

## Board of Management

### DRAFT Agenda

**Meeting reference:** Board 2020-21/01  
**Date:** Thursday 08 October 2020 at 5.00pm  
**Location:** Online  
**Purpose:** Scheduled meeting

\* Denotes items for discussion/approval.

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

	<b>Agenda Items</b>	<b>Author</b>	<b>Led by</b>	<b>Paper</b>
1	Welcome and Apologies		Chair	
2	Additions to the Agenda		Chair	
3	Declaration of a Conflict of Interest in any Agenda Item		Chair	
*4	Minutes of the Board meeting held on Monday 20 July 2020	Clerk	Chair	Paper 1
*5	Actions arising from previous minutes		Chair	Verbal
	<b>Audits &amp; Financial Reporting</b>			
*6	Perth College Budget 2020/21 & Financial Forecast Return – for approval	Director of Finance	Director of Finance	Paper 2
7	Audit Action Plan - update	Project and Planning Officer	Vice Principal (External)	Paper 3
	<b>Compliance, Risk &amp; Performance Monitoring</b>			
*8	Strategic Risk Register	Clerk	Clerk	Paper 4
9	Health & Safety – Annual Report 2019/20	Health, Safety & Wellbeing Adviser	Clerk	Paper 5
10	Balanced Scorecard – update	Project and Planning Officer	Clerk	Paper 6
	<b>Policies &amp; Strategies</b>			
11	Summary of Policies & Procedures scheduled for review 2020/21	Quality Manager	Clerk	Paper 7
	<b>Board Development</b>			
12	Board Development Sessions - Calendar 2020/21	Clerk	Clerk	Paper 8

	<b>Standing Reports</b>			
13	Chair's Report	Chair	Chair	Paper 9
14	Principal's Report	Principal	Principal	Paper 10
15	HISA Perth Report (including 2020/21 Plan of Work and Draft Perth Partnership Project)	HISA Perth	HISA Perth President	Paper 11
16	Quarterly UHI Partnership Update	UHI	Clerk	Paper 12
17	<b>Minutes of Board Standing Committees</b> <i>For the Board of Management to note.</i>			
17.1	Engagement Committee – 27 August 2020	Clerk	Chair - Engagement	Paper 13
17.2	Academic Affairs Committee – 02 September 2020	Clerk	Chair – Academic Affairs	Paper 14
17.3	Chairs' Committee – 09 September 2020	Clerk	Chair – Chairs'	Paper 15
17.4	Finance & General Purposes Committee – 21 September 2020	Clerk	Chair – F&GP	Paper 16
17.5	AST Board – 24 September 2020	Clerk	Chair – AST	Paper 17
17.6	Audit Committee – 28 September 2020	Clerk	Chair – Audit	Paper 18
18	Date & Time of Next Meeting <ul style="list-style-type: none"> <li>Monday 14 December @ 5:00pm</li> </ul>	Clerk		
19	Review of meeting		Chair	

# Board of Management

## DRAFT Minutes

**Meeting reference:** Board 2019-20/05

**Date and time:** Monday 20 July 2020 at 5.00pm

**Location:** Online

**Members present:** Brian Crichton, Board Member (Chair)  
Andrew Comrie, Board Member  
Jim Crooks, Board Member  
Sheena Devlin, Board Member (until Item 16)  
Katrina Hodgson, Board Member  
Debbie Hutchison, Board Member  
Ann Irvine, Board Member  
Craig Ritchie, Board Member  
Charlie Shentall, Board Member (until Item 7)  
Margaret Cook, Principal & Chief Executive  
John Dare, Staff Board Member  
Alex Wilson, Student Board Member  
Michaela Asisten, Student Board Member

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

**Apologies:** Sharon Hammell, Board Member

**Observing:** Heather Cormack, Appointed Board Member  
Fiona Martin, Appointed Board Member  
Linton Scarborough, Appointed Board Member  
Graham Watson, Appointed Board Member  
Miranda Landale, Appointed Board Co-Optee

**Chair:** **Brian Crichton**

**Minute Taker:** Ian McCartney

**Quorum:** 6

Summary of Current Action Items			
Ref	Action	Responsibility	Time Line
7	<b>AST Revised Budget 2020/21</b> Revisit budget to be presented to Board at earliest opportunity depending on external environment.	AST Chair	ASAP
9	<b>UHI Investigation Report</b> Chair requested that Board Members review draft document prepared for August meeting of Regional Strategic Committee and feed back to allow collated responses to be taken back to Committee.	Board	ASAP
12	<b>Strategic Risk Register</b> Review register with regard to UK and China international relations.	Clerk	Next Board
14	<b>Balanced Scorecard (Strategic Planning)</b> Commence process of strategic planning prior to UHI plan being received.	Chair/Clerk	December Board
16	<b>Business Development Strategy</b> Consultation session to be arrange before end of October.  Strategy to be tabled at December Board	Clerk  Vice Principal	End October  December Board

Summary of Historic Items			
	Action	Responsibility	Time Line
	<b>Matters Arising from 18 March</b> <u>Ref 24.6: Audit Committee – 10 March 2020</u> SMT to liaise with other Academic Partners prior to engaging external consultants to draw up a specification for an integrated finance/payroll/HR system that meets the College's current and future needs	SMT	ASAP
	<b>Matters Arising from 10 June</b> <u>Ref 8: Management Accounts to 30 April</u> Staff Board Member requested a summary of key items noted by Interim Head of Finance within Executive Summary.	Interim Head of Finance	Next report of Management Accounts
	<b>Matters Arising from 10 June</b> <u>Ref 17: Board Effectiveness Review</u> Chair, SMT and Clerk to generate action plan with appropriate timings to ensure recommendations are adopted	Chair/SMT/ Clerk	ASAP
	<b>Matters Arising from 10 June</b> <u>Ref 21: Review of Meeting</u> Chair and Clerk review methods of Board working over the summer to ensure that decisions are made at the most appropriate level	Chair/Clerk	ASAP

## **MINUTES**

<b>Item</b>		<b>Action</b>
<b>1.</b>	<b>Welcome and Apologies</b>  Chair welcomed everyone to the meeting, and welcomed the newly-appointed Board Members, who were observing the meeting pending approval of appointments from the Regional Strategic Body.	
<b>2.</b>	<b>Additions to the Agenda</b>  There were no additions to the agenda.	
<b>3.</b>	<b>Declaration of Interest in any Agenda Item</b>  There were no declarations of interest.	
<b>4.</b>	<b>Minutes of Board Meeting held on 10 June 2020</b>  The minutes were approved as an accurate record.	
<b>5.</b>	<b>Matters Arising from Previous Minutes</b>	
	<u>Matters Arising from Board Meeting of 18 March 2020</u>  <u>Ref 24.6 Audit Committee – 10 March 2020</u> <b>Action:</b> SMT to liaise with other Academic Partners prior to engaging external consultants to draw up a specification for an integrated finance/payroll/HR system that meets the College's current and future needs  <b>Action Update:</b> Not yet complete – carry forward	SMT
	<u>Matters Arising from Board Meeting of 10 June 2020</u>  <u>Ref 7: UHI Investigation Report</u> <b>Action:</b> Chair to circulate progress report re UHI Audit Committee to Board in due course  <b>Action Update:</b> Circulated. Item re Staff Survey not yet agreed.	Completed
	<u>Ref 8: Management Accounts to 30 April 2020</u> <b>Action:</b> Staff Board Member requested a summary of key items noted by Interim Head of Finance within Executive Summary.  <b>Action Update:</b> Not complete due to staffing change. Carry forward.	Director of Finance
	<u>Ref 10: Perth College Indicative Budget 2020/21</u> <b>Action:</b> SMT to provide a full Budget position with options to achieve a balanced budget at the next Board meeting.	

	<p><b>Action Update:</b> On Agenda – Item 6</p> <p><u>Ref 11: Air Service Training Business Plan 2020/21</u>  <b>Action:</b> Concerns raised at this Board meeting to be addressed and communicated to the July Board meeting, and any major changes indicated prior to the Board meeting</p> <p><b>Action Update:</b> On Agenda – Item 7</p> <p><u>Ref 17: Board Effectiveness Review</u>  <b>Action:</b> Chair, SMT and Clerk to generate action plan with appropriate timings to ensure recommendations are adopted</p> <p><b>Action Update:</b> Not complete – carry forward</p> <p><u>Ref 18: Board Recruitment</u>  <b>Action:</b> Clerk to add item to next Agenda re issues surrounding BAME and recruitment</p> <p><b>Action Update:</b> On Agenda – Item 17</p> <p><u>Ref 19: Calendar of Meetings 2020/21</u>  <b>Action:</b> Clerk to provide further clarification re timing of Chairs Committee over summer period and within Board Cycle 1</p> <p><b>Action Update:</b> Full calendar issued</p> <p><u>Ref 21: Review of Meeting</u>  <b>Action:</b> Chair and Clerk review methods of Board working over the summer to ensure that decisions are made at the most appropriate level</p> <p><b>Action Update:</b> Not complete – carry forward</p>	<p>On Agenda</p> <p>On Agenda</p> <p>Chair/SMT/ Clerk</p> <p>On Agenda</p> <p>Completed</p> <p>Chair/Clerk</p>
	<b>Audits &amp; Financial Reporting</b>	
<b>6</b>	<p><b>Perth College Budget 2020/21 - FINAL</b></p> <p>Vice Principal presented Paper 2, which provides context for the Budget presentation and a ranged of budget scenarios based on the Indicative Budget previously presented to the Board. Assumptions have been reviewed and tested, and are in line with the Sector.</p> <p>Vice Principal outlined that the 3 scenarios are differentiated as:</p> <ol style="list-style-type: none"> <li>1. best-case scenario with a 25% likelihood requiring £513k savings;</li> <li>2. reduced income with a 50% likelihood requiring £1.5m savings;</li> <li>3. indicative assumptions with a 75% likelihood requiring £1.9m savings</li> </ol>	

Vice Principal advised that the Financial Forecast Return presented was submitted based on Scenario 3. Indications were that SFC are likely to accept a 3-year window to achieve a balanced budget. In addition, Board were advised that current year deficits related to funded targets will not be clawed back if this can be demonstrated to relate to necessary spend for measures related to COVID.

Vice Principal summarised the proposed mitigating actions, noting that if these fail to make adequate savings, the last resort would be a consultation process over staffing levels.

Board Member asked around potential for courses related to health and hygiene falling out of Curriculum Review. Vice Principal noted that all aspects of the Curriculum were being looked at from a post-COVID viewpoint, including potential bespoke course offers.

Student Board Member queried UHI review of financial sustainability. Vice Principal noted that all Academic Partners had been asked to create efficiencies including the potential for shared services, cross-staffing and economies of scale in areas such as recruitment, however this level of collaboration was at a early stage.

Staff Board Member asked whether 3-year window indicated by SFC implied that no additional funding was available. Vice Principal advised that projected future year cost bases were increasing but income was predicted to be flat, therefore action will be required on the cost base.

Board Member asked how quickly savings required to be made with cash as the main driver. Vice Principal noted the cash projection within the FFR indicates Year 2 would be the tipping point, however SFC has indicated that they will not allow any College to run into a cash deficit position. Chair noted that this should be treated as a safety net rather than a cushion, and that a 3-year timescale would be uncomfortable.

Chair noted that areas with most uncertainty in current climate – ASW, AST, Residences, Nursery – need to be monitored effectively.

Staff Board Member queried whether more pressure could be placed on politicians given statements around education being the best way out of the current crisis. Principal noted that FFRs from across the sector were being used at a political level to create investable propositions.

Chair suggested that modified mitigations be approved in principle with actions having a 3-year window but work commencing immediately and early engagement with staff a priority.

The mitigating actions outlined in Paper 2 were **APPROVED**.

7	<p><b>Air Service Training – Revised Budget 2020/21</b></p> <p>In absence of AST Chair, Principal presented AST revised budget (Paper 3) noting current challenges within the aviation industry. Permission was sought from the Board to pass an interim budget and present a full budget and business plan at a later date.</p> <p>Vice Principal noted that the outline trading profit had improved slightly due to staff returning from furlough and it was hoped to remove the salary holiday earlier than projected. Chair recognised flexibility of AST staff throughout the recent months.</p> <p>Vice Principal noted that the business plan needs to be reviewed based on changing conditions, and much will depend on when AST re-opens to students, therefore it is proposed to revisit this during Board Cycle 1 or possibly Board Cycle 2 depending on external environment. This approach was <b>AGREED</b>.</p> <p>Chair clarified whether confirmation of Going Concern had been received from External Auditors. It was noted that External Auditors had received a paper in this regard favourably and the AST Board meets again next week with a view to passing accounts and lodging financial statements by 31<sup>st</sup> July.</p> <p>Board Member queried lack of investment in training aids. Vice Principal noted that there was likely to be an uplift in this area once the Aviation Academy deal had been agreed.</p>	AST Chair
8	<p><b>Tay Cities Deal</b></p> <p>Vice Principal provided an update to Board on progress regarding the Tay Cities Deal, noting that negotiations were still ongoing with governments to get deal signed off, with final stumbling block appearing to be focused on funding over 10 or 15 years, however the deal is still expected to proceed despite uncertainty over COVID.</p> <p>The outline business case for the Aviation Academy has been presented but this is yet to be escalated to full business case, and will need reviewed to take account of issues related to COVID. Vice Principal advised that it had been established that the UK market for the project was based on replacement demand for aircraft engineering and pilot training rather than growth-based, therefore the project viability is still high.</p> <p>Vice Principal noted that positive discussions with Perth &amp; Kinross Council had taken place regarding the underwriting of the required loan, however confirmation of strategic funding, including professional fees, is still required and yet to be confirmed.</p> <p>Vice Principal sought to clarify that previous agreement on Delegated Authority still applies re acceptance of grant. Chair noted</p>	



	that the Delegated Authority was granted based on a viable business plan for the project, and there was no material change to the plan's long-term viability, with the worst-case scenario being to return any grant money. Continuation of Delegated Authority was <b>CONFIRMED</b> .	
	<b>Standing Reports</b>	
<b>9</b>	<p><b>Chair's Report</b></p> <p>Board received and noted Paper 4, Chair's Report.</p> <p>Chair requested that Board Members review draft document prepared for August meeting of Regional Strategic Committee and feed back to allow collated responses to be taken back to Committee.</p> <p>Board Member raised query over Rurality Funding. Principal noted that UHI receives this funding and it was the decision of the Partnership Council to redistribute Perth College allocation across the partnership, a decision which was then approved by UHI Court.</p>	Board
<b>10</b>	<p><b>Principal's Report</b></p> <p>Principal provided a verbal report, noting the primary focus on restart, with academic staff due to return a week earlier than students to ensure all processes are in place. A Short Life Working Group has been established to look at safety issues. Current plans were for a partial re-opening with face-to-face teaching one day per week to manage numbers on campus.</p> <p>Principal advised that approx. 350 2019/20 students had not been able to complete their courses last Academic Year, and every effort would be made to allowing these students to complete.</p> <p>Principal noted that the COVID testing centre in the Brahan car park would close at end of July to allow for College reopening measures to be put in place.</p>	
	<b>Compliance, Risk &amp; Performance Monitoring</b>	
<b>11</b>	<p><b>Subsidiary Company Winding-Up Orders</b></p> <p>Vice Principal sought approval to wind up 2 dormant subsidiary companies of the College:</p> <ul style="list-style-type: none"> <li>• Brahan Business Services and</li> <li>• Air Services Training (International)</li> </ul> <p>as neither had traded, time was required for annual submissions, and, should there be a need, the process to create new company is</p>	

	<p>straightforward.</p> <p>The winding-up orders were <b>APPROVED</b>.</p>	
<b>12</b>	<p><b>Strategic Risk Register</b></p> <p>Clerk presented the latest version of the Strategic Risk Register for review. The following areas were discussed:</p> <p>Risk 10 – reference to Partnership Agreement to be amended to Partnership Project</p> <p>Risk 27 – removal of Risk due to conclusion of Deferred Income issues to be discussed with Auditors to ensure their agreement</p> <p>Board Member suggested that escalations between UK and China should be reviewed in light of international partnerships the College retains in China. Clerk to progress.</p>	Clerk
<b>13</b>	<p><b>Health &amp; Safety – Quarterly Update</b></p> <p>The Board received and noted the latest Health &amp; Safety quarterly update.</p>	
<b>14</b>	<p><b>Balanced Scorecard - Final</b></p> <p>The Board received and noted the latest Balanced Scorecard update.</p> <p>Clerk also tabled information regarding proposed improvements to the presentation of Balanced Scorecard information following feedback from Board Members.</p> <p>Board <b>APPROVED</b> the proposals as a useful iteration, noting the need for meaningful benchmarking against key high-level measures.</p> <p>Board Member requested update on Strategic Plan. Chair noted that Perth College strategic plan was linked to UHI's plan, and it was not envisaged that this would be available before end of 2020. However, there was a need for Perth College to start to define key areas for development. It was <b>AGREED</b> to commence process of strategic planning prior to UHI plan being received.</p>	Chair/Clerk
	<b>Policies &amp; Strategies</b>	
<b>15</b>	<p><b>Approval Process for Policy, Procedure &amp; Strategy</b></p> <p>Board considered Paper 10 and <b>APPROVED</b> the Approval Process for Policy, Procedure &amp; Strategy</p>	

16	<p><b>Business Development Strategy - update</b></p> <p>Vice Principal provided an update on the Business Development Strategy, per Paper 11. Vice Principal noted that the strategy had been updated to reflect feedback from the Board and sub-committees, and provides a current update on COVID implications on the regional economy and the College's role in upskilling and reskilling the workforce to support economic recovery.</p> <p>It was also noted that the full Strategy requires further consultation before being tabled for full approval by the Board.</p> <p>Board Member queried upskilling in creative industries. Vice Principal noted that this area requires additional attention, although there had been some engagement with, for example, Horsecross.</p> <p>Board Member suggested that targets for approval be reviewed, possibly with use of a RAG system.</p> <p>Chair queried timescale for the Strategy to be brought in front of Board for approval. Vice Principal suggested that, to allow for full consultation, the December Board meeting would be most likely.</p> <p>Board indicated satisfaction with broad direction of Strategy, and requested a consultation session by end of October.</p>	<p>Vice Principal</p> <p>Clerk</p>
17	<p><b>Addressing Racism Within Perth College</b></p> <p>Board Member presented Paper 12 which provided context and background information and outlined the key areas that require to be discussed in order to meaningfully address a broad range of race issues.</p> <p>Board Member noted that the paper reflects the conversation across the sector, and there remains a sense of urgency about addressing these issues.</p> <p>It was proposed to set up a Short Life Working Group to develop an action plan to be brought back to Board.</p> <p>Principal noted that Advance HE was looking at this issue with SFC funding.</p> <p>Student Board Member advised on the need to consult with those affected by the issues rather than just doing what is thought to be correct, and advocated a Perth College study to achieve this.</p> <p>Depute Principal noted that the College has a committee (EDIT) which should be involved in the consultation. Board Member also noted that Board committees need to retain a level of oversight to ensure momentum is not lost.</p>	

	Board <b>AGREED</b> that a SLWG be established quickly to formulate a process and timings for stakeholder engagement and Board input.	
	<b>Board Development</b>	
<b>18</b>	<b>Board Recruitment - update</b>  Clerk advised Board that the Regional Strategic Body had agreed a commencement date of 27 July 2020 for newly-recruited Board Members.	
<b>19</b>	<b>Minutes for Board Standing Committees</b>  Board received Draft Minutes of the following Committees for noting: <ul style="list-style-type: none"> <li>• AST Board (23 March 2020 &amp; 15 April 2020)</li> <li>• Chairs' Committee (29 April 2020)</li> <li>• Academic Affairs Committee (06 May 2020)</li> <li>• Engagement Committee (07 May 2020)</li> <li>• Audit Committee (19 May 2020)</li> <li>• Finance &amp; General Purposes Committee (27 May 2020)</li> </ul> Board also noted Paper 20 relating to an agreed settlement with HMRC for underpayment of National Insurance contributions that had been approved by F&GP but required to be signed off at a full Board meeting. The paper was duly <b>APPROVED</b> .	
<b>20</b>	<b>Date &amp; Time of Next Meeting</b>  Thursday 08 October 2020 @ 5:00pm	
<b>21</b>	<b>Review of Meeting</b>  Members <b>AGREED</b> the meeting had covered Board business.  Chair noted that he had written to the former Interim Head of Finance to express thanks, and a response had been received which Chair read to Committee.  Chair noted that Sharon Hammell would be stepping down from Board with immediate effect. Chair thanked Sharon for her efforts over the years, and acknowledged the extended period of her tenure to assist in Board matters over the summer.	

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

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

**Status of Minutes – Open ☒**

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

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

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

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

<b>Committee</b>	Board of Management
<b>Subject</b>	Budget 2020/21 and Future Financial Forecast
<b>Date of Committee meeting</b>	01/10/2020
<b>Author</b>	Iain Wishart, Finance Director
<b>Date paper prepared</b>	02/10/2020
<b>Executive summary of the paper</b>	This paper provides an updated position on the original budget and FFR presented in July and provides suggestions on how we might back to a balanced budget.
<b>Consultation</b> How has consultation with partners been carried out?	The paper presents figures based on reviews and SMT discussions since the July Board meeting.
<b>Action requested</b>	<input type="checkbox"/> For information only <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
<b>Resource implications</b> (If yes, please provide details)	<b>Yes/ No</b> This outlines potential impact on resources.
<b>Risk implications</b> (If yes, please provide details)	<b>Yes/ No</b> There is a challenge in achieving a balanced budget.
<b>Link with strategy</b> Please highlight how the paper links to the Strategic Plan, or assist with:	Provide a summary of the how the paper links to key College priorities and what they are This project supports the delivery of the strategic aim Financial sustainability

<ul style="list-style-type: none"> <li>• Compliance</li> <li>• National Student Survey</li> <li>• partnership services</li> <li>• risk management</li> <li>• other activity [e.g. new opportunity] – please provide further information</li> </ul>	<p>This paper assists with risk management, compliance with legal duties and with the Code of Good College Governance.</p>
<p><b><u>Equality and diversity</u></b></p> <p>Yes/ <b>No</b></p> <p>If yes, please give details:</p>	<p>Click or tap here to enter text.</p>
<p><b>Island communities</b></p> <p>Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?</p>	<p>Yes/ <b>No</b></p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>
<p><b><u>Data Protection</u></b></p> <p>Does this activity/ proposal require a Data Protection Impact Assessment?</p>	<p>Yes/ <b>No</b></p> <p>Set out any data protection aspects and whether a data protection impact assessment is needed</p>
<p><b>Status</b> (e.g. confidential/non confidential)</p>	<p>Confidential</p>
<p><b>Freedom of information</b></p> <p>Can this paper be included in “open” business?* <b>-Yes</b></p>	<p>Papers should be open unless there is a compelling reason for them to remain closed. If a paper, or parts of a paper, are to remain closed the reason for that exemption must be specified – see reasons below</p>

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

## Perth College UHI

## Paper 2

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

For how long must the paper be withheld? Until the OBC and FBC are approved and funding awarded to begin the project. This would be for an estimated 12 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](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)



## Budget & FFR

October 2020

If we had to adjust the budget and FFR today how would the numbers look versus the original documents presented in July?

The table below shows the original numbers presented in July along with known changes.

Income Statement	Act 18/19	Act 19/20	Bud 20/21	For 21/22	For 22/23
Funding Council Grants	16,361	15,596	17,195	17,196	17,196
Tuition Fees	6,521	5,347	5,489	6,035	6,035
Research Grants	652	275	210	210	210
Residences & Catering	1,104	913	713	1,188	1,188
Other Income Generating	1,463	1,267	957	1,675	1,684
Other Income	1,512	1,169	652	1,129	1,154
<b>Total Income</b>	<b>27,613</b>	<b>24,567</b>	<b>25,216</b>	<b>27,433</b>	<b>27,467</b>
Staff Costs	18,264	18,772	19,655	20,423	21,007
%	66.1%	76.4%	77.9%	74.4%	76.5%
Non-Staff Costs	8,504	7,432	8,279	8,495	8,630
%	30.8%	30.3%	32.8%	31.0%	31.4%
Management Accounting Surplus/(Deficit)	845	(1,637)	(2,718)	(1,485)	(2,170)
AOP Surplus/(Deficit)	1,274	(783)	(1,879)	(631)	(1,316)
<b>Known Changes since July</b>					
Canteen - budget value was too high			250		
Equipment & Material - agreed with SD's			200		
Travel - budget assumed £250K			100		
International Income - Double count in FFR				(350)	(350)
Adjusted AOP for budget Changes			(1,329)	(981)	(1,666)
Digital Poverty (£250K PO Placed)			(600)		
PPE			(60)		
Adjusted AOP for COVID related costs			(1,989)	(981)	(1,666)

## Headlines

- FY 20/21 will be a deficit. The key financial goals in 20/21 are:
  1. Minimising the deficit so that we don't have a situation where the College runs out of cash. The opening cash position for 20/21 was £1.5M.
  2. Taking actions now so that we can ensure that we are back to breakeven in 22/23.
- Adjustments to the original budget would have reduced the deficit for 20/21 from £(1.9)M to £(1.3)M. However, COVID related costs, which have received minimal funding to date, move the current AOP projection for 20/21 to a deficit of £(2)M.
- Due to a double count on International Income in the original FFR, deficits for 21/22 and 22/23 have also increased.
- So how do we get back to breakeven, what are our options and actions:
  1. Income, re calculate all our numbers now that we have more information and have started the academic year.
  2. Staff Costs, recalculate our staff costs now that we have 19/20 actual values and information around pay awards and pension have moved forward, albeit they have not concluded.
  3. We should be able to hold non-staff costs at around 30% of income. The known changes to 20/21 noted above would result in non-staff costs being 30.7% of income, in line with the prior two years actuals. Achieving this in 21/22 and 22/23 would reduce the non-staff costs, versus the FFR, by £265K and £390K respectively.
  4. How can we grow our top line? Not only do we need to reverify our budget and FFR assumptions but think about how we could realistically grow some of the income streams, are there potential new income streams.
  5. This then brings us to headcount. There are a number of options that we need to review:
    - Voluntary severance: Will add to the deficit in 20/21 as the SFC will not fund the full amount but should reduce the deficit in 21/22 and 22/23.
    - No headcount additions versus the July 2020 closing position. We should ensure there is no headcount growth until our position is more financially secure.
    - Try to reduce Fixed Term Contract costs as much as possible..... fully utilise the +1 in the 23 +1 teaching hours. Ensure that all academic staff have achieved there 24 hours per week.
    - Are Fixed Term Contracts really lower cost than sourcing the heads through Agency's? We need to review this.
    - Review and improve our process over the next 18-24 months. Reducing the time it takes to execute our processes means we can do more with the same heads or maybe need less heads to carry out all our tasks. It is not uncommon that an organisation adds heads to cope with inefficient processes.
    - Look at different operating structures to see if we can deliver the student experience with less heads.
    - Temporary salary reductions. This can work well to get over a "blip", 3-6 months. However, our situation needs more permanent solutions but this should remain on the table for 20/21 if our cash position becomes critical.
    - Compulsory redundancy. Some of the steps above may prevent or minimise this option and will certainly help with the lower numbers of staff who remain and need to deliver all the activities and processes.
  6. It is worth noting that by the end of 22/23 we will be well into our new Strategic Plan. We may want to consider updating our strategy now so that actions to get back to breakeven do not prevent us achieving our strategy or create objectives that are in conflict.



<b>Committee</b>	Board of Management
<b>Subject</b>	Audit Action Plan Progress Update
<b>Date of Committee meeting</b>	08/10/2020
<b>Author</b>	Kirsty Campbell, Project & Planning Officer
<b>Date paper prepared</b>	22/09/2020
<b>Executive summary of the paper</b>	<p>The attached paper provides Board with a Progress Update for the combined Audit Action Plans and an overview of the main points to note.</p> <p><b>The following points are to be noted:</b></p> <ul style="list-style-type: none"> <li>• KPIs/Metrics were added to the table and further work will be carried out to identify baselines and targets in order to track progress and measure the impact of activities on business processes. This will emerge more fully as monitoring of completed actions takes place</li> <li>• The Summary Progress Update provides context and an overview of the activities</li> </ul>
<b>Consultation</b> How has consultation with partners been carried out?	Action Leads were consulted to provide information and context where available.
<b>Action requested</b>	<input checked="" type="checkbox"/> For information only <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation

## Perth College UHI

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

## Perth College UHI

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

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

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

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

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<http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp>

and

[http://www.itspublicknowledge.info/web/FILES/Public\\_Interest\\_Test.pdf](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

# Audit Action Plan

## Interim Progress Update



22 September 2020

# Purpose

The purpose of this progress update is to provide the current view on where the college sits against the completion of all the activities set out within each of the audit action plans we are currently working to.

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

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

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



# What information was captured?

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

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

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

**Project** – a brief description of the activity

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

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

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

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

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

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

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

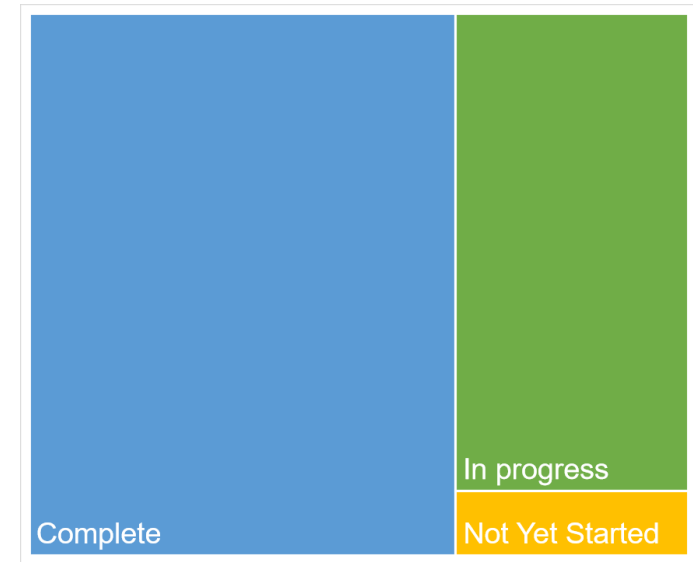
**KPIs/Metrics** – how the impact and performance improvement for the activity will be measured

# Overview

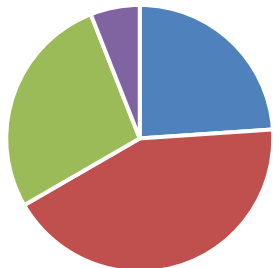
The Data-set is comprised of actions from the 3 main college audit reports previously mentioned and contains

## 117 Activities

- 32% of activities are currently on-going
- 66% have already been fully or partially completed
- <0/5% are paused or yet to start

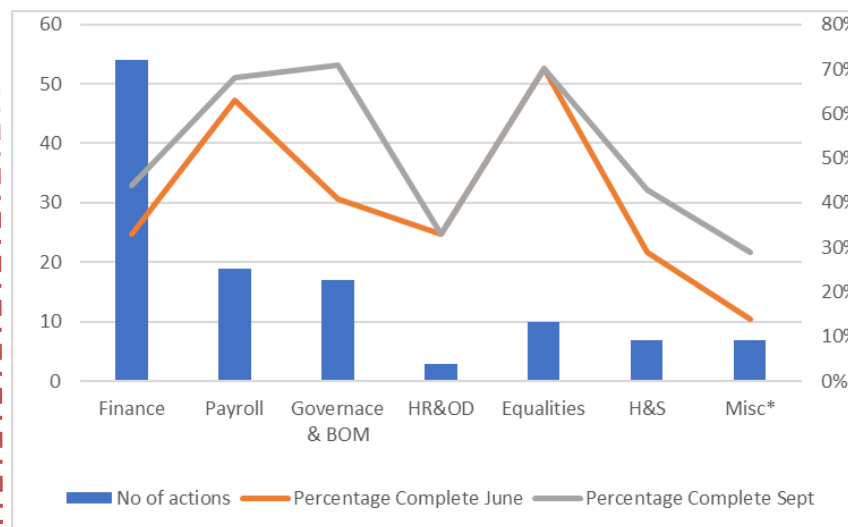


The 117 activities split by theme.



