to date
				Number of students sharing tips	20		
Opportunities for student engagement	Working in partnership with students	Sept-June	More opportunities to improve the student experience and	Identify sectors/subject areas that have engagement elements to their course	1	1	Areas identified in meeting with SDDs and VPEE in Feb
				Project with students on improving engagement with HISA Perth	1	1	Ongoing partnership with NQ Health

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

Team Objectives

Workstream	Output	Dates	Impact on students	Indicator	Target	To Date	Notes

Perth Partnership Project	Creation of Action Plan	Oct 20	Student's experience is improved through change suggested and led by students	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		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	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 Standing item at SRC meetings
	Consultation with students	May 21		Consultation created and completed by Perth College UHI	1		Initial consultation commencing at March SRCs
Class Reps	Recruitment of reps	Oct 20	Student experience is improved through change suggested and led by students	Increase in number of courses having at least one class representative	60%	50% (estimate - UNABLE TO GET ACCURATE FIGURES	Currently at 250? confirmed reps. Percentage of coverage being calculated but estimate included. Gap analysis recently

						AT TIME OF WRITING)	undertaken with SM's - not all details received. Partnership working with Quality to address.
	Class Rep Training	June 21		Design and deliver class rep training in partnership with Quality Team	5	10	First round of training complete. Adding online training to Brightspace Stand alone online training being finalised
				Increase number of class reps being trained	68%	38.8% (estimate - UNABLE TO GET ACCURATE FIGURES AT TIME OF WRITING)	98? reps currently trained via online webinars as of 18/1 (actual but have resigned role)
	SRC Meetings	June 21		Review format of SRC meetings	1	1	2 meetings to be held to increase student participation/att

							endance throughout academic year. Will review at end of year
				Regular meetings to be held	6	3	SRC 1 – 11th & 12th November – 75 reps SRC 2 – 2nd and 3rd December – 47 reps Semester 2 SRC 3 10th & 11th Feb, SRC 4 24th & 25th March, SCR 5 28th &29th April SMT Q&A – 21st April
Black Lives Matter	Short Life Working Group	October 2020	Student experience is improved for under-represented students	Proposal created and approved in partnership with Board of Management	1	1	Proposal seen at Engagement and EDIT committees/ SLWG to meet
				Number of students taking part in short life working group	5		In conversations with Afro Caribbean Society around commitment, Promoting to wider student body

							Promotion across HISA networks - challenging to get student interest
	Action Plan	Feb 2021		Action plan created and approved in partnership with students, staff and Board of Management	1		Will be pushed back as per update from Principal at last Engagement Committee Next meeting taking place 19/3
				Action plan implemented in partnership with Engagement and Academic Affairs Committee	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 2.2 HISA digital democracy will be sector leading, accessible to all its members and have real impact 2.3 HISA will provide top level training, support and development for its representatives and officers at local and regional level to ensure a sector leading student academic and, wider, experience 3.1 HISA becomes the place that students and academics alike recognise as providing independent appropriate and quality support advice on academic and welfare issues 3.2 HISA will be a vehicle for social change at a local, regional and national level 3.3 Throughout UHI, officers, volunteers and representatives will work in partnership with academics and the wider staff community to solve problems and provide an evidence base to drive policy change 3.4 Equality, diversity, and inclusiveness are embedded in all HISA activity