■ Future Financial Planning  
■ Compliance  
■ Manual processes

The activities by dept/percentage complete



Uplift from June dept/percentage complete

Finance	11%
Payroll	5%
Governance & BOM	30%
HR&OD	0%
Equalities	0%
H&S	14%
Misc*	15%

# Measuring the impact

## KPIs/Metrics

By focusing on the tracking of measurements (quantitatively or qualitatively), it will be possible to show the progress and impact of progress at any one time.



## Priority

To give a clear definition of priority (deadline vs strategic importance vs capacity) – to be linked to themes



## Baseline

A measure of the current position as a starting point for tracking progress and improvement over a period of time



## Target

Setting targets to see the progress and improvement that has been made.

Meeting targets is key to evidencing how well the College is doing.



# 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/on track/pending

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

## Not Yet Started/Paused

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

## Stopped

The activity has been superseded .

## Perth College UHI

Paper 4

<b>Committee</b>	Board of Management
<b>Subject</b>	Strategic Risk Register – updated to September 2020
<b>Date of Committee meeting</b>	08/10/2020
<b>Author</b>	Ian McCartney, Clerk to the Board of Management
<b>Date paper prepared</b>	30/09/2020
<b>Executive summary of the paper</b>	<p>Perth College UHI's Strategic Risk Register is a live document that is managed, reviewed and updated on a regular basis, and appropriate action taken as required. The Risk Register has been reviewed by allocated sub-Committees during the current Board cycle and updated accordingly.</p> <p>Board members are asked to:</p> <ul style="list-style-type: none"> <li>ii) Review the Register to ensure it meets the input provided by each sub-Committee;</li> <li>iii) Consider any additional areas of Risk not identified within the current Register, in particular any considerations related to COVID-19 impacting on the College</li> </ul> <p>All new updates within the document have been highlighted in <b>red</b>. Items in individual Risk Areas linked to COVID-19 are highlighted in <b>blue</b>. In addition, these items are cross-referenced again the main COVID-19 Risk Area 30</p> <p>There have been minor amendments/additions to actions in Risk References 1, 3, 8, 10 &amp; 23.</p> <p>Following discussion at F&amp;GP and Audit Committees and input from Internal and External Auditors, Risk 27 (re Deferred Income) has been <b>removed</b> from the Register.</p>
<b>Consultation</b> How has consultation with partners been carried out?	Board Members and SMT have been consulted via discussions at sub-Committees
<b>Action requested</b>	<input checked="" type="checkbox"/> For information <input checked="" type="checkbox"/> For discussion

## Perth College UHI

	<input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
<b>Resource implications</b> (If yes, please provide details)	No
<b>Risk implications</b> (If yes, please provide details)	Without continual review of the risk register there are potential implications that strategic objectives are not met.
<b>Link with strategy</b> Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> <li>• Compliance</li> <li>• National Student Survey</li> <li>• partnership services</li> <li>• risk management</li> <li>• other activity [e.g. new opportunity] – please provide further information</li> </ul>	The Strategic risk register is the core risk management tool used within Perth College UHI.
<u><b>Equality and diversity</b></u> Yes/ No If yes, please give details:	No
<u><b>Data Protection</b></u> Does this activity/ proposal require a Data Protection Impact Assessment?	No
<b>Status</b> (e.g. confidential/non confidential)	Non-Confidential
<b>Freedom of information</b> Can this paper be included in “open” business?	Open Business

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

## Perth College UHI

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

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

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<http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp>

and

[http://www.itspublicknowledge.info/web/FILES/Public\\_Interest\\_Test.pdf](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

## UHI STRATEGIC RISK REGISTER TEMPLATE

PARTNER: Perth College UHI

DATE: July 2020

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

Ref	Risk Status	Strategic Category	Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likelihood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	CURRENT ACTION PLAN		
													Actions to minimise risk TO DO	Action Owner	Completion Date
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.	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.  <b>Engagement</b>	<ul style="list-style-type: none"> <li>• Collective reporting</li> <li>• Dilution of local need within decision making</li> <li>• Changes to Partnership structures/ organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced student numbers.</li> <li>• Declining performance.</li> <li>• Loss of commercial potential.</li> </ul>	Principal	4	4	16	<ul style="list-style-type: none"> <li>• College Board of Management and Chair kept informed of arising issues.</li> <li>• UHI Vice Principal Further Education and Chair of Further Education Regional Board made aware of issues.</li> <li>• SMT proactive in decision making forums.</li> <li>• Perth &amp; Kinross CPP single outcome agreement embedded in ROA.</li> <li>• Create positive working relationships with Colleges Scotland and Scottish Government.</li> </ul>	16  (4,4)	↔	<ul style="list-style-type: none"> <li>• Continue to highlight as appropriate.</li> <li>• Continue to work on and implement recommendations of current Programme Board</li> <li>• Work proactively within partnership and beyond.</li> <li>• Be proactive in discussions re. future integration</li> <li>• <b>Review metrics for measuring local engagement</b></li> </ul>	Principal  Principal  Principal  Chair	Ongoing  Ongoing  Ongoing  Ongoing
2 *	Active	Working in partnership to meet the needs of our local economy and beyond.	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  <b>Academic Affairs</b>	<ul style="list-style-type: none"> <li>• Lack of marketing focus</li> <li>• Intra regional competition</li> <li>• Curriculum offered does not meet demand</li> <li>• Slow conversion of application to acceptance</li> <li>• Impact of school profile and jobs market</li> <li>• Likely impacts of Brexit</li> </ul> <b>COVID-19</b>	<ul style="list-style-type: none"> <li>• Financial.</li> <li>• Reputation.</li> <li>• National appetite for increased funded numbers.</li> <li>• Reduction in EU students.</li> </ul> <b>Lack of clarity re student progression</b>	Depute Principal Academic/ Vice Principal External/ Associate Principal	4	4	16	<ul style="list-style-type: none"> <li>• Review curriculum to ensure it is up to date and fit for purpose and relevant for the identified market.</li> <li>• Maintaining engagement with applicants.</li> <li>• Well informed with strong/robust evidence/business case for local demand.</li> <li>• Strong representation on PPF for FE and HE and on the Regional FE Committee.</li> <li>• Clear understanding and management of criteria within the ROA.</li> <li>• Endorsement of Community Planning Partnership.</li> <li>• Liaise with adjoining regions, colleges and providers for out of region provision.</li> <li>• Strategic discussions with PKC Education Department on Schools/College volume.</li> <li>• Ensure student numbers align to strategic plans.</li> <li>• Identify courses with highest EU student cohorts.</li> <li>• Effective marketing plan in place.</li> <li>• Student Number Planning using more robust data</li> <li>• EREP Action Plan Implementation</li> </ul>	16  (4,4)	↔	<ul style="list-style-type: none"> <li>• Revised Marketing Strategy</li> <li>• Curriculum Review - completed</li> <li>• Involvement with Tay Cities Deal</li> </ul>	Depute Principal Academic/ Vice Principal External  Vice Principal External	Ongoing  Ongoing



													CURRENT ACTION PLAN			
Ref	Risk Status	Strategic Category	Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likeli- hood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend		Actions to minimise risk TO DO	Action Owner	Completion Date
3 *	Active	Developing a successful and sustainable organisation.	Lack of International student recruitment.  Lack of RUK student recruitment.  Sustaining International Partnerships  Student recruitment behind targets  <b>Engagement</b>	• UK Regulation Registration (UKVI) • In country adverse political environment • Availability of suitable product • Marketing and attraction strategy  <b>COVID-19</b>	• Loss of income. • Bad publicity. •Lack of student diversification  <b>Likely downturn in international recruitment</b>	Vice Principal External	5	4	20	• Student Testimonials. • Closer links with the curriculum areas. • Working with UHI World/UHI VP International and External Engagement • Explore combined product offering between College and AST. • Delivery of Trans National Education • Protection of Tier 4 UKVI Licence • Review opportunities for employing staff in market • New International Strategy Approved by Board • <b>Strategy is connected to UHI Sustainability Pan</b>	20  <					

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
5 *	Active	Inspiring and supporting our students to achieve their potential.  Developing a successful and sustainable organisation.  UHI Common Risk	College estate not fit for purpose.  <b>F&amp;GP</b>	<ul style="list-style-type: none"> <li>• Reduction of Capital Grant.</li> <li>• Backlog of essential maintenance.</li> <li>• Uncertainty of future Governance model.</li> <li>• Lack of available funds.</li> <li>• Age of current campus</li> <li>• Risk aversion &amp; alternative priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Estate poorly maintained</li> <li>• Inability to deliver a new improved estate fast enough.</li> <li>• Availability of classrooms and academic equipment does not match demand.</li> </ul>	Depute Principal Academic	4	3	12	<ul style="list-style-type: none"> <li>• Attracting external investment.</li> <li>• Backlog maintenance risk register has now been developed.</li> <li>• Weekly 'Walk the Campus' and engage staff – Visible Management.</li> <li>• Approval of identified major building projects.</li> <li>• Priority to increase classroom accommodation.</li> <li>• Update estates planning to ensure optimum use of space freed up by completion of ASW</li> <li>• Ensure additional funding allocated by SFC for backlog maintenance is spent appropriately.</li> <li>• Tender process to commission outline plans for campus options re Estates Strategy under way</li> </ul>	9  (3,3)	↔	<ul style="list-style-type: none"> <li>• Identify estates requirements.</li> <li>• Commission tender process for Estates Strategy</li> </ul>	Depute Principal Academic  Head of Estates	Ongoing  December 2020
6 *	Active	Inspiring and supporting our students to achieve their potential.	Technology not fit for purpose.  No replacement or upgrade of critical ICT and academic equipment.  Heightened risk of cyber attack  <b>F&amp;GP</b>	<ul style="list-style-type: none"> <li>• Changes in ICT development and technology.</li> <li>• Changing in Learning and Teaching practices.</li> <li>• Increase in network delivery of teaching.</li> <li>• Increased use of social networking.</li> <li>• Inadequate VC facilities for larger classes.</li> <li>• Additional requirements from curriculum development and growth.</li> <li>• Technological innovation.</li> <li>• Lack of Integrated Information Systems</li> </ul>	<ul style="list-style-type: none"> <li>• Higher investment in resources required.</li> <li>• Need to continually alter accommodation.</li> <li>• Available resources limit delivery options.</li> <li>• Poor student and staff feedback.</li> <li>• Lack of knowledge of system design</li> <li>• Duplication of data and processes</li> </ul>	Vice Principal External / Depute Principal Academic	4	3	12	<ul style="list-style-type: none"> <li>• Developed robust Curriculum Development Plan.</li> <li>• Link ICT changes in L&amp;T practice to Estates Planning.</li> <li>• Review and implement working practices to optimise available space and working times through use of CELCAT Management Reports.</li> <li>• Operational Planning process and resource commitments system in place.</li> <li>• Prioritise investment required for resources for key curriculum areas.</li> <li>• Ongoing evaluation of VC capacity and teaching space in line with curriculum delivery plan.</li> <li>• ICT rolling programme of replacement</li> <li>• Shared licence purchases with UHI</li> <li>• UHI Wi-Fi Service upgrade: Continue existing Wi-Fi network service until the new service has been proved through a pilot</li> <li>• Bright Space implementation -Staff training sessions ongoing throughout February</li> <li>• VC Application change to Webex teams.</li> <li>• GDPR Training sessions: Awareness of issues around transferring data</li> <li>• New Operational Planning Process</li> <li>• Change tracker for Payroll Process</li> </ul>	9	↔	<ul style="list-style-type: none"> <li>• Rigorous approach to timetabling and utilisation of rooms.</li> <li>• ICT Budget and replacement.</li> <li>Commission tender process for integrated Finance/Payroll/ HR system</li> </ul>	Depute Principal Academic  ICT Manager  Vice Principal	Ongoing  Ongoing  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	CURRENT ACTION PLAN		
													Actions to minimise risk TO DO	Action Owner	Completion Date
										<ul style="list-style-type: none"> <li>• Communicate changes to staff and students</li> <li>• Opportunities/impetus presented by Scottish Government Digital Strategy</li> </ul>					
7	Active	Developing staff to successfully deliver our Vision.  UHI Common Risk	Disruption to services/projects and/or partnership working resulting from loss of a key staff member.  <b>F&amp;GP</b>	<ul style="list-style-type: none"> <li>• Poor performance management of competence issues.</li> <li>• Fast pace of curriculum development.</li> <li>• Excessive demand on CPD.</li> <li>• Lack of staff capability.</li> <li>• Poor workforce planning.</li> <li>• Affordability/cost of staff</li> </ul>	<ul style="list-style-type: none"> <li>• Inability to compete.</li> <li>• Loss of business and reputation.</li> <li>• Potential requirement to buy in specialist staff</li> <li>• High staff turnover.</li> <li>• Poor staff satisfaction.</li> </ul>	Principal	3	3	9	<ul style="list-style-type: none"> <li>• CPD reports to SMT re progress against CPD targets for professional reviews, mandatory training etc</li> <li>• Prioritise an appropriate level of CPD investment linked to financial sustainability.</li> <li>• Staff Survey results and IIP Assessment Action Plan in place and monitored</li> <li>• Maintain Healthy Working Lives accreditation</li> <li>• Succession Planning</li> <li>• Minimisation of single-person dependencies</li> <li>• Cross training</li> </ul>	9  (3,3)	↔	Improve completion levels for Mandatory Training	Head of HR & OD	Dec 2020

													CURRENT ACTION PLAN		
Ref	Risk Status	Strategic Category	Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likelihood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	Actions to minimise risk TO DO	Action Owner	Completion Date
8 *	Active	Developing a successful and sustainable organisation.  UHI Common Risk	Research outputs are sub-standard.  <b>Academic Affairs</b>	<ul style="list-style-type: none"> <li>Lack of experience and reputation</li> <li>Insufficient staff time available</li> <li>Not explicit in staff Partnership Contract.</li> <li>Funding methodology</li> </ul> <b>COVID-19</b>	<ul style="list-style-type: none"> <li>Inability to identify and agree appropriate projects</li> <li>Research strategy not clear</li> </ul> <p>• REF delay = impact on funding feeding through</p> <p>Postponement of Research Excellent Framework 2021 affects future funding levels</p>	Principal	4	3	12	<ul style="list-style-type: none"> <li>Annual Review of R&amp;KE strategy.</li> <li>Develop relationships with wider UHI colleagues.</li> <li>Prioritise R&amp;KE research activities where appropriate for REF income.</li> <li>Investigate SFC Innovation Funding and maximise</li> <li>Work with University SMT, Research Clusters and PKC</li> <li>Tay Cities Deal developments.</li> <li>Effective and purposeful operation of R&amp;KE Committee and links to UHI structures.</li> <li>Active &amp; ongoing engagement with research organisations</li> </ul>	9	↔	<ul style="list-style-type: none"> <li>Link with KE specialists in UHI.</li> <li>Vision 2021 and City Development Plan implementation.</li> </ul>	Principal	Ongoing
9 *	Active	Working in partnership to meet the needs of our local economy and beyond.  Developing a successful and sustainable organisation.	Missing viable opportunities for development and growth  <b>F&amp;GP</b>	<ul style="list-style-type: none"> <li>Insufficient research.</li> <li>Lack of horizon scanning.</li> <li>Lack of ability to invest in opportunities.</li> <li>Insufficient planning.</li> <li>Being too risk averse.</li> <li>Failing to develop at the required pace.</li> <li>Funding allocations</li> <li>Resource limitations</li> <li>Changes to ESIF Funding.</li> </ul> <b>COVID-19</b>	<ul style="list-style-type: none"> <li>Loss of share of potential market/earnings.</li> <li>Loss of reputation.</li> <li>Miss the market.</li> <li>Stagnation of product offering.</li> <li>Missed opportunities for staff.</li> <li>Missed opportunities for students.</li> <li>Funding criteria changes.</li> </ul> <p>Uncertain future for development activities and appetite for external engagement post-Outbreak, including Tay Cities Deal</p> <p>Tay Cities Deal: • Loss of capital funding</p>	Depute Principal Academic/ Vice Principal External/ Associate Principal	4	4	16	<ul style="list-style-type: none"> <li>Effective new product development processes/reviews.</li> <li>Clear review of product development processes / communication International and Home.</li> <li>Collaborative UHI Partnership process in place.</li> <li>Scanning and planning cycles and process communicated.</li> <li>Collecting staff ideas by their involvement.</li> <li>Encouraging a staff culture of enterprising behaviour.</li> <li>Legislative change mapping for new courses.</li> <li>Tayside RSA + H &amp; I RSA to be used as baseline intelligence.</li> <li>Flexibility in approval Cycle and proportionate responses.</li> <li>Liaison with EO &amp; UHI World to identify partnership strengths as they pertain to curriculum.</li> <li>Liaison with UHI re ESIF and LUPS.</li> <li>Monitor and review international opportunities and costs.</li> <li>International Strategy.</li> </ul> <p>Tay Cities Deal: Proposal passed by Board: 5-year Plan = £320k new revenue (net of allowances for costs)</p>	16  (4,4)	↔	<ul style="list-style-type: none"> <li>Curriculum Review FE and HE.</li> <li>Target international developments towards such areas where product is requested, e.g... Business Degrees</li> <li>Schools Strategic Group to plan curriculum 2018-19 onwards</li> <li>DYW Group implementation.</li> <li>SDS liaison and key employer contacts and stakeholders.</li> <li>PPF UHI Curriculum Plan</li> </ul> <p>Tay Cities Deal • maintain dialogue with strategic partners</p>	Associate Principal          Vice Principal External	Ongoing          Ongoing

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
			issues re: funding and market value		• Loss of opportunity for developments										
10 *	Active	<p>Inspiring and supporting our students to achieve their potential.</p> <p>Providing a progressive curriculum which meets economic and social needs and aspirations.</p> <p>UHI Common Risk</p>	<p>Academic quality is sub standard</p> <p><b>Academic Affairs</b></p>	<ul style="list-style-type: none"> <li>• Insufficient tracking of student.</li> <li>• Poor understanding of student requirements.</li> <li>• Product not fit for purpose.</li> <li>• Poor delivery.</li> <li>• Insufficient support for students.</li> <li>• Mis-selling of courses/provision.</li> </ul> <p>COVID-19</p>	<ul style="list-style-type: none"> <li>• Loss of students.</li> <li>• Loss of earnings.</li> <li>• Adverse PR and poor reputation.</li> <li>• Poor future recruitment.</li> <li>• Poor achievement and retention.</li> </ul> <p>Potential confusion re approaches to progression across curriculum;</p> <p>Future students recruited at inappropriate levels</p>	Depute Principal Academic/ Associate Principal	3	3	9	<ul style="list-style-type: none"> <li>• Student tracking programme and reviews by Student Advisers.</li> <li>• Heightened student focus on internal communication and training evidenced by the BRAG reporting system.</li> <li>• Managing student expectations.</li> <li>• Active listening to student voice and acting on evidenced by feedback to students.</li> <li>• Act on Student Survey outcomes evidenced by action planning with quality reviews.</li> <li>• Ensure regular/ constructive formative assessment feedback to students/ customers.</li> <li>• Implement Complaints Procedure in line with new legislation and refresh training.</li> <li>• ASW opportunities roll out.</li> <li>• Student Partnership <b>Project</b></li> <li>• NSS Action Plans implemented for courses with poor results.</li> <li>• Appointment of Head of Student Experience.</li> <li>• Self-evaluation process redesigned.</li> <li>• Working with HISA to conduct student focus groups.</li> <li>• A Student Experience Committee has been convened</li> <li>• Ensure findings are reported on with regards to the complaints procedure and actions identified and followed up on</li> <li>• Quality review process redesigned (course KPIs by exception)</li> <li>• Identification of protected characteristics and KPIs</li> <li>• Student Support Review</li> <li>• Revamp website with regards to the services available to support learning</li> <li>• Regular discussion of key issues at Student Experience Committee</li> </ul>	<p>9</p> <p>(3,3)</p>	↔	<ul style="list-style-type: none"> <li>• Complaints Review</li> <li>• Student funding at Regional and National level.</li> </ul>	Depute Principal Academic	Ongoing

													CURRENT ACTION PLAN		
Ref	Risk Status	Strategic Category	Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likelihood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	Actions to minimise risk TO DO	Action Owner	Completion Date
11 *	Active	Providing a progressive curriculum which meets economic and social needs and aspirations.  UHI Common Risk	Regional curriculum plan and delivery not aligned to local demand.  <b>Academic Affairs</b>	<ul style="list-style-type: none"> <li>• Fragmented ownership.</li> <li>• Lack of planning.</li> <li>• Over ambitious change in delivery methodology.</li> <li>• Wrong blend between online and face to face.</li> <li>• ESIF changes</li> <li>• Not fully within gift of PC UHI, need others/UHI to contribute</li> </ul> <b>COVID-19</b>	<ul style="list-style-type: none"> <li>• Lose students.</li> <li>• Financial risk through reallocation.</li> <li>• Students choose another provider.</li> <li>• Poor retention and achievement.</li> <li>• Disputed ownership/ responsibility for failings.</li> </ul> <b>PKC Learner Strategy delayed post-Outbreak</b>	Associate Principal	3	3	9	<ul style="list-style-type: none"> <li>• Influence/engage with development.</li> <li>• Meetings arranged with UHI Deans &amp; subject network leaders</li> <li>• Keep in touch/listen to student views.</li> <li>• Active engagement in SMCT, QAEC and PPF.</li> <li>• UHI to commission research on impact of changed delivery methodologies.</li> <li>• Work with UHI, SDS and local stakeholders to enhance demand analysis.</li> <li>• Regional Outcome Agreement development and implementation.</li> <li>• Depute now sits on SMCT.</li> <li>• Vice Principal now sits on EPSC.</li> <li>• Associate Principal now sits on PPF</li> <li>• Curriculum Review under way</li> <li>• In liaison with PKC re Learner Strategy</li> </ul>	9  (3.3)	↔	<ul style="list-style-type: none"> <li>• Proactively engage in implementation of UHI Strategic Plan.</li> </ul>	SMT	Ongoing
12 *	Active	Developing a successful and sustainable organisation.	Threat to Business Continuity  <b>Audit</b>	<ul style="list-style-type: none"> <li>• Major incident.</li> <li>• Pandemic.</li> <li>• Major fire.</li> <li>• Terrorist Activity.</li> <li>• UHI ICT loss of service.</li> <li>• Radicalisation</li> </ul>	<ul style="list-style-type: none"> <li>• College closure.</li> <li>• Reduced/loss of service.</li> </ul>	Principal	5	5	25	<ul style="list-style-type: none"> <li>• Annual Reviews of Business Continuity Plan.</li> <li>• Fibre ring installed.</li> <li>• ICT Risk Register developed and dynamic review.</li> <li>• Live ICT shutdown test.</li> <li>• Desktop exercise with CMT successfully completed.</li> <li>• UHI wide live exercise concluded</li> <li>• All actively involved in Single Policy Work Environment.</li> <li>• Significant increase in input to the UHI L&amp;T Review documentation.</li> <li>• Business Continuity Plan reviewed around Coronavirus</li> <li>• Resilience team formed and meeting regularly</li> </ul>	20  (5.4)	↔	Review non-COVID Business Continuity Plans to absorb learning from recent approaches/ solutions	Clerk	Dec 2020



													CURRENT ACTION PLAN		
Ref	Risk Status	Strategic Category	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.	<p>Lose control of critical processes and systems through Shared Services</p> <p>Shared Service Model controlled by UHI EO and UHI Finance &amp; General Purposes and University Court.</p> <p><b>F&amp;GP</b></p>	<ul style="list-style-type: none"> <li>• Insufficient planning.</li> <li>• Inadequate backup.</li> <li>• Poor training and inadequate communications.</li> <li>• Loss of control of direct employees.</li> <li>• Reduced service level.</li> <li>• Additional cost.</li> <li>• Lag in service improvement.</li> <li>• Loss of control over capital investment.</li> </ul>	<ul style="list-style-type: none"> <li>• Disruption to business systems and student learning.</li> <li>• Increased costs.</li> </ul>	Principal	3	3	9	<ul style="list-style-type: none"> <li>• Involved in thorough planning. Members of the LIS Shared Service Board.</li> <li>• Member of the Shared Service Programme Board.</li> <li>• Maintain Perth College input into development of shared services.</li> <li>• Retain DH as nominated director of USSL.</li> </ul>	9	↔	<ul style="list-style-type: none"> <li>• Service Level Agreements – Staffing, Communication, Core Services (operational details to be fleshed out).</li> <li>• Proactive within commissioning board.</li> </ul>	SMT	Ongoing
14 *	Active	Developing a successful and sustainable organisation.	<p>Failure to ensure sustainability</p> <p>Weaknesses in internal controls/effective management review</p> <p>Financial monitoring reports provide insufficient detail to allow Board to track the delivery of key strategies</p> <p><b>F&amp;GP</b></p>	<ul style="list-style-type: none"> <li>• Change in Government control/legislation.</li> <li>• Ongoing Implications of ONS</li> </ul>	<ul style="list-style-type: none"> <li>• Unable to plan longer term.</li> <li>• Unable to save to invest in larger projects.</li> <li>• Capital Expenditure programme halted since depreciation cash equivalent no longer available.</li> <li>• Potential deferral of income out with reporting periods</li> </ul>	Principal	3	5	15	<ul style="list-style-type: none"> <li>• Lobbied Colleges Scotland providing evidence of unintended consequences.</li> <li>• Staff professionally updated in public sector accounting.</li> <li>• Raised issues with SFC and Scottish Government.</li> <li>• Constantly review as clarification of rules continues to roll out</li> <li>Links to Audit Action Plan</li> </ul>	15  (3,5)	↔	<ul style="list-style-type: none"> <li>• Keep abreast of interpretation and updates.</li> <li>• Maintain awareness.</li> <li>• Involvement with sector, Colleges Scotland and SFC working groups.</li> </ul>	Vice Principal External	Ongoing  Ongoing
15 *	Active	Developing a successful and sustainable organisation.  UHI Common Risk	<p>Financial failure/operating loss. Inability to achieve a balanced budget.</p> <p><b>F&amp;GP</b></p>	<ul style="list-style-type: none"> <li>• Lack of student numbers.</li> <li>• AST under performance.</li> <li>• Reduction in commercial income.</li> <li>• Relaunch in international recruitment.</li> <li>• Underfunding of student support.</li> <li>• Dilution of unit of resource by increase in fees only students, top-slice etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased competition.</li> <li>• Reduced funding available to invest or cover operational costs.</li> <li>• Strategic imperatives not met.</li> <li>• Reduction in quality of delivery/student experience.</li> </ul>	Principal	4	5	20	<ul style="list-style-type: none"> <li>• Excellent internal control systems.</li> <li>• Ongoing dialogue re UKVI (Link to AST Risk Register)</li> <li>• Increased forecasting.</li> <li>• Flexing targets where appropriate.</li> <li>• Close working with sector and UHI partners</li> </ul>	16  (4.4)	↔	<ul style="list-style-type: none"> <li>• Review of International Recruitment Strategy.</li> <li>• Review Business Development Strategy</li> </ul>	Principal  Vice Principal External	Ongoing  July 2020

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
				COVID-19	Financial impact of reduced student numbers, delayed Consultation process, commercial income, etc										
16 *	Active	Developing a successful and sustainable organisation.  Developing staff to successfully deliver our Vision.	National Pay Bargaining unaffordable  <b>F&amp;GP</b>	<ul style="list-style-type: none"> <li>National bargaining has local consequences.</li> <li>Agreed pay awards unaffordable for individual college.</li> </ul>	<ul style="list-style-type: none"> <li>Loss of autonomy.</li> <li>Risk of national strike.</li> <li>Lack of sector agreement of mandate for negotiations.</li> <li>Lack of additional funding for sector pay claims.</li> </ul>	Principal	4	4	16	<ul style="list-style-type: none"> <li>College membership of national forums via Chair and Principal.</li> <li>Attend Colleges Scotland HR &amp; OD Group and keeps abreast of national bargaining and workforce of the future developments and how these will affect the College.</li> </ul>	16  (4,4)	↔	<ul style="list-style-type: none"> <li>Continue to participate in national bargaining.</li> <li>Contribute to thinking on Workforce of the Future.</li> <li>Engage fully with Colleges Scotland</li> </ul>	Principal	Ongoing
17	Active	Developing a successful and sustainable organisation.	Non-compliance of Statutory Health and Safety Legislation and Equality Legislation  <b>Audit</b>	<ul style="list-style-type: none"> <li>Introduction of amendments to existing legislation or new unforeseen and unplanned legislation.</li> <li>Failure to comply with Equalities Duties and contingent statutory reporting</li> </ul>	<ul style="list-style-type: none"> <li>Introduces financial and staffing resources to administer.</li> <li>Legal Action.</li> <li>Risk to Business Continuity.</li> <li>Financial fines.</li> <li>Reputational damage.</li> </ul>	Depute Principal Academic	5	4	20	<ul style="list-style-type: none"> <li>Produced and implemented a detailed Health and Safety Operational Risk Management Register. Updated quarterly and reviewed by Audit Committee every 6 months.</li> <li>Produce Annual Report on Health and Safety.</li> <li>Internal audit actions/recommendations achieved.</li> <li>Equalities Outcomes and Mainstreaming Report.</li> <li>Regular review of HSE publications, website and notifications.</li> <li>Health and Safety Management System annual review</li> <li>Equality &amp; Diversity lead appointed July 2019, with specific initial focus on statutory reporting requirements</li> <li>Completed Equalities Mainstreaming action plan</li> </ul>	16  (4,4)	↔	<ul style="list-style-type: none"> <li>Plans in place to enforce completion of Compulsory H&amp;S training</li> </ul>	Head of HR	Dec 2020



													CURRENT ACTION PLAN		
Ref	Risk Status	Strategic Category	Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likelihood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	Actions to minimise risk TO DO	Action Owner	Completion Date
18	Active	Developing a successful and sustainable organisation.	<p>Implication of outcome of EU Referendum</p> <p>Leading to:</p> <p>Loss of EU Funding.</p> <p>Decrease in overseas (EU) students.</p> <p>Loss of EU national staff.</p> <p><b>F&amp;GP</b></p>	<ul style="list-style-type: none"> <li>•Lack of numbers.</li> <li>•Students wishing to study within EU</li> <li>•Economic and fiscal uncertainty over EU exit.</li> <li>•Staff uncertainty</li> </ul>	<ul style="list-style-type: none"> <li>•Reduced numbers of students/staff</li> <li>•Loss of commercial potential.</li> <li>•Loss of EU funding</li> </ul>	Principal	5	4	20	<ul style="list-style-type: none"> <li>• Keep up to date with info flow.</li> <li>• Lobby through Colleges Scotland and Universities Scotland to increase funding to compensate.</li> <li>• Understanding the status of EU residents.</li> <li>• Use next two years productively as planning.</li> <li>• Look at opportunities, e.g. Increased fees.</li> <li>• Scottish Government Extension of free tuition for EU students</li> </ul>	15  (5,3)	↔	<ul style="list-style-type: none"> <li>• Scottish Government looking to protect Erasmus + programme</li> </ul>		Ongoing
19	Active	UHI Common Risk	<p>College does not achieve allocated HE student number targets</p> <p><b>Academic Affairs</b></p>	<p>Failure to recruit sufficient students due to various factors such as: over ambitious PPF target, poor marketing, curriculum gaps, poor NNS results etc.</p> <p><b>COVID-19</b></p>	<p>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.</p> <p><b>Financial impact of reduced student numbers</b></p>	Depute Principal Academic/ Associate Principal	5	4	20	<ul style="list-style-type: none"> <li>•Review curriculum to ensure robust and up to date.</li> <li>•Continue close partnership working within UHI.</li> <li>•Ongoing dialogue with PPF and academic partners.</li> <li>•Plan, monitor and review student numbers/applications.</li> </ul>	20  (5,4)	↔	<ul style="list-style-type: none"> <li>• Implementation of Curriculum Review</li> </ul>	Depute Principal Academic	Ongoing
20	Active	UHI Common Risk	<p>College does not achieve allocated FE Credit targets.</p> <p><b>Academic Affairs</b></p>	<p>Failure to recruit sufficient students due to various factors such as: over ambitious target, curriculum gaps, ineffective marketing and engagement with local schools/ employers.</p> <p><b>COVID-19</b></p>	<p>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.</p> <p><b>Financial impact of reduced student numbers</b></p> <p><b>Potential for specific courses to be paused/ Discontinued</b></p>	Depute Principal Academic/ Associate Principal	5	4	20	<ul style="list-style-type: none"> <li>•Review curriculum to ensure robust and up to date.</li> <li>•Develop external partnerships with schools. DYW and employers.</li> <li>•Plan, monitor and review student numbers/applications.</li> </ul>	20  (5,4)	↔	<ul style="list-style-type: none"> <li>• Implementation of Curriculum Review</li> </ul>	Depute Principal Academic	Ongoing