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Operational Plan

Workstream	Output	Dates	Impact on students	Indicator	Target	To Date	Notes
Freshers and Induction	HISA Perth input during Inductions	September 20	New students are made to feel welcome to Perth College UHI	HISA to feature as part of induction programme at Perth College UHI	1	17	15 talks during induction weeks Spoken to over 200+ students to date
	Freshers activities	7-11 Sept		Events taken place	2	4	Music Bingo – 11 sign ups Live Music – 21 viewers at peak, 346 views Online Raffle – 30 participants Live Q&A with officers – combined 21 viewers at peak and 349 views
	Working with local companies/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
ESES	Improve participation	Oct 20	Changes are made to the early student experience based on student feedback	More students take part in ESES	54%	43%	Promoted heavily on HISA Perth channels
	Improve score	Oct 20		Increase in awareness of HISA from 2019-2020	86%	76%	Strongly Agree and Agree ALS – 76 % BCML – 83% CCI – 70% STEM – 75%
Elections	Local positions filled	Feb 20	Effective student representation decided by students for students	All HISA Perth positions to have a candidate	3 (per position)	Done in 2/3 positions	President – 2 VPAW – 6 VPEE - 5
	Turnout	Mar 20		Increase on voter turnout from 2019-2020	9%		Voting opens 15th-19th March
	Number of candidates	Feb 20		Increase in number of candidates	13	11	Initially 13 at close of nominations – two drops outs
National Student Survey	Improve participation	June 21	Student experience improved for HE students	More students take part in NSS	80%		Actively promoting on social media and at SRC meetings
	Improve score	June 21		Increase Q26 score from 2019-2020	53%		
SSES	Improve participation	March 21	Changes are made to the	More students take part in SSES	46%		Will actively promote on

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			overall student experience based on student feedback				social media and at SRC meetings when launched
	Improve score	March 21		Increase in HISA Perth specific questions from previous year	84%		
OBI Awards	Review nominations process	Jan 21	Best practice of staff and students is shared to all at Perth College UHI	Nominations process reviewed and made easier to understand	1	1	Wording of categories changes to make easier to understand. Review of decision of winners will be undertaken in 2021/22
	Review Nomination Form	Jan 21		Nomination form updated and made easier to navigate	1	1	Created on MS Forms and being tested
	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		Nominations open 22nd March
	Celebration of awards	May 21		Awards ceremony takes place	1		Scheduled for 28th May
				Wider promotion of winners	1		Being incorporated into comms plan
HISA awards	Nominations numbers	June 21	Best practice of staff and students is	Increase in nomination numbers in 2019-2020	50		Planning underway

			shared to all at Perth College UHI				
Sporting Blues	Nominations numbers	June 21	Student sporting achievements is celebrated, encouraging participation and success in sporting activities at Perth College UHI	Increase in nomination numbers in 2019-2020	10		Planning underway
Working online	Students being able to engage with HISA Perth online	June 21	Students can access their students' association	Platform identified to host SRC/wider student meetings	1	1	Mix between Webex and MS Teams
				Guide created on process of how to engage with HISA Perth online	1	1	Informal guide created and shared online
				Ensuring relevant and up to date information available online	1	1	Regular updating of college/HISA page ongoing
Casework	Student queries	June 21	Students will receive impartial advice and support	Monitoring and recording of casework queries	1		Underway
				Promotion of HISA Perth as support for conduct/disciplinary cases	1	1	Being actively promoted on social media
Link to HISA Strategic Plan 2020-2023	1.2 UHI will be recognised for the quality of its students' experience and for their achievement 2.1 HISA, working in partnership with the academic partners and UHI, will run an effective, accessible and democratic representative system region wide that takes into account all learning modes and demographics						

2.2 HISA digital democracy will be sector leading, accessible to all its members and have real impact

2.4 HISA's officer structure will be advanced, effective and reflect the needs of its students, UHI and the Partners

3.1 HISA becomes the place that students and academics alike recognise as providing independent appropriate and quality support advice on academic and welfare issues

3.3 Throughout UHI, officers, volunteers and representatives will work in partnership with academics and the wider staff community to solve problems and provide an evidence base to drive policy change

6.1 For all UHI students to feel part of a wider community and for HISA to enhance the spirit and ethos of community

Activities and Events

Workstream	Output	Dates	Officer lead	Indicator	Target	To Date	Notes
Liberation Events	Black History Month	October 2020	VPAW	Events created and hosted in partnership with Afro-Caribbean Society	1	1	Movie night hosted by Afro-Caribbean Society 16th Oct Inktober competition
	LGBT History Month	Feb 2021	VPAW	Events created and hosted in partnership with Perth and UHI LGBT+ societies	1	1	LGBT+ icons shared on social media and quiz
	Womens' History Month	March 2021	VPAW	Events created and hosted	1		Quiz planned 19th March
Engagement events	Green Week	19-23 Oct 20	VPAW	Event taken place	1	1	Information shared online Bike maintenance session with Bike Station – 7 total attendees
	GYST	Sept-Feb 21	VPAW	Events taken place	1		Semester 1 Events complete Semester 2 events being planned (see previously)
	Halloween	Oct-Nov 20	VPAW	Event taken place	1	1	Inktober competition

	Christmas	Dec 20	VPAW	Event taken place	1	1	Festive Decoration competition - winners identified
	Class Rep Conference	Semester 2	VPEE	Event taken place	1		Postponed under current circumstances – will be rebranded as celebration event
	Valentine's Day	Feb 21	VPAW	Event taken place	1	1	Social media competition run - winners identified
	Monthly Quizzes	May 21	President/VPAW	Event taken place	6	3	General Knowledge – 06/11/2020 (by President) St Andrews Quiz – 30/11/2020 (by VPAW) LBGT History Month Quiz 24/2 (by VPAW)
	OBIs	May 21	All	Award ceremony taken place	1		Planning underway
	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)
Refreshers	Refreshers	Jan 21	All	Events taken place	1	4	GBV Workshops – 2nd and 4th Escape Room – 3rd Podcast – 3rd Themed days on social media
				Local companies/organisations/charities featured in Refreshers' activity	1	12	2 companies (Dominos and Virgin Money) 12 charities
				Promotion of local and regional activities to be cohesive	1	1	No regional events but artwork cohesive across partnership

Cultural/Awareness Raising Events	Diwali	Nov 20	VPAW	Event taken place	1	1	Social media - Awareness
	St Andrews Day	30 Nov 20	VPAW	Event taken place	1	1	Scottish themed quiz 30/11/2020 - 5pm
	Chinese New Year	Jan 21	VPAW	Event taken place	1	1	In discussion with HIE students on how to celebrate with them Social media awareness on date
	Burns Night	Jan 21	VPAW	Event taken place	1	1	Creative writing competition took place
	International Mother Language Day	Feb 21	VPAW	Event taken place, including promotion of Gaelic language, in partnership with ESOL students	1	1	Video sharing different languages shared on social media
	Shrove Tuesday	Feb 2020	VPAW	Event taken place	1	1	Pictures shared by HISA and students on social media
	Mental Health Awareness Week	May 2020	President/VPAW	Event taken place	1		Planning a "remove stigma of mental health" campaign in line with Partnership Project
Partnership Events	Equality and Diversity Events	Sept-June	VPAW	Events identified and supported with EDI Advisor and Student Engagement	1		Calendar developed with EDI Advisor and Student Engagement
	Perth College UHI Events	Sept-June	All	Events identified and supported in partnership with PCUHI	1		Ongoing
Link to HISA Strategic Plan 2020-2023	5.1 To provide every student at UHI with the opportunity to take part in extracurricular opportunities 5.2 To enhance the student social experience across the UHI Partnership 6.1 For all UHI students to feel part of a wider community and for HISA to enhance the spirit and ethos of community						

Conclusion

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

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

Perth College UHI

Paper No. 15

Committee	Engagement
Subject	Summary of Meeting for Board members
Date of Committee meeting	28/01/2021
Author	Deborah Hutchison
Date paper prepared	17/03/2021
Executive Summary of the meeting	Agenda and meeting ran as expected for third meeting in cycle. Key items of note: **Attendees:** - Further to suggestion, Deborah Lally, Head of Student Experience, was invited onto Engagement Committee. This was her first meeting. - HISA reps attended full meeting despite having full week of HISA conference (online). **Student Experience & Engagement:** - Partnership Project Update provided: Covid has impacted timescales but work underway to rectify, 68 student responses to questions about resources/VLE. - Plan of Work highlights: up to 65 students received funding from Covid Student Support Fund, HISA has 2 new sports ambassadors, overall students engaging well with HISA - mainly via email. - Early Experience Survey results presented: largely positive results – 83% students satisfied with student experience (43% response rate). Usually just 1st years surveyed but all students asked this year and questions modified re