													CURRENT ACTION PLAN		
Ref	Risk Status	Strategic Category	Risk Description & Primary Sub-Committee	Causes	Impacts/ Evidence	Owner	Likelihood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	Actions to minimise risk TO DO	Action Owner	Completion Date
21	Active	UHI Common Risk	Non-compliance with relevant statutory regulations.  <b>Audit</b>	Lack of awareness of relevant laws and penalties.  Management failures. E.g. new General Data Protection Regulation from 25th May 2018, Bribery Act, Health and Safety Regulations, PREVENT legislation etc.	GDPR will provide new rights for individuals and impose additional obligations on data controllers and processors. GDPR will also introduce an increased penalty framework for non-compliance/ data breaches and includes new requirements for authorities to ensure that they maintain evidence to demonstrate compliance with the Law.  Potential requirement for disclosure of technical non-compliance discovered via reporting and internal/external audit (eg accounting procedures, data protection, payroll, settlement agreements, pensions, procurement, etc)	Depute Principal Academic	4	3	12	<ul style="list-style-type: none"> <li>•Robust governance policy.</li> <li>•Robust management policies, procedures and systems in place.</li> <li>•Dedicated Health &amp; Safety officer.</li> <li>•IT/Data Protection staff in place.</li> <li>•Mandatory staff training.</li> <li>•Close working relationship within UHI.</li> <li>•GDPR Implementation Plan</li> <li>• GDPR policies and procedures agreed.</li> </ul>	6  (2,3)	↔	<ul style="list-style-type: none"> <li>• Continuous update and reinforcement of GDPR policies and procedures.</li> </ul> <p>Ensure compulsory training is conducted across organisation</p>	Principal  Head of HR	Ongoing  June Board
22	Active	UHI Common Risk	Governance Failure.  <b>Audit</b>	Governing body does not have an appropriate balance of skills and experience. Role of a governor/director is onerous and it is difficult to attract a broad range of high calibre individuals to serve for non-remunerated roles.  Board members not provided with enough support or	Challenge to recruit new Board Members  High turnover of Board Members  Action Plans arising from recent Audits are not sufficiently monitored and reported	Chair, BoM	3	3	9	<ul style="list-style-type: none"> <li>•Recruitment process robust, transparent and open.</li> <li>•Skills matrix approach in place.</li> <li>•Networking/proactively encouraging diversity of applicants</li> <li>• Robust Action Plan falling out of various Audit Reports produced</li> </ul>	3  (1,3)	↔	<p>Successful recruitment of new Board Members June 2020 – Induction process to be completed</p> <p>Audit Action Plan in place with robust monitoring system</p>	Clerk  Chair, BOM	Aug 2020  Ongoing

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
				information to fully discharge their responsibilities	Failure to comply with Code of Good Governance										
23	Active	UHI Common Risk	Poor Student Experience  <b>Engagement</b>	Poor college estate. Dispersed campus with limited facilities for social interaction. Technology failures. Limited teaching/library resources. <b>Societal issues around Digital Poverty</b>  <b>COVID-19</b>	Poor performance in national student satisfaction surveys. Reputational damage. Impact on ability to recruit future cohorts. Risk to core income streams.  <b>Likely down-turn in Survey scores due to lack of contact time from March 2020</b>	Depute Principal Academic	4	3	12	<ul style="list-style-type: none"> <li>Partnership approach with HISA</li> <li>Continuous student engagement, feedback and dialogue.</li> <li>Ongoing Estate Maintenance and minor Refurbishments</li> <li><b>Completion of Scottish Government information survey around COVID local outbreak responses</b></li> </ul>	12  (4,3)	↔	<ul style="list-style-type: none"> <li>Identify estates requirements.</li> <li>Commission tender process for Estates Strategy</li> </ul>	Depute Principal Academic  Head of Estates	Ongoing  December 2020
24	Active	UHI Common Risk	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.  <b>F&amp;GP</b>	Poor IT security measures. Equipment with security holes. Poor patching regime. Anti-virus is not up-to-date and comprehensive. Firewalls are configured incorrectly. Coordinated DDOS attack on university infrastructure. Increasing number of security alerts. DDOS attacks on UK academic institutions up to 527 in 2015 - Janet CSIRT. Increase in cyber-attacks such as ransomware	Information Commissioner fine of up to £500k. Adverse press coverage. Loss of confidence by regulators, stakeholders and HE sector. Ransomware encryption has been detected on UHI network.	Principal	4	4	16	<ul style="list-style-type: none"> <li>Firewalls and filters updated regularly.</li> <li>Anti virus software on all corporate devices.</li> <li>UHI protocols applied and adhered to.</li> <li>Passwords changed regularly.</li> </ul>	12  (3,4)	↔	<ul style="list-style-type: none"> <li>Monitoring of UHI wireless network hardware and process</li> </ul>	ICT Manager	Ongoing

Ref	Risk Status	Strategic Category	Risk 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
				reported in national media.											
25	Active	Developing a successful and sustainable organisation	Financial failure of commercial subsidiary  <b>F&amp;GP</b>	Non-compliance with governance, financial and legal processes and procedures.  <b>COVID-19</b>	Contracts signed without required approvals.  Failure to consult with College SMT and AST Board  <b>Poor outlook due to worldwide collapse in aviation market</b>	Vice Principal External	4	5	20	<ul style="list-style-type: none"> <li>• AST management structure reviewed.</li> <li>• Interim Manager in place.</li> <li>• Policies identified</li> <li>• Best practice adhered to</li> <li>• College Governance applied.</li> <li>• Advice given to AST Management Team</li> <li>• General Manager appointed</li> <li>• Going Concern work prioritised</li> <li>• Job Retention Scheme/Salary Holidays/Rent Reduction to reduce costs while not trading</li> </ul>	20  (4,5)	↔	<ul style="list-style-type: none"> <li>• 2020/21 Business Plan reviewed once return dates are confirmed</li> </ul>	Vice Principal External	31 August 2020
26	Active	Developing a successful and sustainable organisation	Failure of payroll systems & procedures results in non-compliance with standards  <b>Audit</b>	Lack of integrated HR, Payroll and Finance systems	Recorded instances of erroneous NI payments  Incorrect reporting of pensions liabilities and tax payments arising from erroneous NI payments  Staff dissatisfaction with issue and/or steps taken to rectify	Vice Principal External	5	3	15	<ul style="list-style-type: none"> <li>• Internal Audit Action Plan commissioned and partially actioned</li> <li>• Affected staff informed of issue and steps being taken to rectify and recompense</li> <li>• Amended the payroll system user access rights to ensure that that these are appropriate for user roles and remove all generic users from the payroll system</li> <li>• Strengthened controls around variations to staff salaries on the payroll system to reduce the opportunity for unauthorised entries to be added to the tracker and inadvertently processed</li> <li>• Introduced mechanisms to ensure that payroll checklists are always completed and held on file and that these checklists are always checked and signed off by someone independent of the payroll team prior to processing of the payroll.</li> </ul>	12  (4,3)	↔	<ul style="list-style-type: none"> <li>• Review recruitment &amp; induction processes</li> <li>• Compliance with relevant areas of Audit Action Plan</li> </ul>	Head of HR & OD  Head of HR & OD	June 2020  Ongoing

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
										<ul style="list-style-type: none"> <li>Internal Audit commissioned to conduct evaluation of pensions and tax payments</li> <li>Voluntary HMRC Disclosure made</li> </ul>					
28	Active	Developing a successful and sustainable organisation	Procurement processes are not fully compliant with regulations  <b>F&amp;GP</b>	Internal processes not suitably robust	Contracts register incomplete	Vice Principal External	4	3	12	<ul style="list-style-type: none"> <li>APUC provision of remote services from November 2018</li> <li>Contracted member of APUC staff engaged by College from July 2019</li> <li>Procurement Strategy updated</li> <li>Procurement Policy updated</li> </ul>	6 (2,3)	↔	<ul style="list-style-type: none"> <li>Compliance with relevant areas of Audit Action Plan</li> </ul>	Head of Finance	Ongoing
29	Active	Developing a successful and sustainable organisation	Insufficient levels of Asset Management are in place  <b>F&amp;GP</b>	Lack of systems/controls to record and manage changes to Asset Register	Asset Register not complete  Creates difficulty in producing accurate accounts	Vice Principal	4	3	12	<ul style="list-style-type: none"> <li>Current Asset Register reviewed and weaknesses identified</li> <li>Comparative analysis within sector conducted</li> </ul>	12 (4,3)	↔	<ul style="list-style-type: none"> <li>Update Asset Register</li> <li>Review Financial Regulations</li> </ul>	Head of Finance	June 2020

[illegible]

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

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

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

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

**IMPACT CRITERIA**      **TIMESCALE 3 YEARS**

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

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



RISK MAP (for Gross risk & residual risk)

TIMESCALE 3 YEARS

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

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

## Perth College UHI

Paper No.5

<b>Committee</b>	Board of Management
<b>Subject</b>	Health and Safety Report 2019/20
<b>Date of Committee meeting</b>	20/08/2020
<b>Author</b>	Ian Bow (Health, Safety & Wellbeing Adviser)
<b>Date paper prepared</b>	21/09/2020
<b>Executive summary of the paper</b>	<p>Report on health and safety performance for the Academic Year 2019/20.</p> <p>This annual report is provided in lieu of a quarterly update.</p>
<b>Consultation</b> How has consultation with partners been carried out?	Previously scrutinised and approved by Audit Committee
<b>Action requested</b>	<input checked="" type="checkbox"/> For information only <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
<b>Resource implications</b> (If yes, please provide details)	No
<b>Risk implications</b> (If yes, please provide details)	No Click or tap here to enter text.
<b>Link with strategy</b>	Annual reporting compliance

## Perth College UHI

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

## Perth College UHI

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

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

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

Further guidance on application of the exclusions from Freedom of Information legislation is available via:

<http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp>

and

[http://www.itspublicknowledge.info/web/FILES/Public\\_Interest\\_Test.pdf](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

# **Annual Health, Safety and Wellbeing Report**

**Academic Year 2019-2020**

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## Introduction

The purpose of the Annual Health, Safety and Wellbeing report is to give board members, senior management and all stakeholders an understanding of health, safety and wellbeing arrangements and to provide assurances on the adequacy of health, safety and wellbeing measures in place. This report is a statement of Perth College UHI health and safety management for the academic year 2019/20 and its intentions going forward for 2020/21 and beyond.

Perth College employs over 500 staff and more than 8000 students. Campus. We recognise staff as our greatest asset. We are dedicated to investing and developing a skilled and motivated workforce in order to achieve successful health and safety.

This report sets out key health and safety control measures and systems to minimise risk and ensure the health, safety and wellbeing of its staff, students and visitors. Perth College is committed to continual improvement of health and safety. The contents provide a review of management arrangements, health and safety activities and lessons learned in this reporting period.

To achieve the aim, the College Safety Management System follows the principles of Health and Safety Executive document, HSG65. The College endeavours to proactively and effectively:

- Identify safety hazards and risks
- Implement controls and safety measures
- Prevent workplace health and safety incidents
- Respond to, report and document such incidents
- Prevent future incidents from happening

## Four Key Stages of HSG65

1. PLANNING - Setting Policy and formulating a Safety Plan
2. DOING - Delivering the Safety Plan
3. CHECKING - Measuring Performance, i.e. monitoring
4. ACTING - Reviewing Performance and acting upon lessons learnt to feed back into Stage 1.



## **Executive Summary**

The 2019-20 year saw unprecedented changes to Perth College UHI with the impact on a pandemic placing significant challenge on the way we deliver our core business and how our staff and students alike reacted to a lockdown and then continued uncertainty.

In the first half of the academic year there was the constant challenge of looking to embed Health and Safety within our daily work, and business as normal meant that a number of internal audits and reviews took place, policies were reviewed and we continued to look to create a culture of Health and Wellbeing within the College. Then from the start of 2020 the focus changed to an evolving situation where Health, Safety and Wellbeing became a focused priority. There was a rapid shift to home working and the College responded well to these demands, by ensuring staff were equipped as much as possible to work from home. A small number of staff were required to ensure that the closed College buildings were maintained and then the process of planning to reopen started.

The level of communication required to ensure that staff were updated and reassured against an ever-changing backdrop of Scottish Government guidance, along with unprecedented speed necessary to ensure risk assessments were in place cannot go un-noted. Nor can the level of review or support given by the College's Health, Safety and Wellbeing Advisor. The College's Trade Unions have also played a vital role in providing challenge and support to allow us to reopen the essential elements of the College and give both students and staff the confidence to return.

By the end of the 2019-20 academic year we were in the final stages of preparing to welcome our students back who need to complete practical work to conclude their studies and then start to welcome our new and returning students. The expectations for the coming year are still through a blended learning model and so we need to prepare for new and additional challenges that this may bring.



## **1. Health and Safety Management**

### **1.1 Policy**

The overarching document for Health and Safety is the Health and Safety Policy which is reviewed annually. It is divided into 3 parts. Part 1 is the Statement of Intent which is signed by the Principal and Chief Executive and the Chair of the Board in October each year. It lays out in broad terms the criteria for health and safety management.

Part 2 identifies the responsibilities and organisational structure to implement the policy.

Part 3 contains the arrangements and further identifies guidance and instruction on how health and safety is to be effectively implemented and includes:

- Accident, Incident and Dangerous Occurrences Reporting
- Asbestos
- Control of Contractors
- Display Screen Equipment (DSE)
- Drugs and Alcohol
- Fire and Emergency
- First Aid
- Health and Safety Training
- Health Surveillance
- Inspection and Audit
- Lone Working
- Manual Handling
- New and Expectant Mothers
- Noise at Work
- Permits to Work
- Personal Protective Equipment (PPE)
- Risk Assessment
- Smoking
- Stress
- Substances Hazardous to Health (COSHH)
- Vibration at Work
- Welfare
- Work at Height
- Work Equipment

The Health and Safety Policy is the foundation for additional policies, procedures and guidance which were reviewed this academic year and include:

- Asbestos Policy
- Control of Substances Hazardous to Health Policy
- Driving for Work Policy
- Drug and Alcohol Policy
- Display Screen Equipment Policy (New Document)
- Electrical Safety Policy
- Fire and Emergency Procedure
- Health Surveillance Policy (New Document)
- Lone Working Policy

- Managing Contractors Policy
- Manual Handling Policy
- Noise at Work Policy
- Smoking Policy
- Stress Management Policy
- Vibration at Work Policy
- Water Management Policy
- Work at Height Policy

## **1.2 Planning and Implementation**

Planning for continuous improvement of health and safety is key to prioritising actions. One of the main areas for improvement is developing staff competencies to enable them to fulfil their role. Training needs were identified through audits and inspection of records, action plans developed and an internal training programme drafted to accommodate those requirements. Due to the Covid crisis, the training programme was suspended with limited training conducted online.

Further work continues with the standardisation of health and safety documentation, processes and procedures. Other areas identified for actions were the development of departmental inspections and reporting, increased internal audits and raising awareness of health, safety and wellbeing.

Planning for return to Campus with easing of restrictions and has been ongoing since May. It continues to ensure a Covid safe environment to work and study. The process has been challenging for all staff and students and their endeavours to keep up to date with guidance from various sectors and governments.

## **1.3 Cooperation and Communication**

Cooperation between college management, academic and support staff and students is maintained through the Health and Safety Committee which is chaired by the Head of HR and Organisational Development. The Committee met on 4 occasions during the academic year, twice face to face in College and twice on video conferencing due to Covid-19 restrictions.

Students and staff are represented on the committee by the Trades Unions and HISA. Trade Union representation remains an important part of the management system and the college management support them in their valued contributions toward improving the health, safety and welfare of our staff.

Communication of health, safety and wellbeing is primarily via the college intranet and departmental and team meetings. Work is ongoing to upgrade the intranet and develop the health, safety and wellbeing homepage in order to provide access to additional advice, guidance and resources.

## 1.4 Training and Competence

Developing staff of all grades to a level commensurate with their role, responsibilities and abilities is an imperative. A training needs analysis was conducted to identify which training differing grades of staff should have.

A member of Senior Management and the Board member on the Health and Safety Committee have completed IOSH Safety for Executives and Directors training programme.

8 members of the management team, including Heads of Departments and Sector Development Directors are enrolled in the IOSH Managing Safely training programme

In house training continues although planned courses have been postponed due to the Covid crisis. Courses postponed included, Accident Investigation, COSHH Assessor, Display Screen Equipment, Manual Handling and Risk Assessor. These events will be rescheduled either face to face or online wherever practicable.

Training conducted in the reporting period is detailed below.

18 staff - First Aid at Work Refresher

5 staff - First Aid at Work Requalification

4 staff - First Aid at Work

7 staff - CPR and AED Refresher

2 staff - Emergency First Aid at Work

5 staff - COSHH Risk Assessor

51 staff – Risk Assessor (from June to July 2020, basic training on video conferencing)

Departments and Curriculum areas have been requested to nominate 2-3 risk assessors from each area for full day certificated risk assessors training course.

Mandatory online training is a continual process. It was identified that uptake of online training was low and a push to promote staff requirement to complete training has been ongoing. Staff were asked to complete a number of mandatory trainings in January 2020 and completion rates are as set out below.

External training providers are utilised for specific training needs that cannot be met in-house.

Course name	29/01/2020	17/02/2020	25/02/2020	18/05/2020	19/08/2020
<b>Bribery Act v.1</b>	28%	56%	58%	78%	88%
<b>Bullying and Harassment Part 1 v.1</b>	20%	50%	53%	74%	85%
<b>Data Protection (GDPR) v.1</b>	32%	58%	61%	80%	88%
<b>Diversity in the Workplace v.1</b>	18%	48%	51%	72%	83%
<b>Health and Safety Part 1 v.1</b>	17%	40%	43%	65%	79%
<b>Health and Safety Part 2 v.1</b>	18%	47%	50%	72%	81%
<b>Safeguarding in FE Colleges v.1</b>	21%	49%	52%	74%	84%
<b>Stress Management for All Staff v.1</b>	23%	51%	53%	74%	84%

## 2 Audit and Review

### 2.1 Internal Audits

During this reporting period, 5 internal audits of Curriculum areas have been conducted by the Health, Safety and Wellbeing Adviser (HSWA). Further audits and re-audits were planned but again postponed due to the Covid crisis. Internal audits will be reinstated when the College returns to business.

Compliance is measured against a set of questions relating to Health and Safety Management Arrangements, Health and Safety Information, First Aid, Accident, Incident, Near Miss Reporting, Plant, Equipment and Machinery Safety, Electrical Safety, Personal Protective Equipment, Fire Safety, Housekeeping, Storage and Welfare and Traffic Management.

Internal audits are scored, given a percentage of total available score and graded as indicated below.

Score - Action Response	Score - Ranking Range	
<b>RED: Non compliant with a large number of significant observations.</b>	<b>0%</b>	<b>59%</b>
<b>AMBER: Partially compliant with some major observations.</b>	<b>60%</b>	<b>74%</b>
<b>YELLOW: Mainly compliant with some minor observations</b>	<b>75%</b>	<b>89%</b>
<b>GREEN: Fully compliant with possibly some minor observations</b>	<b>90%</b>	<b>100%</b>

The areas audited have achieved the following grades:

- Nursery, Yellow, 85%
- Auto Engineering, Amber, 70%
- Creative Industries, Amber, 69%
- Music and Music Business, Yellow, 78%
- Audio Engineering and Theatre Arts, Amber, 73%,

Action plans are created from the findings of the audit and each area is responsible for prioritising and resolving any issues identified. Advice and support, and guidance is provided by the HSWA and management.

### 2.2 External Audit

In May 2020, Henderson Loggie conducted a number of audits within the College and included Health and Safety. This was conducted remotely due to the Covid crisis and a draft report submitted in early July. The final report and agreed action plan is being considered at the first meeting of the Audit Committee in the 20/21 cycle and the October 2020 Health and Safety Committee. Progress is already underway to complete the required actions.

### 2.3 Departmental Health and Safety Reporting

All departments and curriculum areas are required to report on a monthly basis to the HSWA their performance in respect of health and safety. The reporting form highlights activities taking place within the area during the monthly reporting period. Information

required includes the number of accidents, incidents and near misses reported and investigated, number of risk assessments completed or reviewed in the period, number of internal workplace inspections and audits, staff training, new risks or hazards identified and any accomplishments achieved.

Although there are some reporting issues due to clarity of information sources, most areas were providing the required report. Departmental reporting will also resume on return to campus.

## **2.4 Departmental Health and Safety Inspections**

Each Department and Curriculum area is also required to conduct and record internal inspections on a frequency determined by the level of risk within the area. Where the main activities are administration or classroom learning and teaching, the risk level is low and they submit an inspection report once a year. Where the level of risk is high, workshops, construction etc., they are to submit a report each semester. Where negative issues are raised, the dept/area is required to action any issues.

The inspection reports are copied to the HSWA who then refers to the report when conducting inspections or audits to ensure compliance to College procedures. This is an ongoing process with only a small number of non-reporting.

## **3 Monitoring Performance**

### **3.1 Proactive and Reactive Monitoring**

The College conducts Proactive Monitoring through the use of workplace safety inspections, departmental reporting and internal and external audits. The benefit is we can gather performance data and enable corrective actions to be taken before a failure in the management system.

Reactive Monitoring is conducted by measuring and evaluating what has already happened and taking actions to reduce the likelihood of the event happening again or reduce the consequences. The College monitors accidents, incidents, ill-health, sickness absence rates, number of reported near miss events and property damage incidents, etc.

### **3.2 Key Performance Indicators**

The previous annual report stated the College would gather performance data to form base line figures for the Key Performance Indicators (KPI's) to be reviewed at the Health and Safety Committee. With the advent of the current crisis, some of the data would be for only two thirds of the academic year.

The Health and Safety Committee were requested to consider what KPI's would provide the most meaningful data to determine the health and safety performance. The College would also compare with other establishments in the partnership and across Scotland.

Proposed KPI's and indicative targets are:

Action	2019/20	Target for 20/21
Number of Leaders having completed IOSH Leading Safety training.	2	Higher than 2
Number of CMT members and identified staff having completed IOSH Managing Safely training.	3	More than 6
Number of staff having completed mandatory health and safety training.	Average 84%	90%
Number of departmental safety inspections (target 2 per annum).		2 per annum
Number of Internal Audits conducted against plan.		All planned
Number of Internal Audit actions closed and completed.		90%
Number of Managers' safety inspections against plan.		All planned
Number of staff health and safety suggestions implemented	N/A	75%
Number of false Fire Authority emergency calls avoided.	3	0
College sickness absence within agreed levels (average sick days per head)	7.88	5.9
College turnover levels within agreed levels	26%	20.5% or under
Number of fire drills carried out within agreed timescales	6	10
TRIR (total recordable incident frequency rate) Hrs worked x incidents recorded.	TBC	
Number of near miss reports.	2	Min 20
Number of lost time accidents.	1	0
Total number of working days lost due to accident/injury /ill health	4048.50	10% lower
Number of RIDDOR reportable accidents and ill health.	0	0
Number of contractor accidents on site.	1	0
Number of safety related insurance claims.	0	0
Staff sickness absence due to work related stress.	TBC	
Staff sickness absence due to musculoskeletal disorders.	TBC	
Number of risk assessments outwith review period.	TBC	

Data shall be collected and analysed and presented to the Health and Safety Committee for consideration in October with a view to accepting the available figures as a baseline. A decision shall also be made on an agreed annual improvement or completion target as compared to the target figure set for the following year.

### 3.3 Accident, Incidents, Near Misses

Reporting of accidents and incidents has improved as noted previously due to raising awareness. The reporting of near misses falls short of what would be expected with anecdotal evidence suggesting many people assume if they are not injured, there is no need to report. Emphasis going forward shall be the requirement and obligation to report such incidents.

Reported Accidents and Incidents are sent electronically to the HSWA who enters the details onto a spreadsheet. The information is reported quarterly to the Health and Safety Committee and the Annual figures are detailed in Appendix 1.

There were 2 reported near misses in this reporting period, one of which was adjusted to a Dangerous Occurrence.

### 3.4 Sickness Absence

The cumulative sickness absence rates for the College for 2019/2020 have increased compared to 2018/2019. This was identified early on in the 19/20 year and it was felt that the total number of sickness days would be more in line with previous years.

CIPHR	2017/2018		2018/2019		2019/2020	
	(full year)		(full year)		(full year)	
	Total Sick Days	Average Sick Days per Head	Total Sick Days	Average Sick Days per Head	Total Sick Days	Average Sick Days per Head
Management	118.5	5.38	15	0.6	35	1.95
Support	2385.75	9.21	1908	5.9	3161.5	12.65
Academic	1031.5	5.67	1011	4.5	852	3.46
Total	3538.25	5.51	2934	5.19	4048.5	7.88

2019/20 has been a challenging year for Perth College in relation to sickness absence due to the number of staff who have been off with long term sickness absence and also COVID19 had had an impact.

The College is following the trend seen with an increase of staff reporting mental health absence and we are looking at ways we can support staff further.

A new subgroup of the Health and Safety Committee has been created to look at Health and Well-being and this will start and look specifically at Stress initially.

### 3.5 Fire Safety

Fire Risk Assessments for the Brahan, Goodlyburn, Webster, Nursery, ASW and Residences were conducted in January 2020. Assessment findings were discussed between the HSWA and Estates Officer where actions plans were put in place. Outstanding issues from the previous assessments have been raised and hastened.

Emergency Fire Fighting Equipment was inspected with replacement equipment replacing out of date or inspection in February. Fire alarm testing, emergency lighting and servicing schedules remain in place and were tested during the lock down period.

Modern fire doors have replaced the older doors of the training kitchens on level 3 in Brahan, meeting the standard required.

There have been 3 recorded visits by the Scottish Fire and Rescue Service Crews this reporting period. 2 visits concerned malicious false alarm where a call point had been activated in Goodlyburn and Webster buildings. 1 visit was in response to an activation of a sensor, thought to be an aerosol in Brahan.

## **4. Health and Wellbeing**

### **4.1 Stress**

Stress remains a concern within the College as it does in all industries. The Health and Safety Committee are to form Sub-Committee to review the current policy and procedures for support to staff who present with stress, either work related or not and report to the main Committee.

Stress awareness training is provided online and a programme of training events is to be planned for staff and managers to recognise stress, assist with stress risk assessments and procedures.

### **4.2 Healthy Working Lives Group**

The Healthy Working Lives Group have met once in this reporting period. The group is an informal body who meet on an ad-hoc basis to develop and promote the health and wellbeing of staff. A proposal has been made to make this a formal Sub-Committee of the Health and Safety Committee which will feed into the committee as mentioned above.

In January, staff were invited to participate in an Employee Wellbeing Survey. 118 employees took part and the results of this survey were returned in early February. The Group has not yet discussed the report results and shall be part of the remit of the Sub-Committee.

## **5. Communication with External Agencies**

During this reporting period there has been no communications with the Health and Safety Executive or Perth and Kinross Council from any outside agency requesting information or actions.

The College maintains ties with Health and Safety Professionals through the UHI Health and Safety Practitioners Group and the Tayside Health and Safety Forum where information, best practice and experiences are shared for mutual benefit. These groups are also willing to share their KPI's for benchmarking purposes.



## **6. Going Forward into 2020-21**

### **6.1 Training and Competence**

Emphasis shall be on the training of staff to enhance competence and confidence whilst improving overall health, safety and wellbeing throughout.

### **6.2 Internal Audits**

There shall be an increase in internal audit and re-audits with staff side representation in order to raise standards and improve performance.

It is to be proposed the College adopt the Health and Safety Management Profile (HASMAP) management standard and auditing tool which can then be benchmarked against other higher and further education establishments.

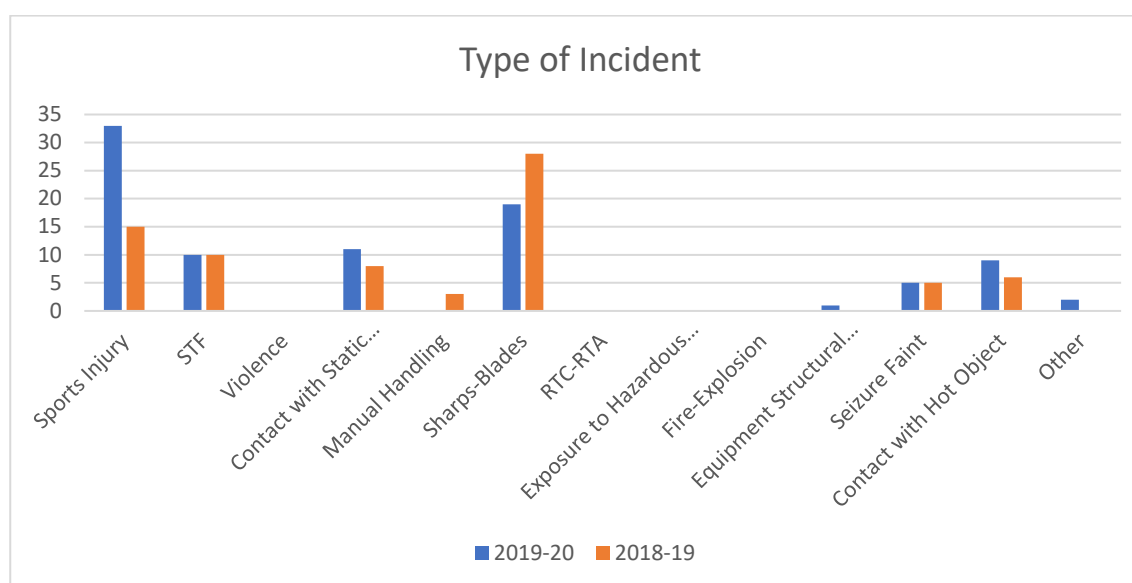
### **6.3 Risk Assessment**

This is an ongoing area of improvement which will continue to have a priority focus for 2020- 21. Departments and Curriculum areas have been requested to nominate 2-3 risk assessors from each area for full day certificated risk assessors training course.