	blended learning. CMT to develop action plan to address any issues. **Curriculum:** - Many students choosing to defer studies (302) & 38 repeating year. FE has been hardest hit, esp. those with practical nature (construction & trades, health/beauty, care, etc) - Student recruitment: HE recruitment remains storng (already met HE target) but FE is 1600 credits down, esp. impacted by reduced face to face delivery. - Staff considering all sorts of ways to mitigate this. **Performance monitoring & compliance:** - Risk register, balanced scorecard, In year KPIs and Code of Governance compliance checklist all discussed and noted. **External Engagement & HR Update:** - College had several positive Press mentions (Nov - Jan). - International activity strong in certain areas (e.g. China) though Summer Schools unlikely to run in July 2021. - Flexible Workforce Development Fund still important to college – 18 companies already expressed interest in 20/21 fund. - Development Team raised £15K in student funds for Covid hardship and it is also seeking donations and sponsorships for Aviation Academy. - ASW - online fitness classes continued through lockdown. - Brexit: students encouraged to apply for Settled Status etc. to qualify for 'home' fees. - HR update noted. Staff mandatory training levels vastly improved in 12 months (c.20% to c.80%)

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	Board & Policy Development: • Addressing Racism SLWG: first meeting had taken place with positive feedback. • Mandatory Board Training was discussed: view that is the 'right thing to do', timescales seem fair and some operational issues were flagged up to ensure it is a smooth process.
Consultation How has consultation with partners been carried out?	N/A
Action requested	☒ For information ☐ For discussion ☐ For recommendation ☐ For approval
Resource implications (If yes, please provide details)	No
Risk implications (If yes, please provide details)	No Click or tap here to enter text.
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please	N/A

provide further information	
Equality and diversity Yes/ No If yes, please give details:	No
Island communities Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	No If yes, please give details: Click or tap here to enter text.
Data Protection Does this activity/ proposal require a Data Protection Impact Assessment?	No Click or tap here to enter text.
Status (e.g. confidential/non confidential)	Non Confidential
Freedom of information Can this paper be included in "open" business?*	Yes/ No

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

Its disclosure would substantially prejudice a programme of research	☐	Its disclosure would substantially prejudice the effective conduct of public affairs	☐
Its disclosure would substantially prejudice the commercial interests of any	☐	Its disclosure would constitute a breach of confidence actionable in court	☐

Perth College UHI

person or organisation			
Its disclosure would constitute a breach of the Data Protection Act	☐	Other [please give further details] Click or tap here to enter text.	☐

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

Further guidance on application of the exclusions from Freedom of Information legislation is available via:
http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp
and
http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Paper No. 16

Committee	Board of Management
Subject	Academic Affairs - Summary
Date of Committee meeting	03/02/2021
Author	Margaret Cook
Date paper prepared	17/03/2021
Executive summary of the paper	Please outline the follow elements of this paper: i) This paper is intended as an update to the Board on the main items discussed at the 3rd meeting of Academic Affairs Committee for the current Academic Year. ii) The paper is for noting Main items discussed are summarised below: • Brightspace/VLE. Summary of a Brightspace Survey conducted by HISA Perth was presented. A Skills Audit had been sent to Class Reps and good levels of feedback received. Key areas highlighted included improvement re access/broken links, and no standard approach adopted by lecturing staff. Findings passed to DG who would meet with SDDs to develop Action Plans and share best practice. • ESES survey reported. Response rates were ahead of target but down on previous year. Next steps involved circulation of raw data and working on continuous evaluation leading to Action Plan at future Student Engagement Group. • Student Retention – verbal update provided including info on numbers not yet progressed due to COVID. PT success rates very positive, up 24% (biggest improvement across Partnership, mainly due to delivery of Highers and Foundation Apprenticeships). CASE will

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<td>be discussing performance by exception, focusing on improvements to key groups/courses.