## Appendix 1

## Accident and Incident Statistics

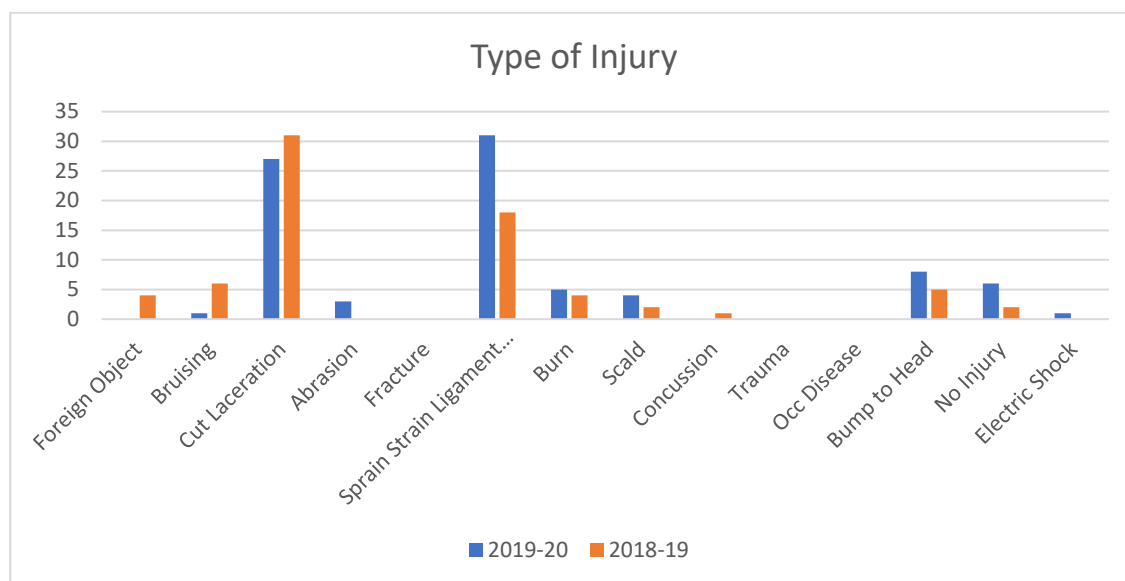
Type of Incident	2019-20	2018-19
Sports Injury	33	15
STF	10	10
Violence	0	0
Contact with Static Moving Object	11	8
Manual Handling	0	3
Sharps-Blades	19	28
RTC-RTA	0	0
Exposure to Hazardous Substances	0	0
Fire-Explosion	0	0
Equipment Structural Failure	1	0
Seizure Faint	5	5
Contact with Hot Object	9	6
Other	2	0



## Appendix 1

## Accident and Incident Statistics

Type of Injury	2019-20	2018-19
Foreign Object	0	4
Bruising	1	6
Cut Laceration	27	31
Abrasion	3	0
Fracture	0	0
Sprain Strain Ligament Injury	31	18
Burn	5	4
Scald	4	2
Concussion	0	1
Trauma	0	0
Occ Disease	0	0
Bump to Head	8	5
No Injury	6	2
Electric Shock	1	0
Other	3	



Status	2019-20	2018-19
Staff	8	8
Student	51	49
Member of Public	28	13
Contractor	0	1
School Pupil	4	4
Visitor	0	0

- Members of the Public are all users of the Academy of Sports and Wellbeing (suffering mainly sports injuries)

<b>Committee</b>	Board of Management
<b>Subject</b>	Balanced Scorecard 2019/20 – Q1 2020/21
<b>Date of Committee meeting</b>	08/10/2020
<b>Author</b>	Kirsty Campbell, Project & Planning Officer
<b>Date paper prepared</b>	02/10/2020
<b>Executive summary of the paper</b>	<p>The attached paper is the Balanced Scorecard, aligned with the aims and measures for the strategic plan Vision 2021, outlining where possible, the measures to date for AY 2019-20.</p> <p>The data is presented in 2 parts:</p> <p>Part One - is a summary of the measures in a simple table layout with measures of current performance categorised as Red (worsening), Amber (stable) and Green (improving)</p> <p>Part 2 – Provide more detailed analysis and insight with a trendline giving a pictorial representation of data over the past 3 years.</p> <p><b>The following additions have been made for 2019/20 in response to the recommendations made to the College by the External Auditors that metrics should be provided:</b></p> <p><b>Part One</b></p> <ul style="list-style-type: none"> <li>• A column has been added to the master table giving the metrics for 2019/20</li> </ul> <p><b>Part 2</b></p> <ul style="list-style-type: none"> <li>• The 2019/20 metric has been given, indicated by 'Actual 2019/20'</li> <li>• The +/- difference in the metric figure from the previous academic year has been provided.</li> </ul>

## Perth College UHI

	Work on the Balanced Scorecard to identify tolerances and sector averages where possible and again as picked up by the external auditors, the timing of provision of data, is currently underway and will be reported back to the Board Cycle 2 2020/21.
<b>Consultation</b> How has consultation with partners been carried out?	Click or tap here to enter text.  For measure 3, 11 and 12 the Head of HR&OD was consulted  For measures 4, 5 and 6 the Quality Manager was consulted
<b>Action requested</b>	<input checked="" type="checkbox"/> For information only <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
<b>Resource implications</b> (If yes, please provide details)	No
<b>Risk implications</b> (If yes, please provide details)	No Click or tap here to enter text.
<b>Link with strategy</b> Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> <li>• Compliance</li> <li>• National Student Survey</li> <li>• partnership services</li> <li>• risk management</li> <li>• other activity [e.g. new opportunity] – please provide further information</li> </ul>	The Balanced Scorecard KPI's stems directly from the Perth College UHI Strategic Plan 2016-21.

## Perth College UHI

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

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

Its disclosure would substantially prejudice a programme of research	<input type="checkbox"/>	Its disclosure would substantially prejudice the effective conduct of public affairs	<input type="checkbox"/>
Its disclosure would substantially prejudice the commercial interests of any person or organisation	<input type="checkbox"/>	Its disclosure would constitute a breach of confidence actionable in court	<input type="checkbox"/>

## Perth College UHI

Its disclosure would constitute a breach of the Data Protection Act	<input checked="" type="checkbox"/>	Other [please give further details] Click or tap here to enter text.	<input type="checkbox"/>
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<http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp>

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[http://www.itspublicknowledge.info/web/FILES/Public\\_Interest\\_Test.pdf](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

# Vision 2021 – Balanced Scorecard

**2019-20 Progress Update – Q1 2020-21**



University of the  
Highlands and Islands  
Perth College

02 October 2020



# Purpose

The purpose of the Balanced Scorecard is to provide the current view on where the college sits against the key performance measures identified within Vision 2021 Strategic Plan 2016-21.

- **Vision – To be an inspirational partner in economic and social transformation**

- **Mission – To change lives through excellence in education, research and innovation, developing knowledge and skills and the experience to succeed**

- **Values– Ambition, Integrity and Respect**

# Vision 2021 - Strategic Aims

- 1 Inspire and empower our students, regardless of background, to recognise and achieve their potential
- 2 Work in partnership to foster and drive positive change and growth in local, regional, national and international economies
- 3 Provide dynamic learning and research experiences within a curriculum that meets economic and societal needs and aspirations
- 4 Optimise the sustainable use of our systems, processes and resources to provide the best possible student experience and outcomes
- 5 Have talented, confident and inspirational staff who contribute to and make a vital difference to the success of students, the life of the College, the University and our communities

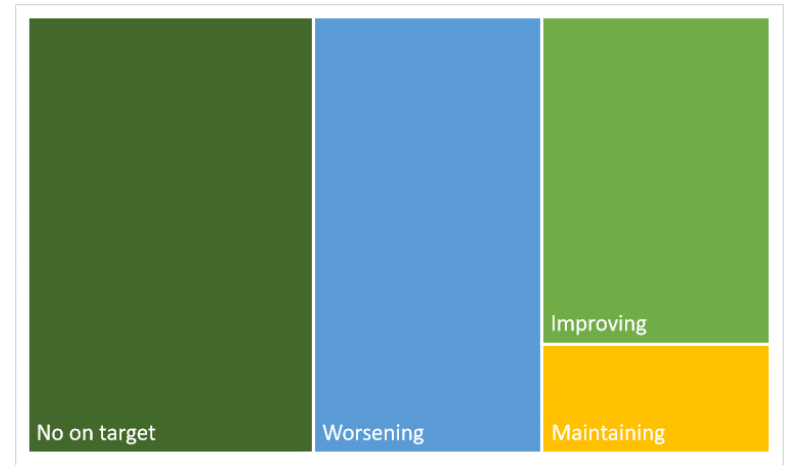
# Overview

The Q1 data-set is comprised of **16** key performance indicators from the total of 27 measures identified within the college Vision 2021 Strategic Plan 2016-21

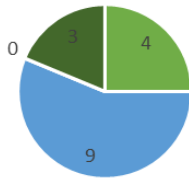
Q1 = **16** Measures\*

\* Due to COVID19, 2019/20 data was not available for 6 of the 16 measures - see Note on Measure 6

- 30% improving
- 10% maintaining
- 50% on target
- 40% worsening



The 16 measures split by element



- Students and Staff Achieving their Potential
- Student Satisfaction
- Student Activity Measures
- Sustainability

RedAmberGreen by Measure

3a
3b
3ci
3cii
4b
5i
5ii
11a
11b
12

# Strategic Plan Targets and KPIs: Progress Report 2019-20 Q1

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

Key: KPI performance status

Improving	↑
Maintaining	↔
Worsening	↓

Key: Target performance status





Target achieved	Green
Target progress maintained	Yellow
Target missed	Red
No 2019/20 data	Blue

Measure	Key Performance Indicator or Target	Metric 2019/20	Performance
	<b>Students and Staff Achieving their Potential</b>		
<b>3</b>	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 number of publications	8	↔
		10	↑
	<b>Student Satisfaction</b>		
<b>4</b>	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%	↓
<b>5</b>	Proportion of classes with a student representative or agreed structure	70%	↓
	i. HE ii. FE	71.5%	↑
<b>6</b>	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)	-	-
	<b>Sustainability</b>		
11	Staff rates of: a) Turnover	26%	↑
	b) Sickness absence	7.8d	↓
12	Number of accidents reported to HSE	0	↓

## Section 2: Detail of Performance by Measure

### 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:** a) 7.6 days b) 63%





**Difference from 2018-19 (+/-):** 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 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:** 8 and 10  
**2019/20**

**Difference** -12% and +11%  
**from 2018-19**  
**(+/-):**

**Trend:** Maintaining overall performance



**Note on performance for measure 3c**

The figures reflect an increase in the number of staff undertaking research collaborations with other universities.

A number of the publications have received a provisional 2\* or 3\* grading as part of the UHI's Research Excellence Framework (REF) 2020-21 submission for the Education Unit.

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

**Difference** a) n/a b) -4%  
**from 2018-19**  
**(+/-):**

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

**Tolerance:** tbc (+/-)

**Sector**  
**Average:** 85%  
**(+/-)**


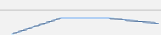

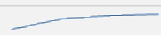
**Note on performance for measure 4 a, b**

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 : b) HE c) FE		
			

**Baseline:** a) 52% b) 34%

**Target:** Improve on previous year's performance

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

**Difference** a) -9% b) +6.5%  
**from 2018-19**  
**(+/-):**

**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 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



**Difference from 2018-19 (+/-):** 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:** 0  
**2019/20**

**Difference** - 1  
**from 2018-19**  
**(+/-):**

**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.

## Perth College UHI

Paper No. 7

<b>Committee</b>	Board of Management
<b>Subject</b>	Policy Summary 2020/21
<b>Date of Committee meeting</b>	08/10/2020
<b>Author</b>	Ian McCartney, Clerk to the Board
<b>Date paper prepared</b>	01/10/2019
<b>Executive summary of the paper</b>	This paper seeks to provide the Board with outline information on policies that are scheduled to be tabled at Board-level committees during AY 2020/21 and current approval routes for each policy.
<b>Consultation</b> How has consultation with partners been carried out?	Paper prepared in consultation with Quality Manager.
<b>Action requested</b>	<input checked="" type="checkbox"/> For information only <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
<b>Resource implications</b> (If yes, please provide details)	No
<b>Risk implications</b> (If yes, please provide details)	No Click or tap here to enter text.
<b>Link with strategy</b>	Click or tap here to enter text.

## Perth College UHI

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

## Perth College UHI

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Its disclosure would substantially prejudice a programme of research	<input type="checkbox"/>	Its disclosure would substantially prejudice the effective conduct of public affairs	<input type="checkbox"/>
Its disclosure would substantially prejudice the commercial interests of any person or organisation	<input type="checkbox"/>	Its disclosure would constitute a breach of confidence actionable in court	<input type="checkbox"/>
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## **Briefing for Board of Management 8<sup>th</sup> October 2020 – Policy Scheduled for Review 2020/21**

### **Background**

This Briefing seeks to provide the Board with outline information on Policies that are scheduled to be tabled at Board-level Committees during AY 2020/21, and the current approval routes for each policy.

Board should be aware that other Policies are likely to fall for review during this period with approval given at CMT level.

### **Policy Schedule AY 2020/21**

<b>Policy Title</b>	<b>Current Owner (Senior Manager)</b>	<b>Current Head of Dept /Lead Author</b>	<b>Approval Route (BOLD denotes final approval)</b>	<b>Last Approved</b>	<b>Board Cycle</b>
Health & Safety Policy	Depute Principal	Head of HR & OD	Health and Safety Committee CMT (Endorse) Audit Committee (Endorse) <b>BOM (Approve)</b>	Oct-17	3
Corporate Parenting Policy	Depute Principal	Head of Student Experience	CMT Engagement Committee (Endorse) <b>BOM (Approve)</b>	Jun-17	4



## Perth College UHI

Paper No.8

<b>Committee</b>	Board of Management
<b>Subject</b>	Board Development Sessions – Draft Calendar 2020/21
<b>Date of Committee meeting</b>	08/10/202
<b>Author</b>	Ian McCartney, Clerk to the Board of Management
<b>Date paper prepared</b>	01/10/2020
<b>Executive summary of the paper</b>	Paper outlines Board Development activities and calendar for AY 2020/21
<b>Consultation</b> How has consultation with partners been carried out?	Paper was initially discussed at Engagement Committee, and referred to Chairs' Committee for additional feedback.
<b>Action requested</b>	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
<b>Resource implications</b> (If yes, please provide details)	<del>Yes</del> / No
<b>Risk implications</b> (If yes, please provide details)	<del>Yes</del> / No Click or tap here to enter text.
<b>Link with strategy</b> Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> <li>Compliance</li> </ul>	n/a

## Perth College UHI

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

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## Perth College UHI

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## Perth College UHI

### **Board Development Activities 2020/21**

#### **Introduction**

Each year, a series of events are organised for members of the Board of Management to provide an opportunity to work on strategic development, areas of key interests identified by the Board and/or Senior Management Team, and the provision of information and skills from sector experts.

These development activities allow Board members to delve more deeply into subjects not normally afforded within meetings, as well as providing an opportunity for engagement outside of the boardroom environment

In a standard annual Board cycle, it is expected that Board Development activities would comprise 2 full-day sessions held on a weekend, plus 2 evening sessions, split evenly across the academic year.

However, given the current climate and uncertainty around such meetings taking place physically on campus, planning for the Board Development Activities needs to build in a high degree of flexibility.

In addition, conducting development activities fully online within a single large group could be challenging and, potentially, unproductive, therefore it may be necessary to split the work into smaller groups.

#### **Proposal**

It is proposed that the main focus of Board Development activities for 2020/21 are centred around work to produce a new Strategic Plan for presenting to the Board at the March or June Board meetings. In addition, some activities planned to be tackled pre-COVID need to be addressed to allow specific strategic activities to occur.

Each workshop session will be scheduled for 2 hours, with small group sessions having more flexibility around membership.

#### **Outline Plan**

<b>Date</b>	<b>Item</b>	<b>Format</b>
Saturday 24 October 2020	Business Development Strategy – consultation (carried over from 2019/20)	Workshop
Saturday 21 November 2020	Strategic Planning - Phase 1: initial scoping of strategic & local priorities	Workshop
Saturday 13 February 2021	Strategic Planning - Phase 2: further refinement informed by UHI Strategy	Initial workshop + small group work
Thursday 15 April 2021 (tbc)	Strategic Financial Context (delivered by EY)	Workshop

Ian McCartney  
Clerk to the Board of Management  
October 2020

## Perth College UHI

Paper No.9

<b>Committee</b>	Board of Management
<b>Subject</b>	Chair's Report Oct 2020
<b>Date of Committee meeting</b>	08/10/2020
<b>Author</b>	Brian Crichton
<b>Date paper prepared</b>	30/09/2020
<b>Executive summary of the paper</b>	Paper summarises key activities of the Board Chair or end September 2020
<b>Consultation</b> How has consultation with partners been carried out?	n/a
<b>Action requested</b>	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
<b>Resource implications</b> (If yes, please provide details)	No
<b>Risk implications</b> (If yes, please provide details)	No Click or tap here to enter text.
<b>Link with strategy</b> Please highlight how the paper links to the Strategic Plan, or assist with:	Click or tap here to enter text.

## Perth College UHI

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

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## **Chair's Report for Perth College Board of Management Board Meeting, 8<sup>th</sup> October 2020**

Chair's activity since our last board meeting has primarily been taken up with Colleges Scotland, UHI Court matters, RSC and related Partnership activity. Some of this has already been reported, but I will summarise again and highlight emerging and continuing issues.

### **Regional Strategic Committee**

An RSC was held 1<sup>st</sup> September and my notes have been circulated (Appendix 1). There continues to be significant issues around demarcation of RSC and F&GP responsibilities, and it is to be hoped these will be ironed out before the next meeting.

### **Colleges Scotland/Ministerial Telecon**

There was a third telecon with Richard Lochhead on 15<sup>th</sup> September. The papers and some notes from Michael Foxley have been distributed. It was a constructive meeting and RL reiterated his support and appreciation for the way the College sector has and is reacting to the continuing challenges. At the same time he acknowledged the extreme pressure on the public purse made increased direct funding unlikely even though increased activity may be required to help the recovery.

He was asked for clarity around how additional funds will be accessed Youth guarantee etc, and he noted that this was a work in progress and there should be news "soon". He also hoped that there would be UK government decisions that could result in further (Barnett) consequential for the Scottish college sector.

General Chairs' consensus was that the discussions are useful and should be continued.

### **UHI Investigation and Related Matters**

I am pleased to confirm we have reached an acceptable compromise with respect to the PC Staff Survey "required" to complete the UHI investigation actions. We shall carry out a survey, content to be developed in consultation with UHI, but driven by PC with a target completion February 2021. This compromise was a result of very constructive and frank discussions with the new interim chair of UHI Audit Committee.

We have had an unfortunate incident with regard to the process around a long-standing complaint made about a UHI developed course run at Perth some time ago. The issues are complex and not wholly resolved but unfortunately UHI has issued an unreserved apology to the complainant not only on UHI behalf but on behalf of PC – without our knowledge. We have since received an unreserved apology for this lack of consultation, but this does not alter the fact that there is a potential for further actions from the complainant. We shall keep the situation under review.

### **Court**

The board has seen my recent notes from last Court meeting on 23<sup>rd</sup> September (Appendix 2).

Despite a written commitment from Court Chair that the PC response to the merger proposals would be put to court, this did not happen. I have since had an undertaking that this oversight will be rectified as soon as possible. I think this is good news as it will highlight to the less well-informed Court members that at least one AP is dissatisfied enough with the status quo that it is examining alternatives. In the meantime Principal Cook and UHI Principal Lang have commenced discussions on elements around the "PC List" – progress on this will of course determine what/if and how we continue discussions with John Swinney.



### **Special Meeting Chairs/Principals to Discuss Merger/Alignment Options**

This meeting took place 28<sup>th</sup> September. It was a useful meeting and it was agreed that those APs interested in pursuing merger/alignment/cluster solutions should move ahead, identify options and report back.

Principal Cook and I reiterated our broad support, but also underlined that we saw this activity as peripheral to the real task of achieving financial sustainability. I challenged AP Chairs and Principals to seriously consider the “PC List” as a much greater contribution to long term financial stability. There were no dissenting voices, and doubtless there will be a return to the topic as it becomes apparent that we need radical and drastic action if financial sustainability is to be delivered.

### **Special Meeting Chairs/Principals/Court to Kick-off development of New UHI Strategy**

This meeting took place 29<sup>th</sup> October. Too much of the meeting was taken up by scene-setting and review of previous strategy delivery, and not enough time was spent on recognising the critical state we are in and how this must drive the bulk of our strategic imperatives. Nevertheless there seemed to be a widespread recognition that the next few years will be about “survival” rather than growth and that is where our strategic focus needs to be. There is no place for a continuation strategy as effectively Brexit/C19 has determined that “all bets are off” and we need to concentrate on the essentials, but we also need to have a view of what the partnership shall look like coming out the other side. It is my view that the strategy development will require a significant non-executive effort to ensure the correct focus is maintained.

UHI Principal made a closing statement around a recognition that the situation is critical and talked about realigning the EO functional activities. There was no explicit recognition that it is not only realignment but also substantial reduction that is required, and again I feel there is an essential non-executive input required to keep us on the track of achieving robust financial sustainability.

### **Aligned Financial Systems/Services**

The debate on this activity rumbles on. You will have seen under separate cover the current state of play. There is an intent to deliver a viable model for RSC discussion during November.

### **Concluding Remarks**

It should be clear from the above that my over-riding concern for now and the foreseeable future is that we work assiduously, openly, and constructively to achieve financial sustainability for PC UHI and the Partnership. This will be a hard road – but we must follow it with energy, focus and a sense of urgency. I count on PC UHI Board support in this.

Brian Crichton

Chair, Perth College UHI Board of Management,  
29<sup>th</sup> September, 2020

## Appendix 1 – RSC Notes 1/09/20

It was not a bad meeting – but neither was it good, in reality we are struggling towards a modus operandi while the chair wants to keep stuff at a high and non-confrontational level, a number of AP chairs feel we need to be working harder to hold the executive to account, and an executive who just don't seem to get the urgency of the situation. Not a good recipe for decisive change or strategic thinking

- Essentially no discussion on the feedback/survey results from the first RSC. Chair rushed this through, and I didn't hear any commitment to act on the feedback, save that we shall learn as we go....
- It was confirmed that Ali Jarvis would do her stuff as a meetings coach. This was presented as an effective fait accompli and there was broad support. Given that the original proposal came out of G&A WG, I did not demur.
- Shetland merger - moving forward but not at pace, I guess we might be seeing light at the end of the tunnel.
- Options Appraisal/Merger - broad support for the paper, and neither John Kemp nor the Chair addressed any of the input already received. In an exchange prior to meeting Chair declined to put Perth/SMO written input in front of RSC (most but not all had seen it). Blair Sandison (North Highland) took the opportunity to outline his (long-term) view that one body would be the end-point – we'll have to agree to differ on that, though most of his other positions are consistent with where PC falls. Good points made by Sara Burton (Inverness), John Kemp, and Blair that 'not just about mergers but also option creation'. Beverley Clubley (Orkney) concerned what happens to the little players, who don't want to merge. Issue will also be discussed at court, presumably with a briefing on the feedback. I understand from previous conversations with JK that the merger paper has been informally passed to SG/SFC but no feedback as yet – unlikely they shall be anything but supportive.
- Partnership Change Management Plan –. Max Brown (project manager) made good points on interdependence of work streams and needing to have end-points to help us map out how to get there. JK wants to have sellable propositions (to the AP boards) before he goes to press. Blair and I were highly critical of the rate/pace/appetite shown by the Executive for change – both noting disconnect in timings compared to what some APs might have to do re VS etc.. Andrew Campbell (Argyll) questioned why EO restructuring is exiting the Change Management Plan. Chair noted concerns and Crichton Lang instructed that in or out he would still need to report back to RSC on EO restructuring. Also agreed that next update on all the CMP work needs to be sooner – in about six weeks – chairs concession to sense of urgency. JK/Max taking a paper next week to F&GP – will be shared with RSC.
- Dashboard – we have gone from sublime to ridiculous. Fiona Larg (UHI COO) took agreement last time that RSC would move to a dashboard approach to deliver something based on RAG with no real data and no insight – but with a whole host of other stuff dumped to the reading room. Widespread criticism of the approach and agreed that a backwards correction needs to be made so RSC can understand more of what is going on. The charitable might say incompetence, the less so that this was a blatant attempt to demasculate RSC – it is disappointing. I reminded Chair that the task of the executive is to Collate/Analyse/Synthesise/Recommend.....not sure the message taken on board. Lydia Rohmer confirmed that both HE and FE numbers are there or thereabouts, despite our previous misgivings. I guess I'll wait and see what turns up in reality.
- Islands deal – paper taken positively by some, less so by others. Argyll left out in the cold again, and no-one seeming to question the affordability of yet more resource being put in place without savings elsewhere. SG has approached UHI to encourage them to put forward some short-term projects – interestingly Neil Simco (VP Impact) had not responded by asking SG to fund the new posts! Yet another example of indirect SG subsidies to H&I!!!!

- Lydia Rohmer posted a late paper yesterday on economic recovery – long on words and optimism about opportunities. She alludes to the complexities of the Regional Economic Partnerships, and if anything she has understated them. I noted that the aspiration for UHI to be the anchor institution for Perthshire part of the UHI region was problematic, and we had concluded we needed to start getting the greater Tayside parties together for discussion including the Academic Institutions because that is our reality. No great dissent on this as the logic is pretty persuasive.

On reflection I took a pretty passive/constructive role for most of the meeting – deliberate and we shall see where we get to when our views become more widely known. I remain very concerned on lack of urgency and our inability to put the right resource to the right things (RAM, EO restructure, HR, Furnace etc)

## Appendix 2 – Court Notes, 23/09/20

Colleagues, below are my notes of highlights from Court 23/09 – not exhaustive, and inevitably while I try to be objective, personal perceptions will creep in – I have signalled the most obvious of those) Beverley, Davie and Michael were also present and may wish to add to my comments:

### Matters Arising

- Partnership Agreement – in final stages of modification. Expectation is that should be ready soon for AP board review.

### Sub- Committee Minutes

- Audit
  - Issues around PC UHI investigation now resolved and a way forward on staff survey found after very constructive meeting of new Interim Chair of Audit with PC Chair and Principal. *(Personal comment – for my part I do not recognise the incompetent/belligerent PC UHI portrayed in the minutes as we have always sought to engage objectively and constructively, but we are where we are.)*
- F&GP
  - Shetland merger approved and orderly progression expected – timescale to date has been extended so it is to be hoped process may now speed up.
  - Finance Alignment/Tech 1/New RAM etc – Concern expressed i) at lack of pace and ii) whether we have lost sight of the prize. There continues to be widely different AP and EO views on what is required and there likely needs to be a revisit of the fundamentals with APs. Agreed that we need a model that all partners can support.
- RSC
  - Some of the discussion echoed the F&GP notes on Finance above.
  - More work required on “demarcation” of RSC and F&GP so that RSC members see enough data to make sense of the dashboard summaries.
- RemComm
  - See under reserved business.

### Chairs Report

- Noted the very serious position we are in re sustainability and questioned whether rate and pace of activities anywhere near what is required. Need to turn planning in to implementation. Paper request to pull all strands together so that we can understand the impact that changes still in planning stage will have on the finances.
- VC/Principal Appointment – Final interviews of a very protracted process will be 2nfd October.

### VC Report

- Fantastic work by all partners in getting ready for new academic year.
- Full time HE numbers for 20/21 slightly up with respect to applications, but enrolments will tell the real story. FE slightly down. Nursing 28 over controlled numbers but will be supported.
- VC feels we should be building on our long experience of blended learning as we continue to deal with C19 – on the other hand there is a lot of competition in the online area, and some institutions with very substantial resources.

### HISA Report

- Heavy focus on student welfare and ensuring new students supported appropriately in these tricky times.

### SFC Review

- Some discussion around how we need to fly our UHI flag as a tertiary institution in the second round of SFC review input. I noted that given SG comments on “regional tertiary offers being central to recovery” we would be pushing at an open door. (Personal Comment – the other side of the coin of course is that should tertiary alliances become generally

supported as a means of having cohesive regional offers, then there will be more competition.)

- Timing of review has slipped (surprise ???), 2<sup>nd</sup> phase not till early 21, and completion likely post-election/
- SFC Chief Karen Watt thinks 21/22 about “survival” and has a view that there will be closures....

#### Academic Partner Financial Data

- Paper submitted had 19/20 data of limited current use. September returns to be forwarded to court members – done and should also be in Chairs “admincontrol” . Suffice to say the situation is not good and is unlikely to get better!.

#### Reserved Business

##### VS Scheme

- F&GP has determined that VS Scheme needs to be paused until appropriate legal and external audit review has been carried out. This should of course have been done before it got to F&GP, and while the committee action is entirely proper it does beg the question around how Executive have managed to get the process back to front. In the meantime staff who have signalled interest are left hanging.

#### Student Residence Update

- Gone from bad to worse as “unexpected withdrawals” (!\*?) has transformed a slight improvement on last year’s dire deficit into something much worse at 36% current occupancy. Continuing deficit around 2MGBP. Situation is clearly unsustainable, and all avenues being pursued to improve. However the onerous contract looks pretty watertight and unless the holders default we are likely to have to continue to pay, or if we terminate then damages will likely accrue. However at last it has been conceded that a proper review of how we got into this hole might be a good idea (!\*?) and as a first step key papers will be forwarded to court. (Personal Comment – a root cause analysis is long overdue, and it is a mystery to me why Court has not determined that years ago!)

## Perth College UHI

Paper No. 10

<b>Committee</b>	Board of Management
<b>Subject</b>	Principal's update
<b>Date of Committee meeting</b>	08/10/2020
<b>Author</b>	Dr Margaret Cook, Principal & Chief Executive
<b>Date paper prepared</b>	01/10/2020
<b>Executive summary of the paper</b>	This paper provides an update on current & recent work undertaken by the Principal
<b>Consultation</b> How has consultation with partners been carried out?	N/A
<b>Action requested</b>	<input type="checkbox"/> For discussion <input checked="" type="checkbox"/> For information <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
<b>Resource implications</b> (If yes, please provide details)	No
<b>Risk implications</b> (If yes, please provide details)	No Click or tap here to enter text.
<b>Link with strategy</b> Please highlight how the paper links to the Strategic Plan, or assist with:	Click or tap here to enter text.

## Perth College UHI

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

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

## Perth College UHI

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

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## **Perth College UHI**

### **Principals Report**

#### **Board of Management – 8 October 2020**

##### **Introduction**

There has been significant change in the college since the report to the last Board meeting.

The staff have continued to do an amazing job in 'opening up' the college again whilst supporting our students through this very difficult time. Our academic staff came back from the summer break a week early to allow students from last year access to complete their courses while preparing for the new academic year.

The majority of staff are working remotely with colleagues on the campus every day. We now have students on practical programmes in college one day per week being supported by a range of staff, this is working well. All other students are learning on-line.

##### **COVID 19**

The Board are aware of the positive COVID19 cases which became known on 29 September, our three students are receiving support from the college whilst they are self-isolating. At this point it appears

that the cases come from community transmission and are not related, we will have confirmation of this from Public Health in due course. The teams across the college came together well to deal with this issue and it was managed constructively, there was an issue with the actions of one of our Trade Unions who issued erroneous information to their members, however this appeared to have little impact on the actions of individuals but was unhelpful.

Colleagues across the college have been involved in the following COVID related activities/meetings

- Ministerial/Scottish Government meetings
- UHI Crisis Management Group
- Colleges Scotland meetings eg Vice Principals Group & Principals Group

- Our internal COVID Response Group which involves senior staff, TU's and HISA

The college has continued to utilize the Job Retention Scheme for a few staff as the majority of staff who were on this scheme have returned to work, we will be able to access the next tranche of this money early in the new year for the staff who remain with us.

UHI has signed up to the Universities Scotland national commitment for student support, this is particularly aimed at students who require support when self-isolating either in halls or other accommodation.

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

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

### **Going Forward**

Our HE student numbers look positive at this point however our FE student numbers are less positive, this appears to be in keeping with other institutions both within UHI and across Scotland. The emphasis is now on retaining our students by offering them a positive, if different, student experience.

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

In terms of our budget position we have now submitted our Voluntary Severance Scheme for approval and are waiting for that from UHI then SFC. We are working closely with our TU colleagues looking at other savings opportunity and ensuring that there is a transparency of spend across the college.

We have however spent more to support our students in digital poverty than we have in the budget, this has been discussed at a number of committees and there is broad support for this but I do acknowledge a concern over significant spend

out with the budget. I am convinced that this is the right thing to do for our students as it will enable them to study with us.

There have been a number of meetings re Tay Cities Deal and work on this progressing, we have not had confirmation from UHI of funding for our project costs and there are discussions ongoing in relation to this.

We have been extensively engaged with the change programme at UHI with colleagues being part of this process. We have reached a stage where it is difficult to see how to take a number of the changes required forward until there is some clarity on what the end goal actually is. Significant time is being devoted tot his but there are few outputs and this has been discussed by both Principals and Chairs but we seem unable to break this logjam in the system.

### **Summary**

We have had a good start to the academic year with many challenges for both staff and students. Everyone has made significant efforts to ensure that the student experience is as good as it can be but I am concerned over the impact that this situation is having on the mental health of staff and students. We continue to offer support in this area through a variety of means and is something we will monitor going forward.

## Perth College UHI

Paper No.11

<b>Committee</b>	Board of Management
<b>Subject</b>	HISA Perth Update, October 2020
<b>Date of Committee meeting</b>	08/10/2020
<b>Author</b>	Aimee Cuthbert, Students' Association Coordinator, HISA Perth
<b>Date paper prepared</b>	01/10/2020
<b>Executive summary of the paper</b>	<p>Paper collates 3 documents to update Board on HISA Perth activities and plans:</p> <ol style="list-style-type: none"> <li>1. HISA Perth Update</li> <li>2. Draft Perth Partnership Project</li> <li>3. HISA Perth Plan of Work</li> </ol>
<b>Consultation</b> How has consultation with partners been carried out?	Partnership Project and Plan of Work are iterations of documents presented to Engagement Committee, August 2020.
<b>Action requested</b>	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
<b>Resource implications</b> (If yes, please provide details)	No
<b>Risk implications</b> (If yes, please provide details)	No <a href="#">Click or tap here to enter text.</a>

## Perth College UHI

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

## Perth College UHI

<b>Freedom of information</b> Can this paper be included in "open" business?	Yes
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## **HISA Perth Update**

### **1<sup>st</sup> July – 30<sup>th</sup> September 2020**

#### **New Team**

On Wednesday 1<sup>st</sup> July the new HISA Perth officer team took office. They will be in their roles until 30<sup>th</sup> June. The new officers' details are as stated below:

- HISA Perth President – Alex Wilson
- HISA Vice President of Activities and Welfare – Michaela Asisten
- HISA Vice President of Education and Engagement - Cameron Murray

#### **Induction**

The new HISA Perth officer team have received significant training and induction meetings since starting their roles. They have attended Executive Training with the rest of the local and regional HISA officers, sparqs That's Quality, NUS Scotland's Lead and Change and sparqs (student partnerships in quality Scotland) Train the Trainer as a team.

They have also had induction meetings with all of the Senior Management Team, Corporate Management Team, Sector Development Directors, Student Engagement Staff, Clerk and Chair of Board of Management and Education Scotland.

The team have also received specific skills training around IT, working from home, time management and governance to name a few.

#### **Partnership Project**

Consultation on the Perth Partnership Project closed on 17<sup>th</sup> July and received 98 responses from students across Perth College UHI.

Based on the top three most voted for themes – Mental Health, IT Resources/Materials and Employment/Student Opportunities - HISA Perth have now created a proposed action plan with support from the Head of Student Experience and the Perth College Student Engagement Group for implementing and embedding into regular reporting for the committee.

Each officer will take responsibility for a theme - Alex has Employment/Student Opportunities, Cameron has IT Resources/Materials and Michaela has Mental Health – and will work with relevant departments across PCUHI to create specific actions and implement the Partnership Project.

#### **Freshers 2020**

Freshers 2020 took place from Monday 7<sup>th</sup> September until Friday 11<sup>th</sup> September completely online to ensure our students' safety. A range of activities were planned including music bingo, an online raffle and regular live sessions on social media and were hosted on a range of online platforms. Information was shared daily on our social media focusing on different themes – New to Perth, Help Available & Stretching Your Budget, Get Involved and Local Culture. The level of engagement received during the week was encouraging and steady, with over 340 views of our live music night, over 300 views combined for our live Q&A sessions and our themed days on social media being viewed over 500 times on Sway newsletters and over 4000 times on our Instagram stories.

HISA Perth also created input for inductions for academic staff and PATs to share with new students, including an officer of HISA Perth joining a classroom via video conference. We spoke at 14 inductions to approximately 120 students.

### **Planning our Year**

HISA Perth student officers and HISA Perth staff have finalised our plan of work for academic year 2020/2021. This consists of individual officer objectives linked to their manifesto, team objectives, an operational plan of work and a list of events that will take place. This will be taken to the first SRC meeting for class reps to ratify the officer's plan of work for the year.

### **Returning to Campus**

HISA Perth have been working in partnership with the college in preparation for students and staff returning to campus, contributing to the staff and student guides that have been created, having membership on the various short life working groups attributed to this line of work and contributing to discussions around communicating with students in the run up to returning to campus.

HISA Perth have been back on campus since 17<sup>th</sup> of September with a rota system in place so that no more than 2 people will be in the office at one time. Arrangements have also been made for students wishing to come and speak to HISA Perth on campus, but VC meetings are being used as a default, with a room been marked if a student comes to us in crisis. This and all measures are being kept under regular review in line with Scottish Government guidelines.

### **Facebook Group**

Following discussions from the previous officer team, HISA Perth and the Marketing Team have set up a Welcome to Perth College UHI 20/21 Student group on Facebook for new and returning students to join in order to find out more information about the college, finding other students on their course and to ask any questions they may have. Students are accepted onto the group after answering set questions about their student status, what they are studying and how they found out about the group as well as agreeing to the rules of the group that are linked to the Student Code of Conduct. The Marketing Team and HISA Perth are monitoring the group. Content has been created by HISA Perth with contributions from the Marketing Team. As of 10am on 29th September we currently have 291 members.

### **COVID 19 Student Support Fund**

HISA Perth have been working with the college's Development Officer, Student Engagement and Student Finance staff around the development of a new student hardship fund for students who have been negatively impacted by COVID-19. This fund offers support in terms of buying food, paying utility bills, paying rent and helping purchasing IT equipment on a loan basis.

The fund was launched 25<sup>th</sup> September and promoted on HISA Perth and Perth College UHI social media. The applications will be reviewed by HISA Perth, Student Engagement Staff and representatives from the Development Trust on a fortnightly basis upon return from the October break and as of 10.30 on 29<sup>th</sup> September has received 53 submissions.

### **Class Reps**

HISA Perth have been having weekly meetings with the Quality Team and Student Engagement staff to look at developing Class Rep Training for this academic year for delivery online in a live webinar and pre-recorded session. The work Perth will be doing will also be available for other APs to replicate





which we shall share at the UHI Class Rep Group. Training will take place from 22<sup>nd</sup>-29<sup>th</sup> October with HISA Perth and the Quality Team co-delivering.

Recruitment is currently underway with communications being sent out to PATs and the role actively promoted on social media. HISA Perth's VP Education and Engagement has also made several class visits to promote the class rep role.

HISA has developed a class rep toolkit, created by the organisation in partnership with APs across UHI through working groups during the summer, which includes tools for promoting the role, recording rep details and a working agreement between the AP and HISA to ascertain who has responsibility for tasks relating to the class representative role.

### **Clubs and Societies**

Due to government guidelines, clubs and societies cannot meet face to face in large groups so HISA and HISA Perth are promoting and encouraging regular meetings online to encourage new membership and to help plan activities for the new year and when it is safe to do so. Scottish Government guidelines are being monitored on a regular basis with HISA guidance being updated as and when needed.

Our VP Activities and Welfare has been regularly communicating with all previous clubs and societies to confirm they are still running and to ask how they would like to be supported this year. Sign-up sheets were created during Freshers and we received 30 sign-ups for existing societies and suggestions for new ones.

There are potentially three new clubs being set up - Adventurous Activities Club, a Debating Club and a Dance Team, which our VP Activities and Welfare and HISA Perth staff are working closely to assist in the creation of these.

### **Student Drop-Ins for Online Learning Support**

Our VP Education and Engagement is working in partnership with the Head of Learning and Teaching Enhancement regarding supporting students with Brightspace and online learning through face to face-controlled drop-ins. This has been in place on campus in the IT Suite in the Webster building from 17<sup>th</sup> September and been promoted to students via email and HISA Perth social media. As of 11.30 on 29<sup>th</sup> September 27 students have attended the drop in, all of whom fed back anecdotally they found the drop in beneficial. Conversations are on-going about online based support for those students studying from home.

## HISA Perth and Perth College UHI

### Partnership Project 2020-2021

#### Action Plan

#### **Introduction**

Based on feedback received from class representatives during academic year 2019-2020 and from Perth College UHI students between June and July 2020 as part of an online consultation, below is a proposed action plan for HISA Perth and Perth College UHI to work on the following themes identified by our students:

- Mental Health
- IT Resources/Equipment
- Student Employability/Opportunities

Each theme will be broken down into the top three concerns as raised by students with proposed actions to address these concerns.

#### **Mental Health**

1. Students mentioned frequently the impact that the COVID-19 pandemic has had on their mental health and how important their mental wellbeing and support available was at this challenging time
2. Students also recognised how important mental wellbeing is to their success as a student and that mental health is a growing issue for students. It was also recognised how crucial support in improving mental health is for student success and progression
3. Students also noted how mental health still continues to be stigmatised in some areas of society and that this inhibits understanding of all the varied mental health issues that students can face

#### **IT Resources/Equipment**

1. Students noted in the consultation that IT equipment and facilities have become a fundamental part of learning and therefore there is an increased demand in the usage of such equipment
2. Students felt that due to this increase in usage of IT resources and equipment that the number and quality of resources used by Perth College UHI needed to be increased

3. Students recognised the need for the IT resources and equipment to be easy to access and use for students as well as clearly signposted in terms of where resources were and how support can be accessed

### **Student Employability/Opportunities**

1. Perth College UHI students mentioned in the consultation that they were keen to use their qualification towards their future plans post-graduation so it would be beneficial to know what support was available to them
2. It was also noted by students that they would like to know about the opportunities that are available to them within the local community and relevant to their discipline
3. Students also recognised the need to know the options available to them as an upcoming or new graduate of Perth College UHI in terms of work placements and graduate opportunities

### **Proposed Actions**

Below is a suggested course of action for each of the key concerns identified by students within these three themes

Mental Health

Officer Lead, Vice President Activities and Welfare

- **Raising Awareness of Perth College UHI support**

Promotional campaign around the support available to students at Perth College UHI and advice on how to keep mentally well, in partnership with Student Support, Counselling Service, other relevant departments at Perth College UHI and HISA's Mental Health Coordinator

- **Removing the stigma of mental health on campus**

Awareness raising campaign sharing the different kinds of mental health conditions that are out there to help remove the stigma, in partnership with Student Support, Counselling Service, other relevant departments at Perth College UHI and HISA's Mental Health Coordinator along with local charities who offer support in mental health

- **Increasing opportunities for peer support**

Creating a space where students can share with each other concerns they have in an informal setting outwith the Student Hub

IT Resources/Materials

Officer Lead, Vice President Education and Engagement

- **Work more with PATS and Class Reps to help identify any issues that arise**

Make sure that all students across the board are being supported is key as this demand for IT learning will increase as the semester starts up again so making sure PATS and Class Reps are doing regular check ins with student's IT literacy and if any further help is required for their IT needs. Online IT support is worth looking at such as Support drop ins Via Webex or other relevant platforms

- **Exploring possibility of funding for more and better Resources**

Discuss and ask class reps and students to identify where they feel these resources need to be enhanced or improved within the first semester, if possible. It will be important to mention that suggestions will be investigated rather than promising they will be implemented in order to manage expectations. Findings will be explored along with the potential need for additional funding in key areas

- **Improving ease of access and usability as well as clear signposting**

Asking class reps and PATs about ease of access through VLE's or software that students' need to use as well as gathering feedback through class reps and students on the layout of VLE's used and ease of accessing key information. This will be done primarily through the first semester and feedback will be shared with the relevant sectors in the second semester, with class reps supporting monitoring changes.

Student Employability/Opportunities

Officer Lead, HISA Perth President

- **Promotional campaign to raise awareness of opportunities/support available**

Working with the Careers and Employability team to create an adequate promotional campaign to promote the opportunities and support available to more students using social media, posters on notice boards around the college and other avenues

- **Working with local business to promote opportunities available to students**

Carry out primary research with students to identify potential local business' that link with job or internship opportunities that students want and how they would like us to take this forward. In addition, we could work with local businesses to put on a potential event or series of events based on the feedback given by students

- **Helping upcoming and new graduates find work by ascertaining need**

Once again working with the Careers and Employability team, consulting with students (ideally a group of new or upcoming graduates with support from the Development and Alumni Relations department) to discuss graduate opportunities that would be of interest and

how they would like to find out about this. The findings would then be implemented either in the form of a promotional campaign or other avenues identified by students

### **Next Steps**

The proposed actions are to be discussed and developed at Perth College UHI's Student Engagement Group, identifying staff and services that can support HISA Perth student officers in this project so that a finalised action plan can be created.

Once approved, the action plan will make its way through the college's committee structure to be signed off for implementation by Senior Management Team and class representatives.

Once signed off, the action plan will be regularly reported and updated on at Student Engagement Group and at HISA Perth Student Representative Committee.

## **HISA Perth Plan of Work 2020-2021**

### **Introduction**

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

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

### **Individual Objectives**

Individual Objectives – HISA Perth President							
Workstream	Output	Dates	Impact on students	Indicator	Target	To Date	Notes
Mental Health	Themed drop ins	Sept – June	Students’ emotional wellbeing will be improved, helping them to stay in their studies and succeed	Regular drops ins hosted for students online and in-person (when allowed)	30		
	Mental health training for Students	Sept - June		Students signed up for mental health training (in partnership with Student Support)	10		
	Peer support network	Sept – June		Creation of a mentoring/peer support plan at Perth College UHI in partnership with Student Engagement	1		
				Students signed up as mentors	1		
				Engagement in the network during meetings	1		

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		
				Number of participants	20		
	Action plan	November		Action plan created from HISA Perth in partnership with PCUHI based on discussions	1		
	Promotion of resources	Sept-June		Promoting resources available to help aid inclusivity	1		
				Promoting support groups available	1		
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		
	Anonymous feedback	Sept-June		Creation of anonymous feedback system for students to give direct feedback	1		
				Instances of feedback collected and shared with PCUHI	50		
	Celebrating success	Sept-June		Promotional campaign celebrating student feedback that has led to positive change	1		
Communication	Sharing information across campus	Sept-June	Students feel a stronger connection to the community they now belong to	Information is shared consistently across buildings/sectors at PCUHI	1		
	Clear information	Sept-June		Monitoring communications to students to ensure clarity	1		
				Sharing feedback with relevant areas	1		
	Communication between	Sept-June		Using multiple avenues to communicate the work of HISA Perth to students	1		

	students and HISA Perth			Creating regular communications from HISA Perth to be shared with students	10		
				Number of students communicating with HISA Perth (across different channels)	150		
<b>Links to HISA Strategic Plan 2020-2022</b>	<p>2.1 HISA, working in partnership with the academic partners and UHI, will run an effective, accessible, and democratic representative system region wide that takes into account all learning modes and demographics</p> <p>2.2 HISA digital democracy will be sector leading, accessible to all its members and have real impact</p> <p>3.4 Equality, diversity, and inclusiveness are embedded in all HISA activity</p> <p>6.1 For every UHI student to be able access mental health support services when they need to</p> <p>6.2 Support the UHI Partnership in creating a whole community that is committed to supporting positive mental health and wellbeing</p> <p>7.1 All members know who HISA are, the opportunities, and services it offers and how HISA can help them</p> <p>7.2 Members know their role in HISA and feel like they have a stake in their community</p> <p>7.3 Members are aware of the causes and consequences of student issues and problems</p>						

<b>Individual Objectives – Vice President Activities and Welfare</b>							
<b>Workstream</b>	<b>Output</b>	<b>Dates</b>	<b>Impact on Students</b>	<b>Indicator</b>	<b>Target</b>	<b>To Date</b>	<b>Notes</b>
<b>Accessible and inclusive events</b>	Regular themed events	Sept-June	Students will develop a deeper connection to life at Perth College UHI outwith their course, increasing satisfaction in their	Number of events based around key celebrations	6		
				Number of regular quizzes for students	6		
				Number of students participating in events	20 (per event)		



			student experience				
<b>Increasing engagement with international students</b>	Scottish themed events/activities	Sept-June	International students have a deeper connection to life at Perth College UHI, improving satisfaction with their experience	Number of Scottish cultural events hosted	3		
				Number of students participating in events	20 (per event)		
	Buddy system	Sept-June		Explore creation of buddy system for international students	1		
				Number of students signed up to be buddies	5		
				Number of students taking part in buddy system	20		
	Supporting international students	Sept-June		Working with International Centre in supporting international students	1		
<b>Supporting Student Wellbeing</b>	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		
				Organisations working in partnership with	5		
	Partnership working with ASW	Sept-June		Events run in partnership to promote physical activity	1		
	GYST 2.0	Sept-March		Dates identified to host GYST	1		
				Number of events hosted with local organisations and PCUHI departments	10		
				Number of students participating	20 (per event)		
<b>Clubs and Societies</b>	Strong link between local clubs and HISA Perth	Sept-June	Students will have new experiences and develop	Process developed in partnership with HISA Activities for clubs and societies	1		

	Supported and developed clubs and societies	Sept-June	skills, improving their student experience	Process developed in partnership with HISA Activities for supporting and developing clubs and societies	1		
				Regular meetings held with all club and society leaders	4		
				Number of clubs and societies attending regular meetings	10		
	Number of clubs and societies	Sept-June		Number of continuing sports clubs and societies	12		
				Number of new sports clubs and societies	4		
<b>Links to HISA Strategic Plan 2020-2023</b>	3.4 Equality, diversity, and inclusiveness are embedded in all HISA activity						
	5.1 To provide every student at UHI with the opportunity to take part in extracurricular opportunities						
	5.2 To enhance the student social experience across the UHI Partnership						
	5.3 To develop clubs, societies and activities that are suitable for UHI students' unique circumstances						
	5.4 To ensure any student wishing to set up a club or society can do so locally or regionally						
	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							

<b>Individual Objectives – Vice President Education and Engagement</b>							
<b>Workstream</b>	<b>Output</b>	<b>Dates</b>	<b>Impact on Students</b>	<b>Indicator</b>	<b>Target</b>	<b>To Date</b>	<b>Notes</b>
<b>Virtual Learning Environments</b>	Support for students in using VLEs	Sept-Feb	Students have the resources necessary to successfully	Support resources created and shared with students	1		
				Face to face support provided to students face to face and online	1		
				Number of students accessing support	100		

	VLE subject audit	Sept-June	engage with their studies	Class reps identifying issues with their subject VLE	1		
				Feedback passed onto relevant departments and subject leaders	1		
Engaging with HISA Perth	Promotion of engagement with HISA	Sept-June	Students will develop new skills and have wider opportunities for development outwith their course	Opportunities shared to class reps through SRC to share with fellow students	1		
				Promotional campaign showing different ways to engage with HISA	1		
				Number of students engaging with HISA Perth (excluding class reps)	10		
	Increasing opportunities for engagement	Sept-June		Identify meetings and committees that students can attend/help make decisions	1		
				Training and support given to these students	1		
				Number of students attending meetings and committees	10		
	Closing the feedback look	Sept-June		Promotional campaign on how change is made/what is done with their feedback	1		
				Creation of space online and on campus updating students on changes being made/in progress	1		
Working and studying online	Supporting students	Sept-June	Students can successfully engage in online learning	Promotional campaign sharing tips on studying and working from home	1		
				Number of students sharing tips	20		
Opportunities for student engagement	Working in partnership with students	Sept-June	More opportunities to improve the student experience and affect positive change	Identify sectors/subject areas that have engagement elements to their course	1		
				Project with students on improving engagement with HISA Perth	1		
	Regular opportunities for feedback	Sept-June	Regular feedback captured from students online	1			
			Regular feedback opportunities shared on HISA Perth platforms	1			

<b>Links to HISA Strategic Plan 2020-2023</b>	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	Students 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		
	Use of feedback	June 21		Going through all feedback given to address students' views	1		
	Regular reporting	June 21		Project reported on regularly at Student Engagement Group and to wider student body	1		
	Consultation with students	May 21		Consultation created and completed by Perth College UHI	1		
Class Reps	Recruitment of reps	Oct 20	Student experience is improved through change suggested and	Increase in number of courses having at least one class representative	60%		
	Class Rep Training	June 21		Design and deliver class rep training in partnership with Quality Team	5		
				Increase number of class reps being trained	68%		
	SRC Meetings			Review format of SRC meetings	1		

		June 21	led by students	Regular meetings to be held	6		
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		
				Number of students taking part in short life working group	5		
	Action Plan	Feb 2021		Action plan created and approved in partnership with students, staff and Board of Management	1		
				Action plan implemented in partnership with Engagement and Academic Affairs Committee	1		
Links to HISA Strategic Plan 2020-2023		<p>1.2 UHI will be recognised for the quality of its students’ experience and for their achievement.</p> <p>2.1 HISA, working in partnership with the academic partners and UHI, will run an effective, accessible and democratic representative system region wide that takes into account all learning modes and demographics</p> <p>2.2 HISA digital democracy will be sector leading, accessible to all its members and have real impact</p> <p>2.3 HISA will provide top level training, support and development for its representatives and officers at local and regional level to ensure a sector leading student academic and, wider, experience</p> <p>3.1 HISA becomes the place that students and academics alike recognise as providing independent appropriate and quality support advice on academic and welfare issues</p> <p>3.2 HISA will be a vehicle for social change at a local, regional and national level</p> <p>3.3 Throughout UHI, officers, volunteers and representatives will work in partnership with academics and the wider staff community to solve problems and provide an evidence base to drive policy change</p> <p>3.4 Equality, diversity, and inclusiveness are embedded in all HISA activity</p>					

### Operational Plan

Workstream	Output	Dates	Impact on students	Indicator	Target	To Date	Notes
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<b>Freshers and Induction</b>	HISA Perth input during Inductions	September 20	New students are made to feel welcome to Perth College UHI	HISA to feature as part of induction programme at Perth College UHI	1		
	Freshers activities	7-11 Sept		Events taken place	2		
	Working with local companies/organisations/charities	7-11 Sept		Local companies/organisations/charities featured in Freshers' activity	1		
	Integration with regional Freshers' activity	Sept 20		Promotion of local and regional activities to be cohesive	1		
<b>ESES</b>	Improve participation	Oct 20	Changes are made to the early student experience based on student feedback	More students take part in ESES	54%		
	Improve score	Oct 20		Increase in awareness of HISA from 2019-2020	86%		
<b>Elections</b>	Local positions filled	Feb 20	Effective student representation decided by students for students	All HISA Perth positions to have a candidate	3 (per position)		
	Turnout	Mar 20		Increase on voter turnout from 2019-2020	9%		
	Number of candidates	Feb 20		Increase in number of candidates	13		
<b>National Student Survey</b>	Improve participation	June 21	Student experience improved for HE students	More students take part in NSS	80%		
	Improve score	June 21		Increase Q26 score from 2019-2020	53%		

SSES	Improve participation	March 21	Changes are made to the overall student experience based on student feedback	More students take part in SSES	46%		SSES cancelled for 2019-2020 due to COVID-19
	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		
	Review Nomination Form	Jan 21		Nomination form updated and made easier to navigate	1		
	Nominations from every sector	Mar 21		Each sector area has nominations in every category	1		
	Nomination numbers	Mar 21		Increase in nomination numbers in 2019-2020	200		
	Celebration of awards	May 21		Awards ceremony takes place	1		
				Wider promotion of winners	1		
HISA awards	Nominations numbers	June 21	Best practice of staff and students is shared to all at Perth College UHI	Increase in nomination numbers in 2019-2020	50		
Sporting Blues	Nominations numbers	June 21	Student sporting achievements is celebrated, encouraging participation and success in	Increase in nomination numbers in 2019-2020	10		

			sporting activities at Perth College UHI				
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		
				Guide created on process of how to engage with HISA Perth online	1		
				Ensuring relevant and up to date information available online	1		
Casework	Student queries	June 21	Students will receive impartial advice and support	Monitoring and recording of casework queries	1		
				Promotion of HISA Perth as support for conduct/disciplinary cases	1		
Link to HISA Strategic Plan 2020-2023		<p>1.2 UHI will be recognised for the quality of its students' experience and for their achievement</p> <p>2.1 HISA, working in partnership with the academic partners and UHI, will run an effective, accessible and democratic representative system region wide that takes into account all learning modes and demographics</p> <p>2.2 HISA digital democracy will be sector leading, accessible to all its members and have real impact</p> <p>2.4 HISA's officer structure will be advanced, effective and reflect the needs of its students, UHI and the Partners</p> <p>3.1 HISA becomes the place that students and academics alike recognise as providing independent appropriate and quality support advice on academic and welfare issues</p> <p>3.3 Throughout UHI, officers, volunteers and representatives will work in partnership with academics and the wider staff community to solve problems and provide an evidence base to drive policy change</p> <p>6.1 For all UHI students to feel part of a wider community and for HISA to enhance the spirit and ethos of community</p>					

## Activities and Events



Workstream	Output	Dates	Officer lead	Indicator	Target	To Date	Notes
<b>Liberation Events</b>	Black History Month	October 2020	VPAW	Events created and hosted in partnership with Afro-Caribbean Society	1		
	LGBT History Month	Feb 2021	VPAW	Events created and hosted in partnership with Perth and UHI LGBT+ societies	1		
	Womens' History Month	March 2021	VPAW	Events created and hosted	1		
<b>Engagement events</b>	Green Week	Oct 20	VPAW	Event taken place	1		19 <sup>th</sup> -22 <sup>nd</sup> October
	GYST	Sept-Feb 21	VPAW	Events taken place	1		
	Halloween	Oct-Nov 20	VPAW	Event taken place	1		
	Christmas	Dec 20	VPAW	Event taken place	1		
	Class Rep Conference	Semester 2	VPEE	Event taken place	1		
	Valentine's Day	Feb 21	VPAW	Event taken place	1		
	Monthly Quizzes	May 21	President/VPAW	Event taken place	6		
	OBlis	May 21	All	Award ceremony taken place	1		
	Sport Participation Day	Sep-May	VPAW	Date determined and event taken place	1		
<b>Refreshers</b>	Refreshers	Jan 21	All	Events taken place	1		
				Local companies/organisations/charities featured in Freshers' activity	1		
				Promotion of local and regional activities to be cohesive	1		
	Diwali	Nov 20	VPAW	Event taken place	1		

<b>Cultural/Awareness Raising Events</b>	St Andrews Day	Nov 20	VPAW	Event taken place	1		
	Chinese New Year	Jan 21	VPAW	Event taken place	1		
	Burns Night	Jan 21	VPAW	Event taken place	1		
	International Mother Language Day	Feb 21	VPAW	Event taken place, including promotion of Gaelic language, in partnership with ESOL students	1		
	Shrove Tuesday	Feb 2020	VPAW	Event taken place	1		
	Mental Health Awareness Week	May 2020	President/VPAW	Event taken place	1		
<b>Partnership Events</b>	Equality and Diversity Events	Sept-June	VPAW	Events identified and supported with EDI Advisor and Student Engagement	1		
	Perth College UHI Events	Sept-June	All	Events identified and supported in partnership with PCUHI	1		
<b>Link to HISA Strategic Plan 2020-2023</b>	5.1 To provide every student at UHI with the opportunity to take part in extracurricular opportunities 5.2 To enhance the student social experience across the UHI Partnership 6.1 For all UHI students to feel part of a wider community and for HISA to enhance the spirit and ethos of community						

## Conclusion

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

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

<b>Committee</b>	University Court
<b>Subject</b>	Academic Partner and University Senior Management Team Quarterly Status Updates
<b>Action requested</b>	<input checked="" type="checkbox"/> For information only
<b>Brief summary of the paper</b>	Update reports for period covering 01 June 2020 – 31 August 2020
<b>Resource implications</b> (If yes, please provide details)	No Click or tap here to enter text.
<b>Risk implications</b> (If yes, please provide details)	Yes Issues/ concerns captured in paper
<b>Date paper prepared</b>	16/09/2020
<b>Date of committee meeting</b>	23/09/2020
<b>Author</b>	University SMT and AP Principals
<b>Link with strategy</b>	Information sharing
<b><u>Equality and diversity</u></b> Does this activity/ proposal require an Equality Impact Assessment?	No If yes, please give details: Click or tap here to enter text.
<b><u>Data Protection</u></b> Does this activity/ proposal require a Data Protection Impact Assessment?	No If yes, please give details: Click or tap here to enter text.
<b><u>Island communities</u></b> Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	No If yes, please give details: Click or tap here to enter text.
<b>Status</b> (e.g. confidential)	Non-confidential
<b>Freedom of information</b>	Open
<b>Consultation</b>	Described in paper

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

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

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

**No reports provided by Argyll College UHI, SAMS UHI****Contents**

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## Introduction from the Interim Principal and Vice-Chancellor

I am pleased to provide court members this quarterly update on the portfolio activities of the university senior management team as well as institutional updates from our academic partners.

This quarter we have been focused primarily on preparing for our 2020/21 student intake. We have continued to hold twice-weekly Crisis Management Group meetings involving colleagues from across the partnership. As we restart the new academic year, our priority remains to provide a safe learning, research and working environment for all our students and staff, and it is vital that we also help to protect our communities.

Our strength and experience in delivering through blended learning means we are well placed to continue to help our students succeed now and in the future. Whilst our campuses may be quieter because of COVID-19 health and safety measures, I am pleased to report that we are open and delivery of our courses has started in earnest.

As well as the work to prepare for our students, we have also been pushing forward with change management activities to ensure that we are ready and able to meet all the challenges we face as a university partnership.

Alongside these activities, I have also been involved in the following meetings:

- Strategic Discussions with SRUC/HIE/UHI
- Update discussions with Karen Watt, SFC, both sectoral and one to one
- Meetings with Richard Lochhead MSP, sectoral and as a representative on a smaller SG Research Reference Group
- Weekly Scotland MillionPlus information sharing meetings
- Additional Universities Scotland Principals meetings
- EO Evaluation meetings and relation actions
- Wider Change Management Workstream Meetings and additional Partnership Council meetings
- Perth College UHI / EO dialogues
- SMO UHI Strategic dialogue
- General Optical Council Risk Based Review Meetings (to secure accreditation for the new BSc Optometry programme that has now begun)
- NHS Highland CEO Interview Panel Member (13 August 2020)

**Crichton Lang**

**Interim Principal and Vice-Chancellor**

## Chief Operating Officer and Secretary

Prepared by Fiona M Larg

### Notable accomplishments

- Activities continue regarding the building of a Life Sciences Innovation Centre (LSIC) at Beechwood campus. Planning application submitted.
- Increased security on UHI Records, the web version of the student records system, SITS by adding multi-factor authentication for staff logins.
- Supported research to configure and deliver the new research ethics approval management system, Haplo, for undergraduate, postgraduate and staff research projects.
- Major upgrade of MyDay, the staff and student portal.
- Student Residences. Extra preparations in light of Covid-19 including signage and hand sanitation and staged, contactless arrivals. All tenants have been issued with a “community agreement” setting out guidelines and expectations.
- Occupancy projection for 2020/21 is 69% across our four locations. Applications for Fort William are 100%. Some applicants have requested later tenancy start dates due to online provision. Contracts reflect changes to legislation with 28-day notice period for Covid related termination. Work with Cushman & Wakefield to scrutinise and improve the service continues.
- The student records office has issued nearly 1,300 award certificates and around 3,000 transcripts, along with confirming another 1,600 SQA validated awards during the last quarter. Overall, awards for academic session 2019/20 appear to be in line with last year.
- Recruitment of Vice-Chancellor well underway with final interviews scheduled for 2<sup>nd</sup> October.

### Collaboration with other academic partners

- Appointment of a Chair for Shetland UHI Ltd – the transition board.
- Engagement with employers to ensure the university is well-placed to assist businesses and individuals working to recover from the Coronavirus pandemic.
- Internal and external communications to support the recruitment campaign and to ensure key messages regarding Covid-19 were received.

### Issues or concerns

- Large number of media enquiries resulting from the university’s previous involvement with Ballet West
- Closure of pre-registration shortened midwifery pilot programme following withdrawal of support from the Scottish Government generated a number of interactions with opposition politicians and the Cabinet Secretary for Health and Sport, Jane Freeman.

## Vice-Principal Further Education

Prepared by John Kemp

### Notable accomplishments

Prior to the summer break the Senior Management Curriculum Team (chaired at that time by Sue MacFarlane before I was in post) analysed the extent to which the FE curriculum could be delivered given the expected to be in place in August/September. This has helped the partnership offer almost all of its planned courses for the current academic year.

### Significant events/ awards

I established and chair a group that is overseeing our work on addressing digital poverty. This group had established plans to increase the supply of laptops and other support to students and then to recharge these to student support budget. On 14th August SFC announced additional funding for digital poverty. The partnership group has agreed a common criteria for allocating laptops with these funds (circa 400), and other laptops we have purchased in advance. We are currently assessing whether we need to take further action in this area, including purchasing further stocks of laptops for students whose needs we cannot address from the current stock and January start students.