•   Student Recruitment – positive overall numbers despite COVID, HE target already reached (increased P/T enrolment), FE credit targets unlikely to be met (Community Courses hit hard by COVID). Expectation of increased deferrals.

•   Addressing Racism – 1st meeting of SLWG now met, good engagement from staff and HISA, however need to include more students, so HISA to recruit. Proposed to defer timescale of presentation to report to be deferred to June Board.</td>
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<tr>
<td>**Consultation**

Please note which related parties, stakeholders and/or Committees have been consulted</td>
<td>n/a</td>
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<tr>
<td>**Action requested**</td>
<td>☒ For information

☐ For discussion

☐ For endorsement

☐ Strongly recommended for approval

☐ Recommended with guidance (please provide further information, below)</td>
</tr>
<tr>
<td>**Resource implications**

Does this activity/proposal require the use of College resources to implement?

If yes, please provide details.</td>
<td>No</td>
</tr>
<tr>
<td>**Risk implications**

Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk?</td>
<td>No

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

Perth College UHI

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

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

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

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

Further guidance on application of the exclusions from Freedom of Information legislation is available via:
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and
http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Committee	Finance & General Purposes Committee
Subject	Standing Committee Summary
Date of Committee meeting	08/03/2021
Author	Craig Ritchie
Date paper prepared	16/03/2021
Executive summary of the paper	The key discussions and decision at the committee meeting were as follows: 1. Updated financial regulations were considered. Feedback was provided to refine the draft regulations, and the updated regulations are due to be circulated to the committee by email for approval prior to the next meeting; 2. Financial Recovery plan considerations were presented by the Principal. These were broadly consistent with the plans set out at the recent Board strategy session. The committee recognised the difficult situation we currently face, and agreed that the recommendations set out in the paper (specifically to seek permission from SFC for a compulsory redundancy scheme) should be progressed to the Board; 3. Financial position and financial outlook were noted. 4. The committee considered a paper on the Aviation Academy for Scotland, and strongly recommends the actions proposed in the paper for approval by the Board. Specifically, the acceptance of an amount payable by the UHI SIF along with a request for the remainder of the finance required to be met with a loan by Perth and Kinross Council. 5. Estates update was noted. Further development of an estates strategy is subject to a formal tender exercise. 6. HR update, risk register and balance scorecard were noted and discussed. 7. The UHI Print Solution Procurement contract strategy is strongly recommended for approval by the Board,

	noting the intention to reduce the number of printers in the College.
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	Click or tap here to enter text.
Action requested	☒ For information ☐ For discussion ☐ For endorsement ☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	Yes / No
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	Yes / No Click or tap here to enter text.
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance • National Student Survey • partnership services • risk management	Click or tap here to enter text.

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• other activity [e.g. new opportunity] – please provide further information	
Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	Yes/ No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	Yes/ No Click or tap here to enter text.
Island communities Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	Yes/ No If yes, please give details: Click or tap here to enter text.
Status (e.g. confidential/non confidential)	Non Confidential
Freedom of information Can this paper be included in "open" business?*	Yes/ No

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

Its disclosure would substantially prejudice a programme of research	☐	Its disclosure would substantially prejudice the effective conduct of public affairs	☐

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

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

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Committee	Audit Committee
Subject	Standing Committee Summary by Chairman
Date of Committee meeting	11/03/2021
Author	Jim Crooks
Date paper prepared	15/03/2021
Executive summary of the paper	Please outline the follow elements of this paper: i) Purpose: to provide a summary of key actions discussed/agreed by the committee ii) Impact: to keep Board members advised of current Committee activity and concerns iii) Course of Action: to be provided to Board for noting and any follow up
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	There has not been time to consult with the Audit Committee prior to submitting this report for Board information
Action requested	☒ For information ☐ For discussion ☐ For endorsement ☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)