### Collaboration with other academic partners

I have been working closely with academic partners in the three island local authority areas on the skills, entrepreneurship and talent attraction elements of the Islands Deal. The academic partners and other colleagues within the university have been supporting other strands of the deal. As part of the skills element I have had discussions with both Heriot Watt University and Robert Gordon University about their potential involvement in the workstream.

### Issues or concerns

The partnership as a whole did not meet the SFC credit target for further education 2019-20. While this was certainly related to the covid 19 pandemic, the effect was not evenly spread across the partnership, with some partners exceeding the target. SFC will not reduce our funding for not meeting the core grant, but this will mean that we cannot draw down some additional European funding.

The uncertainty about recruitment in 2020-21 has been compounded by credit guidance issued by the SFC only weeks before the start of term which asked colleges to reduce the standard number of credits (40 hour blocks of learning) per full time student from 18 to 16 and to deprioritize school college provision within the senior phase. In the context of the region having to deliver an additional 2,000 credits without additional payment these elements of the guidance are potentially problematic. We are engaging with SFC on this issue.

With the chief officers of the other two regional strategic bodies I met SFC to discuss its review of coherent provision and sustainability in mid July at the meeting we discussed possible changes to the outcome agreement system – both for academic year 20-21 and future years. At time of writing we have not heard any more on this.

## Vice-Principal Research

Prepared by Professor Neil Simco

### Notable accomplishments

The University – primarily through SAMS UHI - has achieved a strong showing in the Shanghai world rankings in the field of oceanography. It is placed 1<sup>st</sup> in Scotland, 4<sup>th</sup> in the UK (ahead of Cambridge, UEA and Liverpool) and 44<sup>th</sup> in the world.

In knowledge exchange, Stephenie Pagulaya, Shetland College UHI, is a finalist in this year's Converge Challenge awards. Converge Challenge is a national competition for academic entrepreneurialism.

July saw the publication of a major research output led by Conchúr Ó Giollagáin and entitled 'The Gaelic Crisis in the Vernacular Community'. This is the most comprehensive study ever undertaken into the state of Gaelic in the Western Isles, and the study is currently the subject of considerable academic and political debate. The University's Islands Strategy was published in August, and part of this marks a commitment to increasing research activity in the islands. The University is currently in discussions with the Scottish Government in relation to funding to support this strategy.

### Significant events/ awards

The University has received an uplift of some £918K from the SFC for 2020/21 to help mitigate the impact of COVID19. These funds will be used to support funded extensions for PhD students and staff costs affected by COVID, as well as to undertake in-year research projects exploring the impact of COVID in region. Detailed work has been completed to ensure that the funds are distributed to academic partners and to ensure that eligible PhD students are able to access these. In addition, the Institute of Health Research Innovation has been very active in progressing a number of funded projects aimed at deepening of our understanding of the impact of COVID and how this can be mitigated.

The Archaeology Institute has secured a major new international project relating to climate change and cultural heritage in Africa. This is illustrative of our growing international presence across our areas of research strength.

### Collaboration with other academic partners

The University submitted a significant research proposal to the Strength in Places wave 2 UKRI competition, in the field of marine science, and in collaboration with the Universities of Stirling and Heriot Watt and industrial partners. Whilst the bid – in this intensely competitive field – was not successful, the feedback was very encouraging and we will look to resubmit in wave 3.

### Issues or concerns

COVID19 has had an impact on preparations for REF2021 across the whole of the university sector in the UK and the date for submission has been put back to 31<sup>st</sup> March 2021. Within UHI we have decided to retain our existing timetable for preparation, with only minor adjustments, but some staff, especially case study authors are having to make adjustments in order to comply with the new time schedules.

The current SFC review promises to be potentially significant in regard to research and knowledge exchange, especially in regard to the prospect of research intensification within Scotland. Given the criticality of UHI's research and knowledge exchange to the economy in the Highlands and Islands, the framing of our response to the SFC review will be important.



## Vice-Principal International and External Engagement

Prepared by Professor Stuart Gibb

### Notable accomplishments

- Pilot' partnership project established between UHI and University of Akureyri (UNAK), Iceland to offer UHI's Business Administration (Executive) MBA to students at UNAK in 2020-21: Recruitment > double targets. Development of further partnership working with UNAK in other target curriculum areas, embedding learning from the 'pilot', to be explored.
- International Student Recruitment – Phase 2 Project ongoing (aim to develop a partnership-wide approach towards growing numbers of fee- paying students studying with the University; growing income and reducing reliance on SFC funding). Project also seeks '*to secure joint ownership and responsibility and to progress goals, in a managed, robust and transparent manner*' and promote culture change aligned with broader initiatives (e.g. Assembly Recommendations) in both the Internal environment (enhance clarity & promote coherence - working toward shared goals), and external environment (build confidence, competitiveness, credibility in the international).

### Significant events/ awards

- 'OneHealth Breakthrough Partnership' involving UHI, NHS Highland, Scottish Water, HIE and James Hutton nominated for 2020 British Medical Journal Healthcare Award (ceremony / announcements October). Follows NHS Caithness General being first hospital in the world to secure accreditation by the Alliance for Water Stewardship and advancing NHS's social responsibility healthcare and the environment.

### Collaboration with other academic partners

- Development of international collaborators and partnerships partners with EU and RoW organisations includes:
  - University of Akureyri pilot 'partnership' recruitment project - EO, PC
  - Council for At Risk Academics hosting– SAMS, EO
  - College Development network awards nomination – PC, UHI
  - Global Challenge Research Fund: Health, Polluted Water and Soils Network - NHC, UHI KE
  - Arctic Strategy: Including Uni. of the Arctic, FCO, UKRI, OIC engagement - SAMS, OC, EO
  - International scholarships (Chinese funded) – PC, NHC (+SAMS & NHC))
  - International Student Recruitment Project (see above) : contributions from most APs

### Issues or concerns

- Failure to recognise, and to capitalise (student numbers and income) growing potential for international, online education on this through UHI's existing experience and curriculum proposition).
- Marketing to recruit fee paying students (focused on domestic recruitment)
- Removal (and subsequent re-assignment) of Continuous Improvement Team from the 'International Recruitment Project' in mid-term
- Aspirations and expectations around international student recruitment need to be balanced with, and in proportion to, the level of investment and resources available

## Vice-Principal Tertiary

Prepared by Lydia Rohmer

### Notable accomplishments

This period has been dominated by crisis management of the COVID pandemic. From 20 April to mid June 2020, VP Tertiary role also covered significant aspects of the VP FE role (due to extended sick leave). Key activities in this period included:

- Re-development of the Brand Ambassador and Visual Identity project streams of the Branding project into a partnership-wide Student Engagement and Recruitment Project, to secure student recruitment through and beyond the Covid period for AY2020-21, as well as position the university in a disruptive and competitive environment. (12 out of 13 partners collaborating on this project): recruitment broadly on par with previous year; significantly enhanced engagement levels with web and online media content and messages; planning now underway to inform next cycle of recruitment for AY2021/22, including project evaluation and progressing development of options for further alignment of communication and marketing services across UHI
- Support UHI strategic response to COVID as part of Crisis Management Team, and as member of PEG
- Supporting the new Regional Strategy Committee, providing key strategic priorities for both Tertiary and FE portfolios going forward in response to Covid, as reflected in the current Crisis Management Plan
- Input to UHI's emerging response to regional economic recovery and strategy:
  - paper on economic recovery to Regional Strategy Committee
  - working with HIE, SFC and SDS on the creation of a new Regional Education and Skills Alignment Partnership
  - working with UHI Key Account Manager in creating a coherent UHI input to local economic recovery partnerships, and developing a UHI response to up-and re-skilling
- Input to Assembly on 1 July 2020 to inform UHI strategic response to SFC Review Phase 2
- Co-representing with VP FE UHI as RSB in SFC review workstream for RSBs
- Representation on UHI in regional STEM partnership
- External representation of UHI for college sector matters:
  - Member of High Level Ministerial Stakeholder Group for College and Universities (which meets every two weeks and is seeking to address key Covid related issues for colleges and universities)
  - As co-chair for the National Articulation Forum, published the final report on Articulation and recommended actions in August 2020.
  - Engagement in a number of college sector meetings with SFC, SDS and HIE executives to solve sectoral issues related to COVID

### Significant events/ awards

Co-chaired National Articulation Forum since December 2019; report published in August 2020.

### Collaboration with other academic partners

The tertiary work is fully consultative and collaborative, as is all FE related regional activity; lead support of three workstreams in Crisis Management Plan

### Issues or concerns

Covid related sustainability of current workload within 0.5FTE role. The post is configured to work on a matrix basis and has no resource or staff attached to it outwith allocated project funding.

Pre-covid priority for curriculum mapping project and financial support is now required to be re-considered within post-covid financial environment.

## Vice-Principal Strategic Developments

Prepared by Gary Campbell

### Notable accomplishments

- The Heads of Terms has been signed on the Moray Growth Deal (MGD), which will mean that two UHI projects Aviation/Technology (MAATIC) Hub and the Business Enterprise Hub worth well more than £20 million are now well underway
- Strategic Investment Funding (SIF) in relation to the MAATIC project are being spent to plan construction and land acquisition
- As part of the TCD Perth College UHI is now at the stage of commitment of funds towards the Aviation Academy for Scotland which will be led by Perth College, University of the Highland & Islands, Air Service Training, Tayside Aviation and other key stakeholders. Strategic Investment Funds of £604,850 have been requested from Executive Office to support the Professional Fees costs of the project.
- Island Deal – reported elsewhere
- Argyll RGD progressing, heads of agreement have yet to be signed by the two governments (likely early 2021). We are involved in three strands: (i) Marine Industries Training Centre (Project Director in post), (ii) STEM Hubs – council to undertake an options appraisal and (iii) Skills agenda – support for new building in Dunoon for our activities is being discussed.
- Partnership Council has agreed in principle to significant changes in how the curriculum is planned and managed. The final form and operational details will be subject to consultation.
- Professor Andrew Rae has successfully led a consortium with HIAL and colleagues from NHC and OC, to develop a Sustainable Aviation Test Environment. The project cost is roughly £3.69M with a 50% grant contribution from Innovate-UK.
- Discussions are underway internally and with other stakeholders how to capitalize developing capacity and expertise in aerospace and applied advanced technology.

### Collaboration with other academic partners

- All the above has been taken forward in close consultation and cooperation with academic partners.
- Significant interaction with SG, Boeing, HIE, US, SFC, ESP and others

### Issues or concerns

- The refocusing of efforts on Covid-19 responses to secure core business has made progress on the more externally facing and longer-term strategic developments such as the growth deals somewhat problematic.
- Primarily due to a lack of capacity across the partnership, sometimes exacerbated by low levels of trust and transparency, there is less 'joined-up-ness' between activities as would be desirable. This may be between different geographic elements, different levels, overlapping remits and potential competition for funding, publicity, or students. This is probably inevitable in the present circumstances but ultimately it is certainly sub-optimal for the partnership and the region.

## Highland Theological College UHI

Prepared by Hector Morrison, Principal

### Notable accomplishments

- Despite the pandemic, HTC's new intake of HE students is slightly up on last year
- Many HTC-UHI graduates have become ministers and leaders in a variety of churches and denominations over the years. Since lockdown, it has been inspirational to see the way in which many of them were able quickly and successfully to get their Sunday services (and other activities) on-line, not least thanks to their blended-learning experience through HTC-UHI.
- Several of our recent graduates have been inducted into their new congregations through the first ever on-line induction services as various churches have adapted to the new circumstances.

### Significant events/ awards

- Our HTC Student of the Year 2020 is Laura Symon who for the past two years has been a superb HISA Depute for HTC initiating a number of events which have enabled our Dingwall, Paisley and remote students to become more integrated cohorts.

## Inverness College UHI

### Notable accomplishments

- COVID-19 planning, staff and student communications, including return to campus and remote teaching, significant focus.
- Recruitment for 2020/21 – FE (1376, active accepted total, as of 10<sup>th</sup> Sept) HE (1185, active accepted total, as of 10<sup>th</sup> Sept)
- Financial recovery plan
- The Bothy – new Brightspace resource for Student Support at Inverness College UHI
- Apprenticeship recruitment indications are that overall starts will increase for a 5<sup>th</sup> year running.
- Neuro Diverse Cybersecurity Programme - IC UHI has been successful in securing funding for a project to support neurodiverse people into cybersecurity learning pathways. Supported by employer CapGemini, the project will be delivered in partnership with Autism Initiatives and their outreach organisation, Highlands One Stop Shop, and UK wide organisation, NeuroCyber.
- Principal Briefings – Microsoft Teams staff groups – x11 in June, x8 in August – keeping staff updated on the financial position and updates on working with COVID-19
- Inverness College UHI graduate Nicholas Ralph makes his TV debut in a new adaptation of All Creatures Great and Small.
- First cohort of Civil Engineering Graduate Apprenticeships at Honours Degree level.

### Significant events/ awards

- Inverness College UHI staff and students have been recognised in the annual Highlands and Islands Students' Association (HISA) Awards following a record number of nominations for the College. The HISA Awards give students the chance to thank the academic staff, support staff and students who have inspired and supported them throughout the year. Of the 14 awards up for grabs, Inverness College UHI staff took five, with two students also winning awards. And of the 900-plus nominations received across the University of the Highlands and Islands partnership, more than half came from Inverness College UHI students, with local nominations up more than 40% on last year.
- Scotland's Entrepreneurship and Enterprise Educators' (SEE) Programme, run by CREATE, the University of the Highlands and Islands' Centre for Enterprise and Innovation based at Inverness College UHI, has been named as a finalist in the National Enterprise Educators Awards, run by Enterprise Educators UK. The programme has been shortlisted in the Enterprise Catalyst category, which recognises an individual or team from further or higher education, who are delivering exceptional enterprise education or practice, inside or outside the curriculum.
- The University of the Highlands and Islands and the Highlands and Islands Students' Association (HISA) have recognised five Inverness College UHI students in their Sporting Blues Awards. The annual awards acknowledge the sporting excellence of the university partnership's students and alumni.

### Collaboration with other academic partners

- Board chair/principal joint communication issued to IC UHI staff re board chairs (Inverness, Moray, West Highland and North Highland) seeking views and advice of SFC and SG on a proposed options appraisal to identify a range of potential pathways for the closer alignment of services between groupings of academic partner colleges.
- Recruitment and engagement campaign
- Online open day – 5<sup>th</sup> August

### Issues or concerns

- Enrolment and conversion of students. HE enrolments and conversion are looking good compared to last year, suggesting students may be choosing to study locally rather than move away during the pandemic. However, FE enrolment has dipped and conversion is proving more difficult, although numbers are slowly rising. There is a lot of work being done by both academic and support staff to help conversion.
- Exploring alternatives for the future management of the Early Learning and Childcare Centre from next year as alternatives to redundancy.

## Lews Castle College UHI

Prepared by Sue Macfarlane, Interim Principal and Chief Executive

### Notable accomplishments

Although College buildings were closed and despite all the challenges faced by both staff and student due to Covid19 more students at LCC completed their courses and achieved their award than last year. We had already seen an increase in our student retention and completion rate in 2018/19, well above the national benchmark, and together with high levels of student satisfaction, that trend continued in 2019/20 with an attainment rate of 75%.

A number of successful virtual open days took place between June and August allowing students to speak directly to admissions, student services or lecturing staff.

The college successfully completed a number of developments on campus to allow for the safe start up of the academic year. This included redesign of workshops to deliver creative industry courses, and increased blended delivery models and new ways of delivering our curriculum remotely.

### Significant events/ awards

As part of his ministerial tour of the Outer Hebrides in August, David Duguid MP paid a visit to our Stornoway Campus to hear about the exciting opportunities we offer young people. He was particularly interested in our renewable energy, wind power and hydrogen curriculum areas and the environment for our students to try, experiment and innovate.

Our NC Art and Design and BA Fine Art students had to adjust their usual showcase plans and create a digital exhibition space instead where a much wider audience could enjoy their fantastic work.

A total of 24 Lews Castle College staff were nominated for the HISA awards this year. Rachel Erskine, Programme Leader for the MA in Health and Wellbeing and Postgraduate Certificate in Healthcare Quality Improvement at the College, was named Best Personal Academic Tutor/Learning Support. In addition to Rachel's award, 3 other staff were Highly Commended: David Bell – Above and Beyond award and Netty Sopata and Cameron Stark for Most Inspiring Lecturer award.

### Collaboration with other academic partners

Our response to the Islands Strategy and Islands Deal is ongoing and we look forward to continuing working with our partners in Shetland and Orkney.

## Moray College UHI

Prepared by David Patterson, Principal

### Notable accomplishments

In this period the college managed to result 94% of its students (greatly reducing the expected number of students requiring to complete their studies in the new year) and to record the highest level of student achievement (subject to audit) in the college's history.

Over the lockdown and re-opening period, the frequent and regular catch-up meetings for all senior leaders across the partnership has allowed speedy resolutions and positions to be taken on key issues, that have then been jointly sense-checked and implemented regionally or locally with due regard for local contexts. **This impactful involvement of all the region's leaders together has been partnership working at its best and must be part of the model for the future of UHI.**

### Significant events/ awards

After over 3 years of preparatory work, the **Moray Growth Deal Heads of Terms agreement** was signed by the UK and Scottish governments on 24<sup>th</sup> August with the College and University engaged at the very heart of the planned developments. Joint funding of £65m was allocated to 8 projects, valued at c.£100m, now identified to move forward to Outline and Final Business Case approvals.

Project	Total Value	Involvement level
Moray Aerospace, Advanced Technology and Innovation Campus (MAATIC)	£33.3m	Lead
Business Enterprise Hub (BE Hub)	£7.3m	Lead
Cultural Quarter	£31.1m	Project Board membership
Manufacturing and Innovation for Moray (MIM)	£6.0m	Project Board membership; co-located in MAATIC
Early Years STEM	£5.3m	Project Board membership
Digital Health	£5.0m	Project Board membership; located in College/AGBC;
Bus Revolution	£4.0m	No direct involvement
Housing Mix Delivery	£5.0m	No direct involvement

### Issues or concerns

Underlying issues of financial concern, exacerbated by Covid-19 lockdown, remain. The immediate challenge facing the college and our partners is how to ensure short-to-medium term sustainability while also gearing up to fully play our expected role as an anchor institution at the heart of economic recovery in Moray and in the wider region.

## North Highland College UHI

Prepared by NHC Marketing

### Notable accomplishments

#### **Principal of North Highland College UHI Announces Retirement in September**

The Principal and Chief Executive of North Highland College UHI has announced his intention to the Board of Management to retire from his post on September 30th 2020.

Mr Donald MacBeath, a native to Caithness, has held a number of positions across the college, starting as a lecturer in the mid-1980s and progressing to Assistant Principal and Vice Principal before accepting his post as College Principal in June 2014.

During his tenure, North Highland College UHI has achieved a number of notable firsts across Scotland:

- The delivery of the country's first professional golf degree based in Sutherland, and establishing a formal partnership with the Professional Golf Association (PGA) which has led to recognition of this degree by the PGA and enabled the first delivery of training for PGA Golf Professionals in Scotland
- the establishment of Scotland's first Newton Room, delivered from the College's Thurso Campus in Caithness
- and the establishment of the Developing the Young Workforce (DYW) group for Highland Region - a partnership launched with the Caithness Chamber of Commerce
- An instrumental figure of the establishment of both Argyll and West Highland College UHI which North Highland College UHI continues to share a close link, Mr MacBeath has Chaired the Partnership Planning Forum during the last two years on behalf of the University of the Highlands and Islands.

#### **ERI News**

PhD student at the ERI, Lydia Niemi was asked by the Scottish Policy and Research Exchange to make [a video](#) on her research on pharmaceuticals in the environment. The video is part of an initiative to connect researchers and policymakers in Scotland, and aims to increase research impact/significance. In making the video Lydia met with representatives from the Scottish Parliament Information Centre (SPICe) who provide data/briefs in parliament.

#### **College Holds Virtual Open Days**

The College held its first virtual open week in June.

In total, 88 bookings were received from the website, six bookings from social media and 10 direct leads were generated from Facebook for lecturers to follow up with, giving a total of 104 enquiries.

The College saw the event as a huge success given that it was the college's first attempt at an online event on this scale and we will be aiming to make improvements in order to increase attendance for future online open events.



## Orkney College UHI

Prepared by Professor Edward Abbott-Halpin, Principal

### Notable accomplishments

- Campus re-opened having implemented new safety measures and services such as click and collect service for library book withdrawals and a pre-ordering system in cafeteria
- Inductions moved online and delivered virtually
- Many classes moved to begin online delivery
- 5 Aug – Held our first ‘virtual’ open day

### Significant events/ awards

22 Jul – New hydrogen course developed by Maritime Dept at Orkney College UHI approved by MCA

<https://www.orkney.uhi.ac.uk/news/new-hydrogen-course-developed-in-orkney-approved-by-mca.html>

28 Aug – Orkney College student named UHI Alumnus of the year: <https://www.orkney.uhi.ac.uk/news/social-entrepreneur-writer-and-climate-change-champion-recognised-with-university-title.html>

### Collaboration with other academic partners

4 Aug – New research revealed a lost Viking waterway running through the Orkney mainland, connecting the North Atlantic and Scapa Flow, possibly forming the equivalent of an ancient ‘highway’

<https://www.orkney.uhi.ac.uk/news/viking-waterway-through-the-orkney-mainland-revealed.html> (collaboration between the Universities of the Highlands and Islands, St Andrews and Wales.)

## Perth College UHI

Prepared by Margaret Cook, Principal

### Significant events/ awards

- The Centre for Mountain Studies (CMS) celebrated its 20th anniversary on 1 August 2020.
- Publication of special issue of 'The Geographer', the newsletter of the Royal Scottish Geographical Society, with articles based on presentations scheduled for the forum 'Challenging Upland Futures', planned for 1-2 September 2020 to celebrate the 20th anniversary, now postponed until 19-20 January 2021.
- Award of project by Cairngorms National Park Authority: evaluation of the Volunteer Cairngorms programme (from a response to a KT Academic-Industry discussion): September-December 2020.
- Exam results event/ Online Open Day 5 August 2020.  
The event drove a high level of traffic to our website and social media engagement.  
It gave us a strong message that worked well in the situation: "We're here for you" which was also a positive message outwith direct recruitment purposes to our community, staff, new and returning students.

### Collaboration with other academic partners

- Joint supervision of 2 PhD students at Inverness College UHI.
- Centre for Recreation and Tourism Research (West Highland College UHI): NPA SCITOUR project
- This Exam results / Online Open Day event was held across the partnership which saw strength in the marketing messaging being unified, in terms of visuals and communications.

## Sabhal Mor Ostaig UHI

Prepared by Gillian Rothach, Principal

### Notable accomplishments

- Protecting and supporting students and staff to remain safe from Covid-19
- High levels of commitment, course completion and academic success for SMO students, despite the disruption of Covid-19
- Moving much of the college business on-line to enable services and stakeholder relationships to continue and thrive
- Development of new on-line provision: research seminars, short-courses.

### Significant events/ awards

- Successful exam board for the Gaelic and Related Studies Scheme
- Degree awards to students, including those undertaking Foundation Apprenticeships
- High rate of post-graduate satisfaction

### Collaboration with other academic partners

- Continued operation of what was UHI's first Scheme, the Gaelic and Related Studies Scheme, with partners at Lews Castle College, and Sabhal Mòr Ostaig.
- Various cross partnership committees.

### Issues or concerns

- Enormous workload pressures on senior staff who now asked to attend significantly more meetings than ever before.
- Single services initiatives which do not fit SMO's requirements.

## Shetland College UHI

Prepared by Jane Lewis

### Notable accomplishments

- Completion of consultation run by SC and NAFC on the Ministerial Merger Business Case. Report presented and response developed and sent to UHI/SFC on 6<sup>th</sup> August.
- A Transition Board has been created for the new College with appointment of Directors.
- In May receipt of Education Scotland Progress Visit report showing satisfactory progress.
- Induction of new staff remotely.

### Significant events/ awards

Re-opening of College for students and staff on a limited capacity basis, following COVID secure procedures on 17<sup>th</sup> August.

Student presentation of end of year work: <https://www.shetland.uhi.ac.uk/news/art-and-design-students-display-end-of-year-work-a-little-differently--.html>

### Collaboration with other academic partners

- Production of Colleges Shetland weekly newsletter with NAFC for the staff of both colleges.
- Collaboration with other partners (particularly Islands partners) on preparation of Islands Deal projects.

### Issues or concerns

Pressure on staff adapting to new ways of working, in particular new ways of delivery for this academic year.

## West Highland College UHI

Prepared by Lydia Rohmer, Principal

### Notable accomplishments

#### Covid 19 Management

The college has successfully completed the academic year 2019/20 in this period, managing excellent student engagement, retention and completion despite Covid 19 circumstances.

The college has participated in the steering group for the UHI student engagement and recruitment project, and has secured recruitment levels for 2020-21 which are on a par with the previous year, despite some specific FE and HN courses recruiting lower numbers. Extensive work is still being invested in school-college partnership working under Covid conditions. The college has provided its staff and students with excellent extended training and induction on delivering blended learning and studying in this way. Weekly Covid management meetings continue in the light of changing guidance and to ensure a covid secure learning and work environment for students and staff.

The college is implementing contracts gained at the end of AY2019-20, but was successful in gaining a number of further contracts:

- Centre for Recreation and Tourism Research has secured another project: New ERASMUS + project (called T-CRISIS NAV) was approved, on helping tourism SMEs navigate their way out of crisis. A three-year project with partners in Ireland, Denmark, Iceland, Spain and Germany, led by CRTR. Starts Sept 1st.
- Advancing Manufacturing in the West Highlands; this is one of 12 national projects under the national Advancing Manufacturing Challenge Fund (ERDF). Total project value - £1.6M over 2.5 years. The college has secured lease of a further building to house this project and has worked to commission the building for opening in autumn 2020.

#### Other notable accomplishments

- Fiona Grant, Direct Academic Affairs, featured alongside Nicola Sturgeon in a national DYW online careers event
- Lydia Rohmer, Principal and CEO, acted as co-chair for the National Articulation Forum, which published its final report in Articulation in Scotland and associated recommendations
- Lydia Rohmer continuing to be one of three lead Principals to represent college sector on the Ministerial Leadership Forum for Colleges and Universities
- Lydia Rohmer member of Colleges Scotland working group inputting formally to Prof Mark Priestly review of SQA exams
- 2 former students from Photography and Textiles courses were awarded a Project Grant from Highland Youth Arts – Creative in your Community fund.
- NC level 6 Student of the year Ellie Lane has secured employment at award winning Glenfinnan House Hotel working with chef/owner Duncan Gibson
- Katie MacDonald, course leader Supported Learning Programmes, set up a new UHI network group for SLP lecturers to support the development of SLP learners and programmes for Covid19 delivery
- WHC School of Adventure Studies staff are pioneering some of the outdoor NGB COVID policies and are at the forefront of leading the outdoor industry back to some sort of normal with our local industry partners.
- The college is a steering group member of the Highland Council economic recovery partnership.

### Significant events/ awards

- The college signed the SFC-led Declaration Against Racism;
- The college celebrated the end of year creative showcase of its creative arts and industries students in its biggest online showcase ever to great critical acclaim, which can be seen here: <https://www.whcuhicreative.com/>

### Collaboration with other academic partners

- Extensive collaboration across UHI for COVID management and regional coherence planning/implementation
- New collaboration with a number of academic partners (Argyll, Inverness, Moray, North Highland) on joined delivery of FE and HN provision, sharing staff expertise
- Chair of Board in discussion with other academic partners on potential strategic collaboration and options appraisal;
- Principal part of UHI Principal/Vice Chancellor Recruitment Panel

### Issues or concerns

- Covid-related future sustainability; capacity to sustain multiple strategic change work streams

## Perth College UHI

Paper No.13

<b>Committee</b>	Board of Management
<b>Subject</b>	Engagement Committee - Key issues for Board members
<b>Date of Committee meeting</b>	08/10/2020
<b>Author</b>	Debbie Hutchison
<b>Date paper prepared</b>	30/09/2020
<b>Summary of the meeting</b>	<p>Agenda and meeting ran as expected for first meeting in cycle.</p> <p><b>Student Engagement</b> - Discussion topics included engaging students on and offline, monitoring student engagement and class rep training, and appropriate name for Student Hardship Fund.</p> <p>HISA Perth presented Plan of work, discussion re role of performing arts and plans re graduation events.</p> <p><b>NB: Regional Partnership Agreement now renamed as Perth Partnership Project.</b></p> <p>Discussion re monitoring of digital poverty issues and in particular broadband access for students.</p> <p><b>Performance monitoring::</b> student survey results noted, risk register and balanced scorecard discussed.</p> <p><b>External Engagement &amp; HR Update:</b> issue raised re student representation at partner institutions</p> <p><b>Board &amp; Policy Development:</b> agreed outline plan in principle</p> <p><b>Update given re' Addressing Racism'</b></p>
<b>Consultation</b> How has consultation with partners been carried out?	N/A

## Perth College UHI

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

## Perth College UHI

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

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

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

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

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<http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp>

and

[http://www.itspublicknowledge.info/web/FILES/Public\\_Interest\\_Test.pdf](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)



# Engagement Committee

## DRAFT Minutes

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

**Date and time:** Thursday 27 August 2020 at 5:00pm

**Location:** Online

**Members present:** Debbie Hutchison, Board Member (Chair)  
Sheena Devlin, Board Member (until Item 9)  
Andrew Comrie, Board Member  
Katrina Hodgson, Board Member  
Margaret Cook, Principal  
John Dare, Staff Board Member  
Alex Wilson, HISA Perth President  
Cameron Murray, HISA Perth VP Education & Engagement

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

**Apologies:** Miranda Landale, Co-opted Board Member

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

**Minute Taker:** Ian McCartney

**Quorum:** 3

Summary of Action Items			
Ref	Action	Responsibility	Time Line
6.1	<b>HISA Perth Update</b> HISA Perth President to report back on how impact of Class Rep Training would be measured	HISA Perth President	Next meeting
6.1	<b>HISA Perth Update</b> Committee to be updated about final arrangements for the proposed Student Hardship Fund at the next meeting.	HISA Perth President	Next meeting
6.3	<b>Perth Partnership Project 2020/21</b> The full Partnership Project proposal will be tabled at the next Engagement Committee meeting.	HISA Perth President	Next meeting
6.3	<b>Perth Partnership Project 2020/21</b> Associate Principal to circulate IT & wi-fi survey report from Transitions Project once data analysed.	Associate Principal	Next meeting
7.3	<b>Risk Register – Engagement Committee</b> a) Risk 1 – measure of local engagement to be reviewed, with a possible link to the Balanced Scorecard. b) Risk 3 – progress on the Business Development Strategy to be added. c) Risk 23 – Digital Poverty to be referenced. d) Wider COVID risks linked to anticipated outbreaks in winter should be reflected.	Clerk	Next meeting
8.1	<b>External Engagement Update</b> Student representation at transnational partner institutions to be discussed between the College and HISA.	Vice Principal/ HISA Perth President	Next meeting
10.1	<b>Board Development Activities 2020/21</b> Soundings to be sought from Chairs' Committee re preferred timings and location/delivery of the sessions.	Clerk	Chairs' Committee

## Minutes:

Item		Action
1.	<b>Welcome and Apologies</b>  The Chair welcomed everyone to the meeting and introductions made.	
2.	<b>Additions to the Agenda</b>  There were no additions to the agenda.	
3.	<b>Declaration of Interest in any Agenda Item</b>  There were no declarations of a conflict of interest.	
4.	<b>Minutes of Meeting held on 29 August 2019</b>  The minutes were approved as an accurate record.	
5.	<b>Matters Arising from Previous Minutes</b>	
	<u>6.2 HISA Perth Plan of Work</u>  <b>Action:</b> Chair requested additional narrative in future reports  <b>Action Update:</b> Draft Plan of Work tabled under Item 6.2	Complete
	<u>9.2 Review of Risk Register</u>  <b>Action:</b> Current actions within Risk 3 to be replaced with actions from recently-approved International Strategy  <b>Action Update:</b> Risk 3 updated and presented to July Board meeting	Complete
6	<b>Student Engagement</b>	
6.1	<b>HISA Perth Update</b>  HISA Perth President introduced Paper 2 and highlighted the main points for Committee, in particular amended arrangements for Freshers Week under COVID restrictions, with no face-to-face activities planned; liaison with PATs for induction sessions; and plans for online delivery of Class Rep Training.  Chair asked how HISA Perth would engage with those students not	

	<p>able to access social events online. HISA Perth President noted that, although HISA's involvement with inductions may help with engagement, this was still a work in progress, and a Refreshers event is planned for January to help plug any engagement gaps.</p> <p>Staff Board Member enquired about monitoring engagement levels at online Class Rep Training sessions. HISA Perth President advised that there is a registration process for the sessions, and that HISA Perth are working with Quality and Student Engagement to ensure monitoring.</p> <p>Board Member asked about how the impact of training would be measured. HISA Perth President to report back to next meeting.</p> <p>Chair asked about how the Student Hardship Fund would work. HISA Perth President advised that additional funding would be distributed around areas linked to COVID under 4 options described in report. Feedback was also planned to be provided to donors via Development Fund. Board Member noted potential negative connotations of "hardship", plus potential confusion around other hardship funds available via College and SFC. Committee were advised that, as the Fund was not yet launched, there is time to review the title of the Fund. Committee will be updated about the Fund at the next meeting.</p>	<p>HISA Perth President</p> <p>HISA Perth President</p>
<b>6.2</b>	<p><b>HISA Perth Draft Plan of Work</b></p> <p>Committee received Paper 3, which was noted as being a draft with the full Plan of Work to be circulated to the Board as soon as possible.</p> <p>HISA Perth President noted that the Team Objectives were linked to manifesto pledges; and that the Operational Plan was an iteration of previous Plans, with standard events and activities. HISA Perth President further noted that the focus was on quality over quantity given current circumstances.</p> <p>Board Member thanked HISA Perth for the Plan, before asking about the role of performing arts within the Plan as a valuable support for mental health issues. HISA Perth President noted the "Lockdown Concert" series that had taken place over the summer, and promoting this sort of activity was being discussed with the team.</p> <p>Chair asked about the absence of Graduation events from the Plan. Principle advised that there had been an agreement made across the Partnership not to run Graduation events this year, but where possible each institution will look to organise local celebratory events, and it is planned to involve HISA Perth in these discussions.</p>	

	Chair thanked HISA Perth for pulling the Plan of Work together and looked forward to updates being reviewed throughout the year ahead.	
<b>*6.3</b>	<p><b>Perth Partnership Project 2020/21</b></p> <p>HISA VP Education &amp; Engagement presented Paper 4, which provides information on the results of the consultation with students re the focus of future work with the College, and will provide the basis for the 2020/21 Partnership Project. It was noted that the change in name was to differentiate from the regional Partnership Agreement.</p> <p>Chair enquired as to the timescales of the Project to allow both parties to sign off. HISA Perth President noted that discussion was planned at the next Student Engagement Group meeting which would generate an action plan.</p> <p>The full Partnership Project proposal will be tabled at the next Engagement Committee meeting.</p> <p>Board Member raised issue of IT theme within the paper, noting that digital poverty was a major concern. Whilst Committee noted that £5m of Scottish Government funding had been made available, this would translate as only 50 laptops for Perth College against an identified requirement significantly higher than this. Moreover, access to broadband was a more problematic issue that would require further lobbying.</p> <p>Associate Principal noted that the Transitions Project had contacted 3,000 students in a survey re IT and wi-fi, with around 1,900 responses. Once data had been analysed, results will be circulated to Committee.</p>	<p>HISA Perth President</p> <p>Associate Principal</p>
<b>7</b>	<b>Performance Monitoring</b>	
<b>7.1</b>	<p><b>National Student Survey 2019-20: Key Outcomes</b></p> <p>Associate Principal presented Paper 5, noting that the timings of the survey had broadly coincided with COVID therefore responses were impacted (although response numbers were not significantly affected), and that the survey was conducted with final year HE students only.</p> <p>Associate Principal highlighted the key outcomes for Committee:</p> <ul style="list-style-type: none"> <li>• UHI below both Scottish and UK averages</li> <li>• UHI response rate 72% from 80% previous year</li> <li>• Q27 (overall satisfaction) down 2.3% from previous year</li> </ul>	

	<p>(although still within UHI's own benchmark)</p> <ul style="list-style-type: none"> <li>Improvements were made in 12 of 27 question areas</li> </ul> <p>Associate Principal noted that additional Perth-focused analysis was being conducted and would be made available.</p>	
<b>7.2</b>	<p><b>Postgraduate Taught Experience Survey</b></p> <p>Associate Principal presented findings from the PTES (Paper 6), noting that the survey took place online during lockdown, and highlighting that main outcomes:</p> <ul style="list-style-type: none"> <li>Satisfaction rates drops to 85% from 89% (still above Scottish average)</li> <li>13<sup>th</sup> in sector (from 57 institutions)</li> <li>Small sample size skews results somewhat</li> </ul> <p>Associate Principal noted that further analysis is required particularly in those area where a drop-off in satisfaction occurred.</p> <p>Board Member enquired into whether anything was developed over lockdown with regards to peer support. Associate Principal advised that a number of online resources were developed within the pedagogical environment, but feedback has yet to be received from students in these areas.</p>	
<b>7.3</b>	<p><b>Risk Register – Engagement Committee</b></p> <p>Clerk presented Paper 7, requesting feedback to those Risk Areas under the auspices of Engagement Committee.</p> <p>Risk 1 - Staff Board Member enquired about composition of Board with specific reference to the discussion on BLM at the last Board meeting. Principal noted that this would hopefully be addressed as part of the SLWG initiative under Item 10.2, and would feed into Risk Register at a later date.</p> <p>Risk 1 – Board Member asked that the measure of local engagement be reviewed, with a possible link to the Balanced Scorecard. Clerk to update.</p> <p>Risk 3 – Chair asked whether dates need to be reviewed. Vice Principal noted that the new International Strategy had been added but progress on the Business Development Strategy will need to be inputted.</p> <p>Risk 3 – Board Member asked whether there were any international recruitment issues that may impact on Risk Score. Vice Principal noted that numbers were holding up so far and broadly in line with</p>	<p>Clerk</p> <p>Clerk</p>

	<p>targets, however College will know for sure within the next few weeks.</p> <p>Risk 23 – Chair requested that Digital Poverty be reference. Clerk to action.</p> <p>Board Member noted wider COVID risks linked to anticipated outbreaks in winter should be reflected.</p>	<p>Clerk</p> <p>Clerk</p>
<b>7.4</b>	<p><b>Balanced Scorecard update</b></p> <p>Clerk presented Paper 8, noting the proposed changes to the Balanced Scorecard based on Board feedback, which would be reported to the next Board meeting.</p> <p>Hear of HR &amp; Organisational Development reported on progress on Measures 3, 11 and 12.</p>	
<b>8</b>	<b>External Engagement</b>	
<b>8.1</b>	<p><b>External Engagement Update</b></p> <p>Vice Principal introduced Paper 9, noting that the ability to engage with partner organisations had been affected by the continuing COVID-19 situation.</p> <p>Vice Principal advised that marketing activity had continued via online and digital channels with a result that FE recruitment has held up, although HE numbers have fared less well. ASW is scheduled to re-open on 31<sup>st</sup> August</p> <p>HISA Perth President enquired into student representation at transnational partner institutions. Vice Principal noted that there are likely to be local arrangements in place, however suggested that this matter is discussed between the College and HISA.</p> <p>Chair requested an update on progress and key dates regarding the Tay Cities Deal. Vice Principal noted that the Partnership Agreement was still to be signed due to delays at government level caused by COVID. Vice Principal advised that the tender for building works professional fees needs agreement from UHI.</p> <p>Board Member asked whether, in light of website route now being a major factor in student choice, any extra budget had been allocated to improve the website experience. Vice Principal advised that extra funds had not been allocated, however the Marketing department were looking at ways to stand out from the crowd.</p>	<p>Vice Principal/ HISA Perth President</p>

<b>9</b>	<b>Staff Engagement</b>	
<b>9.1</b>	<p><b>HR Update</b></p> <p>Head of HR &amp; Organisational Development presented Paper 10 for information, highlighting in particular those sections of the report relating to health assessment, sickness absence and mandatory training.</p> <p>Chair asked whether Health &amp; Safety courses were up to date with reference to COVID. Head of HR&amp;OD noted that the mandatory course was generic online training, however the Health, Safety &amp; Wellbeing Adviser had run 15 COVID-specific Risk Assessment training courses for 130 staff since lockdown. Board Member enquired as to whether this training could be a business opportunity. Head of HR&amp;OD noted that it could be, however capacity restrictions would need to be considered.</p>	
<b>10</b>	<b>Board &amp; Policy Development</b>	
<b>10.1</b>	<p><b>Board Development Activities 2020/21</b></p> <p>Clerk presented Paper 11, which proposed that the main focus of Board Development activities for 2020/21 be centred around work to produce a new Strategic Plan for presenting to the Board at the March or June Board meetings.</p> <p>Committee agreed with the outline plan in principle, however suggested that soundings be sought from Chairs' Committee re preferred timings and location/delivery of the sessions.</p>	Clerk
<b>10.2</b>	<p><b>Addressing Racism</b></p> <p>Board Member presented Item 10.2, noting that a brief for the proposed Short Life Working Group (SLWG) had been drafted, a discussion with Principal and HISA Perth President was still to take place before issuing.</p> <p>Board Member briefed Committee on the processes and approximate timescales for the SLWG, with an Action Plan due to be presented to the December Board meeting. Membership and meeting dates of the SLWG was still tbc.</p> <p>Head of HR&amp;OD requested that proposals also be tabled at the next meeting of EDIT Committee on 17 September for their involvement, which was <b>AGREED</b>.</p>	



<b>11</b>	<b>Committee Minutes</b>  The minutes for the following meetings were received and noted: <ul style="list-style-type: none"> <li>• EDIT, 18 June 2020;</li> <li>• Staff Engagement Group, 08 May 2020;</li> <li>• Student Engagement Group, 10 June 2020.</li> </ul>	
<b>12</b>	<b>Date of Next meeting</b>  Tuesday 3 <sup>rd</sup> November 2020 @ 5:00pm	
<b>13</b>	<b>Review of Meeting</b>  The Committee agreed the meeting had covered its Terms of Reference.	

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

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

#### **Status of Minutes – Open ☒**

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

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

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

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

## Perth College UHI

Paper No.14

<b>Committee</b>	Board of Management
<b>Subject</b>	Academic Affairs Committee - Key issues for Board members
<b>Date of Committee meeting</b>	08/10/2020
<b>Author</b>	Margaret Cook
<b>Date paper prepared</b>	01/10/2020
<b>Summary of the meeting</b>	<p><b>HISA update</b> – the committee welcomed the HISA update in particular the successful Freshers Fayre, the Partnership Project and the recruitment of class representatives.</p> <p><b>Student completion</b> – we have approx. 300 students to complete from 19/20 mostly in relation to practical subjects. There are also concerns over the Foundation Apprenticeships and the impact of the decisions made by SQA in relation to qualifications.</p> <p><b>Student recruitment</b> – the current recruitment figures are looking positive but further details will be available over the next few weeks, we are now moving to a position where retention becomes the focus.</p> <p><b>Restart planning</b> – the activity around reopening was discussed and is covered in my report to this meeting.</p> <p><b>Racism</b> – Board members will recall the paper on this issue at the June meeting and the positive progress that has been made was noted.</p>
<b>Consultation</b> How has consultation with partners been carried out?	N/A

## Perth College UHI

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

## Perth College UHI

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

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

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

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

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and

[http://www.itspublicknowledge.info/web/FILES/Public\\_Interest\\_Test.pdf](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

# Academic Affairs Committee

## DRAFT Minutes

**Meeting reference:** Academic Affairs 2020-21/01

**Date and time:** Wednesday 02 September 2020 at 2.30pm

**Location:** Online

**Members present:** Margaret Cook, Principal (Chair from Item 6.3)  
Andrew Comrie, Board Member (Chair Items 1-6.2)  
Ann Irvine, Board Member  
Alex Wilson, Student Board Member  
Cameron Murray, HISA Perth VP Education & Engagement  
Veronica Lynch, Vice Principal (External)  
Catherine Etri, Associate Principal (Curriculum)  
Deborah Lalley, Head of Student Experience  
David Gourley, Head of Learning & Teaching Enhancement  
Robert Boyd, Teaching Staff Member on the Committee (until Item 7.4)

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

**Apologies:** Sheena Devlin, Board Member  
Martin Price, Chair of Scholarship Research Committee  
Lorenz Cairns, Depute Principal (Academic)

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

**Minute Taker:** Ian McCartney

**Quorum:** 7

Summary of Current Action Items			
Ref	Action	Responsibility	Time Line
6.2	<b>Student Surveys – National Student Survey</b> Additional Perth-focused analysis to be made available.	Head of Student Experience	Next meeting
6.2	<b>Student Surveys – National Student Survey</b> Areas of review would be circulated to Committee.	Associate Principal	Next meeting
8.1	<b>Risk Register</b> Amendments to be made to Risk Items 8 & 10	Clerk	October Board
9.1	<b>Addressing Racism</b> SLWG brief to be circulated to Committee members	Clerk	ASAP

Summary of Historic Action Items			
Ref	Action	Responsibility	Time Line
	<b>Matters Arising from 19 February 2020</b> <u>Ref 6.2 - Student Surveys: Induction Early Experience Survey 2019-20</u> Head of Student Experience to look into whether Q10 can be reviewed.	Head of Student Experience	When available from UHI
	<b>Matters Arising from 19 February 2020</b> <u>Ref 9.1 – Safeguarding Policy</u> UHI Common Policy and Nursery local context to be added before publishing.	Principal	ASAP
	<b>Matters Arising from 06 May 2020</b> <u>Ref 8.2 – Balance Scorecard</u> Sector benchmark rates and internal tolerance levels to be added	Clerk	October Board

### Minutes:

Item		Action
1.	<b>Welcome and Apologies</b>  The Chair welcomed everyone to the meeting and noted presence of Observers. Apologies were noted.	
2.	<b>Additions to the Agenda</b>  There were no additions to the agenda.	
3.	<b>Declaration of Interest in any Agenda Item</b>  There were no declarations of a conflict of interest.	
4.	<b>Minutes of Meeting held on 19 February 2020</b>  Committee noted re Item 9.2 that Vice Principal had been added to membership of Scholarship & Research Strategy.  Other than this addition, the minutes were approved as an accurate record.	
5.	<b>Matters Arising from Previous Minutes</b>	
	<b><u>Matters Arising from 19 February 2020</u></b>  <u>Ref 6.2 - Student Surveys: Induction Early Experience Survey 2019-20</u> <b>Action:</b> Head of Student Experience to look into whether Q10 can be reviewed.  <b>Action Update:</b> Same questions used across UHI Partnership therefore has to be reviewed at UHI level. Process under way, updates when available.  <u>Ref 9.1 - Safeguarding Policy</u> <b>Action:</b> Reviewed Policy be circulated to Committee members to allow Chair's Action to be progressed.	Head of Student Experience
	<b>Action Update:</b> UHI Common Policy and Nursery local context to be added before publishing.	Principal
	<b><u>Matters Arising from 06 May 2020</u></b>  <u>Ref 6.2 – Student Destinations</u> <b>Action:</b> Head of Student Experience to investigate percentage of the student population comprised the 94% who progressed internally and	

	<p>whether this was increasing or decreasing.</p> <p><b>Action Update:</b> Head of Student Experience reported that previous progression rates were in high-80's%</p> <p><u>Ref 8.2 – Balanced Scorecard</u></p> <p><b>Action:</b> Sector benchmark rates and internal tolerance levels to be added</p> <p><b>Action Update:</b> Project &amp; Planning Officer currently reviewing, to be discussed at next Board meeting.</p> <p><u>Ref 8.3 – Risk Register</u></p> <p><b>Action 1:</b> Risk Areas referencing student recruitment should be revised given likely impacts of COVID-19.</p> <p><b>Action Update:</b> Completed and submitted to July Board.</p> <p><b>Action 2:</b> Risk 8 be updated to include “active ongoing engagement with research organisations”.</p> <p><b>Action Update:</b> Completed and submitted to July Board.</p>	<p>Complete</p> <p>Clerk</p> <p>Complete</p> <p>Complete</p>
<b>6.</b>	<b>Student Experience</b>	
<b>6.1</b>	<p><b>HISA Perth Update</b></p> <p>HISA Perth President introduced Paper 2 and highlighted the main points for Committee, in particular amended arrangements for Freshers Week under COVID restrictions, with no face-to-face activities planned; liaison with PATs for induction sessions; and plans for online delivery of Class Rep Training.</p> <p>Board Member enquired as to next steps re Partnership Project. HISA Perth President advised that an action plan was being prepared which would then be discussed at Student Engagement Group before being tabled for approval at Engagement Committee.</p>	
<b>6.2</b>	<p><b>Student Surveys: National Student Survey</b></p> <p>Head of Student Experience presented Paper 3, noting that the timings of the survey had broadly coincided with COVID therefore responses were impacted (although response numbers were not significantly affected), and that the survey was conducted with final year HE students only.</p>	



	<p>Head of Student Experience highlighted the key outcomes for Committee:</p> <ul style="list-style-type: none"> <li>• UHI below both Scottish and UK averages</li> <li>• UHI response rate 72% from 80% previous year</li> <li>• Q27 (overall satisfaction) down 2.3% from previous year (although still within UHI's own benchmark)</li> <li>• Improvements were made in 12 of 27 question areas</li> </ul> <p>Additional Perth-focused analysis was being conducted and would be made available.</p> <p>Head of Student Experience advised that some deeper digging would be required at course level to assess impacts.</p> <p>Associate Principal outlined next steps for review, including sharing of good practice at CASE. Areas of review would be circulated to Committee.</p>	<p>Head of Student Experience</p> <p>Associate Principal</p>
<b>6.3</b>	<p><b>Postgraduate Taught Experience Survey</b></p> <p>Head of Student Experience presented findings from the PTES (Paper 4), noting that the survey took place online during lockdown, and highlighting that main outcomes:</p> <ul style="list-style-type: none"> <li>• Satisfaction rates drops to 85% from 89% (still above Scottish average)</li> <li>• 13th in sector (from 57 institutions)</li> <li>• Small sample size skews results somewhat – response rate was 14%</li> </ul> <p>Associate Principal noted that further analysis is required particularly in those area where a drop-off in satisfaction occurred, with a focus on those courses that Perth College has overall responsibility for.</p>	
<b>7</b>	<b>Curriculum</b>	
<b>7.1</b>	<p><b>Student Completion &amp; Progress - update</b></p> <p>Associate Principal provided a verbal update given ongoing COVID situation, noting that reporting on results was well behind schedule, for example approximately 300 FE students were currently defined as deferred, albeit towards latter end of Exam Boards processes.</p> <p>Associate Principal noted complicated issues regarding Foundation Apprenticeships due to workplace elements not being completed due to restrictions, which meant this element was not translating to a record of qualification achievement.</p>	

<p><b>7.2</b></p>	<p><b>SQA COVID Response</b></p> <p>Associate Principal provided Committee with a verbal update on current situation regarding SQA, noting that all changes relating to 2020 examinations had now been closed off and focus was on future years.</p> <p>Associate Principal advised that SQA were returning to unit-by-unit assessments, which will likely have an impact come Semester 2 re evidence of performance criteria. Options were being pursued with SQA.</p> <p>HISA Perth President asked about changes to mitigating circumstances processes due to COVID. Associate Principal noted that College modules were allowed to be carried forward, but a decision had still to be made by UHI re carrying additional units forward, and that it seemed unlikely that continuous deferrals will be allowed.</p> <p>HISA VPPE enquired about communications with students over changes. Associate Principal noted that academic staff were still lacking clarity on whether proposed changes were final agreements, eg SQA are stating no change, but this may move due to ongoing lobbying. Communications will be sorted as soon as position is clarified.</p>	
<p><b>7.3</b></p>	<p><b>Student Recruitment Update</b></p> <p>Head of Student Experience provided an outline of current student recruitment numbers, noting that definitive numbers were not available at this stage.</p> <p>HE students were undergoing induction this week, so confirmed numbers will be available soon.</p> <p>COVID delayed the FE start date with a revised induction dates w/c 7<sup>th</sup> September. Indications are that overall student numbers are likely to have fallen, but not by as much as expected.</p> <p>Head of Student Experience advised that SFC is looking at provision of support for short-term courses, so additional opportunities may arise in this area, however the challenge will be to free up staff resources.</p>	
<p><b>7.4</b></p>	<p><b>COVID Restart Planning</b></p> <p>Associate Principal summarised preparations for the restart of teaching, noting that all changes had been fully risk assessed, with staff undertaking return to work questionnaires and high risk staff not being approved to return to campus.</p>	

	<p>Registration processes will be in place onsite, linked to government trace and protect systems, and face coverings will be required.</p> <p>Isolation rooms have been created on campus, and other measures put in place to promote social distancing, such as free parking and one-way systems.</p> <p>HISA VPPE asked how the College would monitor numbers of students on campus each day. Associate Principal noted that measures were in place to ensure key staff have all the required data and induction times were being staggered to limit numbers.</p> <p>Board Member enquired as to how the College is monitoring those who have left campus. Associate Principal advised that an entry and exit system using QR codes for each building was in use.</p>	
<b>7.5</b>	<p><b>Operational Planning update</b></p> <p>Associate Principal advised that Operational Planning processes had proceeded online with regards to staffing, budget and capital requirements, with additional budgetary meetings arranged as required.</p> <p>A transition survey had been conducted with academic teams, MIS and student support staff to gain feedback from students re issues of digital poverty. Around 2,000 student had responded, resulting in around 600 notifying issues accessing equipment and/or broadband.</p> <p>Principal noted that £5m of Scottish Government funding had been made available, which would translate as only 50 laptops for Perth College against the figure of 600 affected students, therefore there is a budgetary challenge. A Development Trust campaign had raised another £8k, which had been utilised for RUK and International students not included in the government funding.</p>	
<b>7.6</b>	<p><b>Financial Impact of COVID &amp; Future Implications</b></p> <p>Vice Principal advised Committee that the Budget prepared for the Board meeting in June projects a deficit of £1.9m, assuming no penalties would be applied for under-recruitment of student numbers.</p> <p>Certain mitigating options had been agreed by Board, and work continues with national bodies around additional funding areas, including potential focus on micro-businesses and increase in Workforce Development Funding for colleges, however there is clearly a challenge across the sector.</p>	

<b>8</b>	<b>Performance Monitoring</b>	
<b>8.1</b>	<b>Risk Register – Academic Affairs</b>  Clerk presented Paper 5 for review by Committee. The following amendments were agreed: <ul style="list-style-type: none"> <li>• Risk 8 – Committee Member noted that REF had been delayed – announcements were expected late 2021, therefore funding likely to feed through in 2022. Risk to be updated to reflect this.</li> <li>• Risk 10 – Reference to Partnership Agreement to be amended to Partnership Project.</li> <li>• Risk 10 – Mitigations to note involvement of Student Experience Committee.</li> </ul>	Clerk  Clerk  Clerk
<b>9</b>	<b>Policies &amp; Procedures</b>	
<b>9.1</b>	<b>Addressing Racism</b>  Board Member presented Item 9.1, noting that a brief for the proposed Short Life Working Group (SLWG) had been drafted, a discussion with Principal and HISA Perth President was still to take place before issuing.  Board Member briefed Committee on the processes and approximate timescales for the SLWG, with an Action Plan due to be presented to the December Board meeting. Membership and meeting dates of the SLWG was still tbc.  Following agreement at Engagement Committee, the proposals would also be tabled at the next meeting of EDIT Committee on 17 September for their involvement.  The brief would be circulated to Committee members once completed.	          Clerk
<b>10</b>	<b>Date of Next meeting</b>  Wednesday 11 November 2020 @ 2:30pm	
<b>11</b>	<b>Review of Meeting</b>  The Committee agreed the meeting had covered its Terms of Reference.	

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

### **Status of Minutes – Open ☒**

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

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

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

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

## Perth College UHI

Paper No.15

<b>Committee</b>	Board of Management
<b>Subject</b>	Chairs' Committee - Key issues for Board members
<b>Date of Committee meeting</b>	08/10/2020
<b>Author</b>	Brian Crichton
<b>Date paper prepared</b>	01/10/2020
<b>Summary of the meeting</b>	<ul style="list-style-type: none"> <li>• After due consideration we decided to continue current practice and not publish Chairs Committee minutes on PC UHI website. Clerk could find no evidence of systematic posting of Chairs' Committee minutes on other websites, and this issue was not highlighted during recent Board External Effectiveness Review. Further, much of Chairs' Committee is an informal discussion forum for exchange of views, and important issues arising will be brought to Board or its sub-committees for actions and decisions.</li> <li>• We continue to have no Board teaching staff member – this is unfortunate, and Clerk/SMT delegated to make strenuous efforts to encourage staff candidates to come forward.</li> <li>• We plan to have 2 Strategy mornings before Xmas break. It is important with continuing challenging conditions that we keep our activities focussed both on the here and now and the longer term.</li> <li>• Principal noted concern that UHI had again failed to consult the College during an investigation process, therefore not understanding the context of the situation, and acted unilaterally with regard to elements of the complaint submitted to the Auditor General, potentially to PC disadvantage. Work continues resolve the issue amicably.</li> </ul>
<b>Consultation</b>	N/A

## Perth College UHI

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

## Perth College UHI

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

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

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

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

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<http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp>

and

[http://www.itspublicknowledge.info/web/FILES/Public\\_Interest\\_Test.pdf](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)



# Chairs' Committee

## DRAFT Minutes

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

**Date and time:** Wednesday 09 September 2020 at 5.30pm

**Location:** Online

**Members present:** Brian Crichton, Chair of the Board of Management  
Jim Crooks, Chair of Audit Committee  
Debbie Hutchison, Chair of Engagement Committee  
Craig Ritchie, Chair of Finance & General Purposes Committee  
Charlie Shentall, Chair of AST  
Margaret Cook, Principal and Chair of Academic Affairs Committee

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

**Apologies:** None received

**Chair:** Brian Crichton

**Minute Taker:** Ian McCartney

**Quorum:** 3

Summary of Action Items			
Ref	Action	Responsibility	Time Line
5	<b>Board Website Page</b> Clerk to draft communication to UHI re decision not to upload Chairs' Committee minutes and papers to website	Clerk	Next meeting
7.2	<b>Membership of Committees</b> Clerk to commence recruitment process for Teaching Staff member vacancy	Clerk	ASAP
8	<b>Board Development &amp; Strategic Planning</b> Clerk to diarise 2 Strategy Mornings before Xmas break and dates presented to next Board meeting.	Clerk	Next Board meeting

**Minutes:**

Item		Action
1	<p><b>Welcome and Apologies</b></p> <p>Chair welcomed everyone to the meeting, noting new and returning members of the Committee</p>	
2	<p><b>Additions to the Agenda</b></p> <p>The following items were added to the Agenda:</p> <ul style="list-style-type: none"> <li>• Audit Best Practice &amp; COVID Risks (now Item 2a)</li> <li>• UHI Investigations (now Item 2b)</li> </ul>	
3	<p><b>Declaration of Interest in any Agenda Item</b></p> <p>There were no declarations of a conflict of interest.</p>	
4	<p><b>Minutes of Meeting held on 29 April 2020</b></p> <p>The minutes were approved as a correct record.</p>	
5	<p><b>Matters Arising from Previous Minutes</b></p> <p><u>Ref 2,d - Board Website Page</u>  <b>Action:</b> Clerk to investigate how many other UHI partners do and do not publish Chairs Committee on their respective websites, following which the Terms of Reference for the Committee could be reviewed if required.</p> <p><b>Action Update:</b> Clerk could find no evidence of systematic posting of Chairs' Committee minutes on other websites, and this issue was not highlighted during recent Board External Effectiveness Review.</p> <p>Decision made not to proceed with uploading Chairs' Committee minutes to website. Clerk to prepare draft communication to UHI to inform.</p> <p><u>Ref 14 - Risk Review</u></p> <p><b>Action:</b> Clerk to consider Risk relating to COVID-19 and AST for the Strategic Risk Register.</p> <p><b>Action Update:</b> Completed and submitted to July Board</p>	<p>Clerk</p> <p>Complete</p>

2a	<p><b>Audit Best Practice &amp; COVID Risks</b></p> <p>Chair of Audit noted receipt of a guide from Audit Scotland regarding best practice around assessing risk and exposure, particularly with regards to fraud, during the current change in working practices under COVID. The guide recommends additional scrutiny in 4 key areas.</p> <p>Chair of Audit proposed to discuss at Audit Committee (28 September 2020) then advise Board on key issues identified.</p> <p>Principal noted an additional document had been received from the External Auditors, which approached the issue from a different, more contextualised angle. Principal suggested that some form of mapping exercise between the two documents be undertaken by SMT to ensure consistency.</p> <p>Committee <b>AGREED</b> that these documents should be reviewed and receive scrutiny at Audit Committee.</p>	
2b	<p><b>UHI Investigation</b></p> <p>Principal reported on recent discussions with UHI regarding the handling of the Investigation and in particular the receipt of a letter sent by UHI to a student which referred to the review of culture proposed at the College.</p> <p>Principal noted concern that UHI had again acted failed to consult the College during an investigation process, therefore not understanding the context of the situation, and acted unilaterally with regard to elements of the complaint submitted to the Auditor General.</p> <p>Chair of Board asked Chair of Audit to review the correspondence to ensure a balanced viewpoint, as the letter potentially left the College open to legal recourse. UHI Chair has been asked whether legal advice had been sought before issuing letter, and a personal discussion requested over behaviours; no response received to date.</p> <p>Principal noted that other complaints and data protection requests with the same student were ongoing.</p> <p>Chair of Board stated that another attempt will be made to engage with UHI on these matters, before closing the discussion.</p>	
6	<p><b>Budget 2020/21</b></p>	
	<p>Principal updated Committee that, following the approval in principle of a deficit budget by the Board, meetings had been held with the trades unions and UHI prior to a lengthy discussion at SMT over various</p>	

	<p>models to reduce costs.</p> <p>Principal advised that, although funding was due to be received for 50 laptops from a government scheme, the College was likely to spend approx. £250k on laptops to address some concerns over digital poverty during blended learning approaches.</p> <p>Principal noted that discussions with the trades unions had proved positive, and the unions had raised the issue of Voluntary Severance. Approval would be sought from the Board to develop proposals, however due to timing it was proposed to undertake this online to maximise time available.</p> <p>Chair of F&amp;GP queried whether F&amp;GP should be utilised to review the proposal first. Following a brief discussion, it was <b>AGREED</b> that an online Board decision be sought over Voluntary Severance proposals, with F&amp;GP used as a mechanism to review any concerns raised during this initial process.</p>	
<b>7</b>	<b>Committee Membership</b>	
<b>7.1</b>	<p><b>Committee Attendance 2019/20</b></p> <p>Committee noted Paper 2, which provided information on Board Member attendance at Board-level committees.</p>	
<b>7.2</b>	<p><b>Membership of Committees</b></p> <p>Committee noted Paper 3, which provided information on Board Member allocation to Board-level committees following the recent review and new Board appointments.</p> <p>Clerk noted that a vacancy still remained for a Teaching Staff Board Member. Now that teaching staff were back on campus, a recruitment process will be put in place.</p>	Clerk
<b>8</b>	<b>Board Development &amp; Strategic Planning</b>	
	<p>Clerk presented Paper 4, which outlined proposals for Board Development events for 2020/21 and had been referred from Engagement Committee for feedback.</p> <p>Chair of Board noted discomfort at having the paper referred to Chairs' Committee.</p> <p>Following a brief discussion over preferred processes and links with UHI Strategy timelines, it was <b>AGREED</b> that Clerk to diarise 2 Strategy</p>	Clerk