Perth College UHI

Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	No
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	Yes Recommendation to combine Strategic Risks 17 and 21 on Strategic Risk register in relation to implementation of a Healthy and Safe workplace hat also provides for Well Being of staff and students. The Clerk will see to consolidate these two risks in a future version of the Strategic Risk Register. Considerable work had been undertaken to mitigate this risk.
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information	This paper is helpful in sharing information with the Board about delegated risks to the Committee and especially of proposed changes to these risks.
Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	No Click or tap here to enter text.
Island communities	No

Perth College UHI

Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	If yes, please give details: Click or tap here to enter text.
Status (e.g. confidential/non confidential)	Non Confidential
Freedom of information Can this paper be included in "open" business?*	Yes

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

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

For how long must the paper be withheld? N/A

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Summary:

In a well-attended meeting, the Committee had a full agenda to consider and despite the limitations imposed by Teams and electronic meetings, there was good engagement by the members of the Committee and excellent support from the Executive members attending and supporting the Committee, along with external advisors from Internal and External Audit.

1.   The first substantive item of discussion was an update on the Cyber Attack incident. All members of the Executive and the Clerk gave updates on progress of the attack which was UHI-wide and not Perth College-specific. Considerable activity by UHI personnel had been noted and also the liaison with The Information Commissioner. There were **two outstanding issues that the Committee felt would need to be focussed on: financial implications of future data and systems security and also risk mitigations (which may themselves carry some financial cost to the College).**

2.   The second substantive term of business was an update on the outstanding action from various Audit Reports. The committee has asked for a report from the Executive 'by exception' (i.e. actions that were paused, in progress, partially completed or completed since the last report. Of the 33 actions not yet completed at the last report, 10 had been completed and 12 were partially completed and would be completed within an agreed timescale. When the report is updated for the Board, we agreed that it would be updated for those actions being completed between the two dates of the report. **The Committee were very gratified to see prompt access on completion of actions and the minimising of actions being continued.**

3.   The third substantive item was the review of the Risks delegated to the Committee. There were amendments/additions to actions and scores in Risk Reference 21 re currency around UK GDPR, and to reflect additional scrutiny from ICO and SIC. These were noted and the Committee recommended to combine Strategic Risks 17 and 21 on Strategic Risk register in relation to implementation of a Healthy and Safe workplace hat also provides for Well Being of staff and students. The Clerk will see to consolidate these two risks in a future version of the Strategic Risk Register. Considerable work had been undertaken to mitigate this risk.

4.   The fourth substantive item discussed was the Health and Safety Risk Register. The Committee were reassured to see the evidence of considerable activity by The Health and Safety Advisor, the Executive and the Health and Safety Committee. We also considered the minutes of the last H&S Committee and the Audit Committee wished to commend a number of people for their very significant effort in maintaining the profile of Health and Safety within the College:

•   The Health and Safety Advisor
•   The Health and Safety Committee (for the very much improved attendance and commitment to Committee meetings)
•   The Executive for raising and maintaining the profile of H&S within the College
•   The Board Member representative on the H&S Committee in adding to the raised profile and effectiveness (C Shentall)

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Whilst Audit Committee members were generally supportive of reducing the number of meetings of the totality of the H&S-related groups (sub-committees and so on) this should be with the view to increasing engagement with core H&S issues and not for the diminution of effort! Working smarter and not harder was the key phrase.

5. Members noted the report on the Freedom of Information and Data Protection Quarterly Update and noted how this legal framework was having a day to day impact on how the College did its business. Whilst it may be that very occasional slip-ups may occur, these were seen as being accidental and not at all typical of how the College went about is business of teaching, especially in a technology-dependent environment.

6. Members also discussed the report on KPI's in their present iteration. Members were agreed that the focus to in-year monitoring will be even more important as the College faced issues with financial sustainability.

7. Members noted that a minor adjustment would be required on the Committee remit to give clarity on the membership element (that neither the same student nor staff member could be a member of both the F&GP and Audit Committees).