	Mornings before Xmas break and dates presented to next Board meeting.	
<b>10</b>	<b>Date &amp; Time of next meeting</b> <ul style="list-style-type: none"> <li>Monday 16 November 2020 at 5:00pm</li> </ul>	
<b>11</b>	<b>Review of Meeting</b> <p>The Committee agreed the meeting had covered its Terms of Reference.</p>	

DRAFT

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

**Status of Minutes:**      **Open** ☐      **Closed** ☒

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Do the minutes contain items which may be contentious under the terms of the Data Protection Act 1988?      **Yes** ☒      **No** ☐

## Perth College UHI

Paper No.16

<b>Committee</b>	Board of Management
<b>Subject</b>	F&GP September 2020 – Chair’s Summary
<b>Date of Committee meeting</b>	08/10/2020
<b>Author</b>	Craig Ritchie
<b>Date paper prepared</b>	01/10/2020
<b>Executive summary of the paper</b>	<p>Key decisions taken by the Committee during the meeting were as follows:</p> <ol style="list-style-type: none"> <li>1. Approval to update the asset capitalisation levels from £1,000 to £5,000 for preparation of the annual accounts. The Committee also noted the expectation that the full Financial Regulations review would be presented at the next meeting.</li> <li>2. Approval of the Voluntary Severance Proposal following discussion of management responses to Board member feedback. This was reported via email to the Board following the Committee meeting.</li> <li>3. Approval to proceed with the procurement of professional support for the Tay Cities Deal / Aviation Academy, and to approve the College accepting loan funding from Perth &amp; Kinross Council to the value of the TCD grant award at the appropriate time in the process.</li> <li>4. Approval to use the funds previously raised through the “Ball on the Wall” campaign within the Development Trust to be put towards the development of Five-a-Side football pitches.</li> </ol> <p>The Committee spent some time considering the financial position of the College, aided by a presentation from the Director of Finance. In addition to this, the Committee noted updates on estates, HR, and the elements of the risk register relevant to Finance and General Purposes.</p>

## Perth College UHI

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



## Perth College UHI

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

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

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

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# Finance & General Purposes Committee

## DRAFT MINUTES

**Meeting reference:** F&GP 2020-21/01

**Date and time:** Monday 21 September 2020 at 5:00pm

**Location:** Online

**Members present:** Craig Ritchie, Board Member (Chair)  
Heather Cormack, Board Member  
Katrina Hodgson, Board Member  
Debbie Hutchison, Board Member (until Item 8.1)  
Linton Scarborough, Board Member  
Margaret Cook, Principal  
John Dare, Staff Board Member  
Alex Wilson, Student Board Member (until Item 8.1)

**In attendance:** Lorenz Cairns, Depute Principal (Academic)  
Veronica Lynch, Vice Principal (External)  
Katy Lees, Head of HR & Organisational Development  
Iain Wishart, Director of Finance  
Ian McCartney, Clerk to the Board of Management

**Apologies:** Brian Crichton, Board Chair

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

### Summary of Action Items

Ref	Action	Responsibility	Time Line
5	<b>11 – Whistleblowing Policy</b> Head of HR&OD to ensure updated policy is Published	Head HR&OD	ASAP
6.1	<b>Perth College Management Accounts – 12 months to 31 July 2020</b> Director of Finance to distribute full management accounts to Committee	Director of Finance	ASAP
6.1	<b>Perth College Management Accounts – 12 months to 31 July 2020</b> Cashflow information to be added to management accounts info from next meeting	Director of Finance	Next meeting
6.1	<b>Perth College Management Accounts – 12 months to 31 July 2020</b> Director of Finance to provide summary of items considered for review within the challenges page of accounts summary, and their potential impacts.	Director of Finance	Next meeting
6.3	<b>Capitalisation Levels</b> Director of Finance to present full review of Financial Regulations at the next meeting of F&GP	Director of Finance	Next meeting
6.4	<b>Voluntary Severance Proposals</b> Board be advised of outcome of proposals, including the Management Responses circulated to F&GP	Clerk	ASAP
10.1	<b>Risk Register</b> Clerk to seek guidance from Internal and External Auditors re removal of Risk 27	Clerk	Audit Committee

## Minutes:

Item		Action
1	<p><b>Welcome and Apologies</b></p> <p>The Chair welcomed everyone to the meeting, and introduced new Board Members to the meeting.</p> <p>Apologies were received from Brian Crichton, Chair of the Board of Management.</p>	
2	<p><b>Additions to the Agenda</b></p> <p>The following items were added to the Agenda:  Item 6.3 – Capitalisation Levels (Paper 11)  Item 6.4 – Voluntary Severance Proposals (Paper 12)</p>	
3	<p><b>Declaration of Interest in any Agenda Item</b></p> <p>There were no declarations of a conflict of interest.</p>	
4	<p><b>Minutes of Meeting held on 04 March 2020</b></p> <p>Pending corrections to some minor typographical errors, the Minutes were accepted as an accurate record.</p>	
5	<p><b>Matters Arising from Previous Minutes</b></p>	
	<p><u>Matters Arising from 04 March 2020</u>  <u>Ref 10 – Policies</u>  <b>Action:</b> Amended Procurement Policy to be aligned with Terms of Reference and Schedules of Delegation within Governance Manual to be tabled at June Board Meeting</p> <p><b>Action Update:</b> Completed</p> <p><u>Matters Arising from 27 May 2020</u>  <u>Ref 10 – Risk Register</u>  <b>Action 1:</b> Concern was raised over some Residual Risk scores being greater than the Gross Risk score in that area. Clerk to amend as appropriate</p> <p><b>Action Update:</b> Completed</p> <p><b>Action 2:</b> Review Risk 25 given current circumstances affecting AST.</p> <p><b>Action Update:</b> Completed</p>	<p>Complete</p> <p>Complete</p> <p>Complete</p>

	<p><u>Ref 11 – Whistleblowing Policy</u>  <b>Action:</b> Update amendments as notified prior to publication of Policy</p> <p><b>Action Update:</b> Amendments completed, Policy still to be published</p>	Head of HR&OD
<b>6</b>	<b>Financial Performance &amp; Budgets</b>	
<b>6.1</b>	<p><b>Perth College Management Accounts – 12 months to 31 July 2020</b></p> <p>Director of Finance presented Paper 2, noting that the information presented were high-level figures only as full management accounts were not yet available – these will be distributed to Committee later this week.</p> <p>Director of Finance noted a £0.5m end of year deficit compared to a £1.2m mid-year forecast deficit; Micro-RAM adjustment of £140k; £230k shortfall in FE Main Grant; and Income from Aeronautical Engineering and Nursing deferred due to not being able to complete due to COVID.</p> <p>Board Member asked about impact of furlough scheme. This was confirmed as reducing staff costs by approx. £150k.</p> <p>Chair asked Director of Finance about robustness of information. Director of Finance noted that prioritisation would be given to ensuring comparisons to previous year as well as budget to provide Board members with useful data. Additionally, attention is to be focused on reducing number General Ledger codes from current 1,500 to around 200 to make comparative analysis quicker and easier. PECOS will also be looked at in an effort to reducing double workloads.</p> <p>Director of Finance noted AST income being reduced by around £650k due to COVID issues, but this had been offset by reduced costs, including £100k of staffing costs, and the repatriation of Libya funds.</p> <p>Director of Finance provided Committee with longer-term forecasts across the Partnership, noting that UHI were projecting an almost breakeven position for 2021/22, and that the deficit projected was almost entirely related to the projected Perth College deficit for that year.</p> <p>Board Member asked whether there was any best practice evident from other partner Colleges on how they plan to address this issue. Director of Finance noted that focus across partnership was on reduction in costs such as staffing, Estates and IT, but that something more fundamental is likely to be required.</p>	Director of Finance

	<p>Board Member queried to what extent Perth College was master of its own destiny. Principal summarised the strategic options that were being examined.</p> <p>Director of Finance summarised the challenges in returning to a break-even position, noting that achieving this within 2020/21 looks impossible, and not achievable within current cashflow position.</p> <p>Chair noted that it would be helpful to receive a cash projection with future sets of management accounts. Director of Finance noted that a cashflow is currently provided to SFC so will add from next meeting.</p> <p>Board Member also requested a summary of items considered for review within the challenges page, and their potential impacts. Director of Finance to provide.</p>	<p>Director of Finance</p> <p>Director of Finance</p>
<b>6.2</b>	<p><b>COVID Support for Colleges &amp; Universities</b></p> <p>Vice Principal presented Paper 3, which provides an overview of allocations and potential pipelines, however it was noted that none of the funds detailed were designed to cover core costs. While there was a focus on student hardship and Estates, the funds available do not cover the levels of investment required.</p> <p>Committee noted the report.</p>	
<b>6.3</b>	<p><b>Capitalisation Levels</b></p> <p>Director of Finance presented Paper 11, noting the requirement for this to be tabled due to timing issues. Paper proposed to increase the Capitalisation levels for Perth College from £1,000 to £5,000 to keep broadly in line with similar Colleges.</p> <p>Board Member queried why Capitalisation levels were being reviewed separate from the Financial Regulations. Director of Finance confirmed this was due to wanting to apply the higher levels within the 2019/20 final accounts process.</p> <p>Chair queried when Committee could expect to see the full review of Financial Regulations. Director of Finance advised that these would be presented at the next meeting of F&amp;GP.</p> <p>The proposal outlined in Paper 11 was <b>APPROVED</b>.</p>	<p>Director of Finance</p>
<b>6.4</b>	<p><b>Voluntary Severance Proposal</b></p> <p>Chair noted the email dated 15th September issued by Chair of Board of Management, which outlined the outline Voluntary Severance process being proposed and associated legal guidance;</p>	

	<p>and Paper 12, which had been circulated to Committee members in advance of the meeting outlining some of the questions raised by Board Members. Members were reminded that the reason for seeking online approval was to ensure that an approved outcome would allow Principal to seek appropriate authority for the VS Scheme via UHI and SFC</p> <p>Principal summarised the Management Responses noted in Paper 12, and advised that a clear majority in favour of the proposals had been received via the online process. Student Member noted queries submitted, and advised that they would not be in a position to endorse the proposals without additional information to reach a full evidence-based decision. Principal addressed each of these concerns in turn.</p> <p>Following a discussion around the remaining Management Responses and next steps in the process, Committee <b>APPROVED</b> the Voluntary Severance proposals, and requested that the full Board be advised of this outcome, including the Management Responses circulated to F&amp;GP.</p>	Clerk
<b>7</b>	<b>Procurement</b>	
<b>7.1</b>	<p><b>Tay Cities Deal/Aviation Academy - Contract Strategy</b></p> <p>Vice Principal presented Paper 4 and provided an update on the Tay Cities Deal/Aviation Academy project, noting that the Cities Deal had not yet been formally signed off by the Scottish and UK governments, although this is expected within the next month, and that the Outline Business Case cannot be progressed until feasibility work has been completed.</p> <p>The paper seeks approval for procurement of professional fees.</p> <p>Chair asked about the management of risk factors should this aspect of the project not be progressed. Vice Principal advised that, in such a case, it would be unlikely that Tay Cities Deal funding would be forthcoming. Chair noted that, in effect, the sunk costs are limited to the amount required for the feasibility study.</p> <p>Board Member noted references to Moray College and sought clarification on the logic that, if we were not working with them on this project, we'd be competing against them. Vice Principal noted that all 3 partners have different specialisations which provided enough gaps to justify the regionalisation of the project.</p> <p>Following these clarifications, the proposals outlined in Paper 4 were <b>APPROVED</b>.</p>	

8	<b>Estates</b>	
8.1	<p><b>Estates Update</b></p> <p>Depute Principal presented an update on current work in Estates as outlined in Paper 5, with particular focus on return to campus arrangements.</p> <p>Chair expressed thanks on behalf of Committee to Estates and other staff around the College for their work in getting students and staff back on campus.</p> <p>Student Board Member asked whether summer works had been completed, and how much disruption to curriculum areas was caused by the flooding noted in the report. Depute Principal advised that the prioritised summer works had been completed, and there was minor flooring damage caused by flooding which mainly affected the Arts Studio, a computer suite and the Brahan Lecture Theatre.</p> <p>Depute Principal informed Committee that, given current circumstances, it did not seem appropriate to continue with work on the wide-ranging Estates Strategy that had been previously discussed, however a planned maintenance &amp; conditions survey had commenced to assess the likely state of campus buildings over the next 2-3 years. This approach was <b>ENDORSED</b>.</p> <p>Depute Principal concluded by advising Committee of a report submitted to the Health &amp; Safety Executive around Legionella control measures. Committee was advised that an inspection had taken place and reported no major failings.</p>	
8.2	<p><b>Five-a-Side Pitches – Business Case</b></p> <p>Vice Principal outlined Paper 6, which sought procurement approval for a feasibility study for the creation of five-a-side pitches to be funded from monies raised via the Development Trust.</p> <p>Board Member noted that local demand has existed for such facilities for some time, and wondered whether St Johnstone FC could be involved in some way. Vice Principal advised that local organisations were to be approached for possible involvement.</p> <p>Chair queried whether land was available given previous discussion on the Aviation Academy. Vice Principal noted that different land was earmarked next to ASW, which would not be suitable for the Aviation Academy.</p> <p>The proposal was <b>APPROVED</b>.</p>	



<b>9</b>	<b>Human Resources</b>	
<b>9.1</b>	<p><b>HR Update</b></p> <p>Head of HR &amp; Organisational Development presented Paper 7 for noting by Committee.</p> <p>Following a query from a Board Member, Head of HR&amp;OD clarified that a Stress Short-Life Working Group had been planned earlier in the year but did not proceed due to COVID. Health and wellbeing is regularly considered within Healthy Working Lives developments.</p> <p>Committee <b>NOTED</b> Paper 7.</p> <p>Principal added an update on UHI investigation related to a proposed action for UHI to undertake a full staff survey within Perth. Principal noted that it had been made clear that such an approach was unacceptable and, during a meeting with the new chair of UHI Audit Committee, it was agreed that Perth College would engage an external consultant to undertake its own survey, in collaboration with staff and trades unions, with a summary of results being provided to UHI Audit Committee. The survey is scheduled to take place in Semester 2, and Engagement Committee will be kept informed.</p>	
<b>10</b>	<b>Compliance &amp; Reporting</b>	
<b>10.1</b>	<p><b>Review of Risk Register – F&amp;GP</b></p> <p>Committee reviewed items on Risk Register within the remit of the Committee.</p> <p>Chair queried whether Residual Risk under Risk 15 could be reduced if student numbers remain robust. Principal noted the College was still in process of enrolment and, with a degree of uncertainty remaining, it would be advisable to retain the status quo and review in November. Chair agreed.</p> <p>Chair suggested removal of Risk 27, as previously discussed at Board. Clerk noted that action from Board involved liaison with Internal and External Auditors prior to removal, however this had yet to happen. Clerk to seek guidance as actioned.</p>	Clerk
<b>11</b>	<p><b>Committee Minutes</b></p> <p>The minutes for the following meetings were received and noted:</p> <ul style="list-style-type: none"> <li>● JNC Support Staff, 11/06/20</li> <li>● JNC Lecturing Staff, 11/06/20</li> <li>● JNC Budgetary Meetings 22/06/20, 20/08/20 &amp; 01/09/20</li> </ul>	

12	<p><b>Date &amp; Time of next meeting</b></p> <p>Monday 30 November @ 5:00pm</p> <p>Vice Principal noted that External Audit timescale means that the Audit sign-off is unlikely to take place before January 2020, therefore it advised that the joint F&amp;GP/Audit element of this meeting may be reviewed.</p>	
13	<p><b>Review of Meeting</b></p> <p>The Committee agreed the meeting had covered its Terms of Reference.</p>	

DRAFT

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

**Status of Minutes – Open ☒ Closed ☐**

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

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

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

Do the minutes contain items which may be contentious under the terms of the Data Protection Act 1998?

**Yes** ☐

**No** ☒

## Perth College UHI

Paper No.17

<b>Committee</b>	Board of Management
<b>Subject</b>	AST Board - Key Issues for Board Members
<b>Date of Committee meeting</b>	08/10/2020
<b>Author</b>	Charlie Shentall
<b>Date paper prepared</b>	01/10/2020
<b>Summary of Meeting</b>	<ul style="list-style-type: none"> <li>• There have been two AST Board Meetings since the BOM last met, this is due to the AST Board increasing the frequency of meetings to monthly, and after the previous months financials have been completed in order keep abreast of the issues faced by AST due to Covid-19 and provide support to the SMT.</li> <li>• The Accounts for 2019-2020 were signed off and the Directors, at that time, have a reasonable expectation that the company will be able to continue in operation and meet its liabilities in the foreseeable future.</li> <li>• There was a surplus for 2019-2020 of £67,134, remarkable given the extremely difficult trading situation, on sales of £1.62 million against a budget of £2.16 million.</li> <li>• For August, the first trading month of 2020-2021 sales have held up well against budget although the budget was extremely cautious and returned a small surplus. In cashflow terms the balance looks healthy, however there is a high prepayment element to the figure, and several clients who have paid for this year will not start until the new year.</li> <li>• AST's view remains that the first indications as to longer term trends on Approved and Modular courses are likely to be the bookings for January 2021 Zero to Hero programmes and</li> </ul>

## Perth College UHI

	<p>then the March Approved Course C268. It will be important to differentiate between those who deferred from 2020 and those who are genuinely making a 2021 decision to enter training.</p> <ul style="list-style-type: none"> <li>• Generally, staff and students are coping with the required actions arising from the PC and AST Risk Assessments regarding room capacity, behaviour in common spaces and so on.</li> <li>• We are getting some complaints from Perth College regarding AST students not wearing masks.....doesn't appear that in percentage terms our students any worse than PC students, but we have a lot more AST students around the campus (eg 5 days/week v only 1-2 days per fortnight)) so perception is we have a problem. Whatever the reason, we are trying to address.</li> <li>• Issues surround classroom space and increases in instructor hours due to have to split classes have put the number of available instructors under a great deal of pressure, especially if any illness or issues for instructors arises affecting their teaching availability. A situation similar to PC but AST have the UK CAA strict regulation about hours taught which leaves little room for issues. One instructor is going down to 50% working time, leaving AST 1.5 staff members down.</li> <li>• The October Business plan is expected to plan the staffing needs from January 2021.</li> <li>• There is an opportunity to sell the two very old existing training helicopters and purchase possibly 2 much newer ones with up to date Avionics, an essential upgrade if AST is to build on the helicopter training skills needed for the Aviation Academy Scotland. Fundraising discussions are ongoing.</li> <li>• Business is a little better than lockdown, but issues over certainty of business opportunities remain unsettled.</li> </ul>
<b>Consultation</b>	Click or tap here to enter text.

## Perth College UHI

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

## Perth College UHI

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

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

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

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

Further guidance on application of the exclusions from Freedom of Information legislation is available via:

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

[http://www.itspublicknowledge.info/web/FILES/Public\\_Interest\\_Test.pdf](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

# Air Service Training - Board of Directors Meeting

## DRAFT Minutes

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

**Date and time:** Thursday 24 September 2020 at 5:00pm

**Location:** Online meeting

**Members present:** Charlie Shentall, Chair of AST  
Craig Ritchie, Board Member (from Item 6)  
Linton Scarborough, Board Member  
Margaret Cook, Principal, Perth College UHI (excluding Items 6 and 7)  
Mark Taylor, AST General Manager

**In attendance:** Veronica Lynch, Vice Principal (External)  
Iain Wishart, Director of Finance  
Henry Nicholson, Financial Accountant  
Ian McCartney, Clerk to the Board of Management

**Apologies:** Martin Burke, Management Accountant  
Andrew Budge, Senior Training Manager  
Robert Sutherland, Accountable Manager

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





Summary of Current Action Items			
Ref	Action	Responsibility	Time Line
6	<b>Management Accounts</b> Chair requested that reference to “excluding Libya monies” be remove from future management accounts	Director of Finance	Next meeting
6	<b>Management Accounts</b> General Manager to look at potential options for discussion re potential rewarding of staff for salary holidays.	General Manager	Next meeting
8	<b>Training Report</b> General Manager to reintroduce the dashboard approach to AST reports.	General Manager	Next meeting
12	<b>Non-Executive Director Role</b> General Manager to further investigate options discussed	General Manager	Next meeting

Summary of Historic Action Items			
Ref	Action	Responsibility	Time Line
5	<b>Matters Arising from Meeting of 15 April 2020</b> <u>18 Any Other Business</u> General Manager and Interim Head of Finance to explore the option of retendering for the AST external audit work, and circulate to AST Board for sign off if appropriate	General Manager	Deferred to 2020/21 annual accounts

**Minutes:**

Item		Action
1.	<b>Welcome and Apologies</b>  Chair welcomed everyone to the meeting, noting that some Directors may be absent for certain sections of the meeting, therefore Agenda may have to be applied flexibly to ensure quoracy for decision and approvals.	
2.	<b>Additions to the Agenda</b> <ul style="list-style-type: none"> <li>• Aviation Academy for Scotland (Item 2a)</li> <li>• In Camera Directors-Only Meeting (Item 15)</li> </ul>	
3.	<b>Declaration of Interest in any Agenda Item</b>  There were no declarations of a conflict of interest.	
4.	<b>Minutes of Meetings held on 20 August 2020</b>  The minutes of the meeting was approved as an accurate record. Notes of the Supplemental Meeting on 01 September 2020 to be added to the August minutes to ensure this is noted as a matter of record.	
5.	<b>Matters Arising from Previous Minutes</b>  There were no Matters Arising to be updated.	
2a.	<b>Aviation Academy for Scotland</b>  Principal updated AST Board on recent developments affecting the Tay Cities Deal/Aviation Academy for Scotland, advising that papers requesting Project Management monies had not been tabled at UHI Finance Committee's September meeting; Principal had been informed that Perth College had not submitted appropriate papers for this to be table. Principal further advised that the UHI Finance Committee had discussed the Strategic Initiative Funding with a result that the SIF may be discontinued, or failing that opened to all Academic Partners to bid for.  Principal noted that the issue of papers not being tabled despite being passed to UHI will be taken up with the UHI Principal.  Principal noted that there had been no opportunity as yet to discuss ramifications with other partners, and it would be likely that a position may not be clarified until after the November UHI Finance meeting.	

	<p>Vice Principal advised that UHI were now asking for information relating to economic recovery aspects for their November Finance Committee. General Manager noted that this situation could potentially have considerable impact on the AST Business Plan.</p> <p>Board Member asked, given the apparent direction of travel, it would be worth considering a proactive withdrawal from the TCD/AAS process. Principal advised that that stage had not yet been reached, and there are still other avenues for potential funding that could be re-explored.</p>	
<b>6.</b>	<p><b>Management Accounts – Year To August 2020</b></p> <p>Director of Finance presented Paper 2, noting the good start to the new financial year. General Manager advised that some items had not yet been fully phased, which may take around £6k off the month's surplus.</p> <p>Director of Finance advised that the cashflow position was positive, however there is some uncertainty beyond next 3-4 months. General Manager agreed, with concerns over January income from modular courses.</p> <p>Chair requested that reference to “excluding Libya monies” be remove from future management accounts now this issue had been resolved.</p> <p>Board Member asked about the rewarding of staff for taking salary holidays given positive financial outcome. Chair noted that £60k surplus figure effectively amounted to break-even due to commitments to College, and had serious reservations about making such decisions so early in the new financial year. General Manager to look at potential options for discussion at October AST Board meeting.</p>	<p>Director of Finance</p> <p>General Manager</p>
<b>7.</b>	<p><b>General Manager Report</b></p> <p>General Manager presented Paper 3, highlighting some key points for the Board's attention.</p> <p>General Manager noted that investigations were being made regarding the pros and cons of changing the AST holiday year in line with the financial year rather than the calendar year. General Manager noted that current AST contracts mean there is no alignment between Perth College closed days and AST staff, and this matter is on the agenda for discussion at JNC, so timing for such a review is appropriate.</p>	

	<p>General Manager advised that business dealings with India and Nepal are effectively suspended due to COVID.</p> <p>General Manager provided extensive update on site visit to Italy with Leonardo, noting that the meeting was positive and the new committee were adopting a more structured approach than the previous regime. The new committee seemed comfortable to include language standards in the contract.</p> <p>General Manager sought permission to commence paperwork re staffing plan. This was <b>APPROVED</b> by the Board.</p>	
8.	<p><b>Training Report</b></p> <p>AST Board received and noted Paper 4, the Training Report, from the General Manager.</p> <p>General Manager noted the FIGAS report and advised that some people falling between gaps identified can generate refunds of up to £2,500, therefore work needs to be progressed to fix.</p> <p>In response to a Board Member query on trading capacity, General Manager advised that of the intention to reintroduce the dashboard approach to AST reports.</p>	General Manager
9.	<p><b>Sales &amp; Business Development Report</b></p> <p>AST Board received and noted Paper 5, which provided updates on Pipeline and Business Development activity, from the general Manager.</p> <p>General Manager noted that there appeared to be spikes in growth appearing in certain areas, eg Lionair in Indonesia.</p>	
10.	<p><b>Compliance Report</b></p> <p>AST Board received and noted Paper 5.</p> <p>A brief discussion took place regarding some of the negative comments presented within this report.</p>	
11.	<p><b>Training Aid Acquisition Opportunity</b></p> <p>General Manger provided information related to an outline offer made by Leonardo regarding potential sale of a helicopter to AST for training purposes at what appear to be very preferential rates.</p>	

	<p>General Manager advised that 3 different business cases are being worked through involving the sale of current helicopters and purchase of a second machine from Leonardo. Transportation costs would also be a factor.</p> <p>Chair asked about flexibility over payment terms. General Manager noted that options could be linked to revenue stream from Leonardo over next 2 years to assist with cashflow strain of initial outlay.</p> <p>Directors agreed that the proposal should be looked into with some urgency as there appeared to be opportunities and benefits linked to Development Trust and Aviation Academy negotiations.</p>	
<b>12.</b>	<p><b>Non-Executive Director Role</b></p> <p>A brief discussion was held regarding the potential appointment of a non-executive Director for AST. The discussion generated a number of options, with General Manager tasked to investigate further to allow further discussion.</p>	General Manager
<b>13.</b>	<p><b>Date &amp; Time of Next Meeting</b></p> <ul style="list-style-type: none"> <li>Wednesday 21 October 2020 at 5:00pm</li> </ul>	
<b>14.</b>	<p><b>Review of Meeting</b></p> <p>Board agreed that meeting had covered its Terms of Reference.</p>	
<b>15.</b>	<p><b>In Camera Directors Only Meeting</b></p> <p>Directors met In Camera to discuss a staffing item.</p>	

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**Status of Minutes:**      **Open** ☐      **Closed** ☒

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

## Perth College UHI

Paper No.18

<b>Committee</b>	Board of Management
<b>Subject</b>	Audit Committee - Key issues for Board members
<b>Date of Committee meeting</b>	08/10/2020
<b>Author</b>	Jim Crooks
<b>Date paper prepared</b>	30/09/2020
<b>Summary of the meeting</b>	<p>The Audit Action Plan Progress Report was considered in some detail. Members were pleased to see considerable progress against outstanding actions. 66% of the 117 activities in the Progress Report have been completed and 32% are currently ongoing. The Committee were reassured that timescales for completion were being established and would be substantially overtaken by the next Audit Committee.</p> <p>The Committee approved the Audit Scotland Covid-19 Governance Challenge return after some minor amendments were agreed. Particularly in relation to spending by the College to address Digital Poverty issues.</p> <p>The Committee also approved the External Audit Governance Challenge document, again after some minor adjustments considered in the light of the Internal Audit Report on Procurement and Creditors/Purchasing.</p> <p>In the Review of Compliance with the Code of Good Governance, the Committee asked that each Committee of the Board review its own areas of compliance. This will be handled by the Clerk to the Board. We also agreed that the response should include something about the intended Staff Survey as a pre-emptive claim to our own rights and plans for conducting such surveys.</p> <p>We undertook a review of the strategic risks in the Risk Register especially in the light of the Covid-19 impacts. The Board should be aware that we now have an</p>

## Perth College UHI

	<p>irreducibly high risk in Strategic Risk 12 (Threat to Business Continuity) which is measured as a Catastrophic Impact and an 'Almost Certain' Likelihood (Gross Risk 25). Even after mitigation it only reduces to a score of 20 (Impact 5 and Likelihood 4 – Likely). There are other highly scored residual risks (Nos 3, 19, 20, 25, 30) which are all in relation to the risk category of 'Developing a successful and sustainable organisation.'</p> <p>We noted the progress of the development of a Health and Safety Culture but the Internal Audit Report, although initially less than reassuring, was mitigated by the verbal feedback that the Internal Auditors recognised that considerable effort was being made in terms of training in Health and Safety. In fact there was considerable effort being invested in H&amp;S despite the overall burden for ensuring H&amp;S and Wellbeing being almost exponentially increased as a consequence of Covid-19.</p> <p>Otherwise we noted the reports by Internal Audit and also the Management Updates on previous reports from 2017-18 and 2018-19.</p> <p>We also agreed in principle to be flexible in terms of our next meeting date because of the impact of Covid-19 on the timetable for production and auditing of the 2019-20 financial statements. This flexibility will be required on the part of the F&amp;GP Committee also.</p>
<b>Consultation</b> How has consultation with partners been carried out?	N/A
<b>Action requested</b>	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval



## Perth College UHI

<b>Resource implications</b> (If yes, please provide details)	No
<b>Risk implications</b> (If yes, please provide details)	No Click or tap here to enter text.
<b>Link with strategy</b> Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> <li>• Compliance</li> <li>• National Student Survey</li> <li>• partnership services</li> <li>• risk management</li> <li>• other activity [e.g. new opportunity] – please provide further information</li> </ul>	N/A
<u><b>Equality and diversity</b></u> Yes/ No If yes, please give details:	No
<b>Island communities</b> Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	No If yes, please give details: Click or tap here to enter text.

## Perth College UHI

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

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

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

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

Further guidance on application of the exclusions from Freedom of Information legislation is available via:

<http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp>

and

[http://www.itspublicknowledge.info/web/FILES/Public\\_Interest\\_Test.pdf](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

# Audit Committee

## DRAFT MINUTES

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

**Date and time:** Monday 28 September 2020 at 5:00pm

**Location:** Online

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

**In attendance:** Margaret Cook, Principal  
Lorenz Cairns, Depute Principal (Academic)  
Veronica Lynch, Vice Principal (External)  
Iain Wishart, Director of Finance  
David Archibald, Henderson Loggie  
Stephen Reid, Ernst & Young  
Katy Lees, Head of HR & Organisational Development  
Ian McCartney, Clerk to the Board of Management

**Apologies:** Graham Watson, Board Member

**Chair:** **Ann Irvine**

**Minute Taker:** Ian McCartney

**Quorum:** 3

### Summary of Action Items

Ref	Action	Responsibility	Time Line
6.2	<b>COVID-19 – Audit Scotland Challenge Response</b> Clerk to add information regarding the recent Board recruitment and reallocation of committee membership within Theme 4.	Clerk	Next meeting
6.3	<b>COVID-19 – External Auditor Challenge Response</b> Clerk to examine Fraud Policy to ascertain processes re statements of fraud being uncovered.	Clerk	Next meeting
6.4	<b>Codd of Good Governance – Compliance Checklist</b> Chair to arrange for review of document with appropriate sub-Committees and feed back into next Audit meeting	Clerk	Next meeting
6.5	<b>Review of Risk Register</b> Risk 17- Risk to be reviewed with owner in light of Audit Review	Clerk	Next meeting
6.5	<b>Review of Risk Register</b> Risk 27 to be removed from Register due to conclusion of Deferred Income matters	Clerk	Next meeting
6.6	<b>Health &amp; Safety Annual Report</b> Head of HR and Organisational Development to compare KPIs in report with other Academic Partners	Head of HROD	Next meeting
11	<b>Date &amp; Time of Next Meeting</b> Clerk to seek an alternative date for next Audit Committee and replicate approximate meeting schedule timescales for approval of 2019/20 financial statement as undertaken for 2018/19 financial statements	Clerk	ASAP

## Minutes:

Item		Action
1	<b>Welcome and Apologies</b>  The Chair welcomed everyone to the meeting, particularly to new members and attendees. Chair thanked Ann Irvine for deputising as Chair over the last few months.	
2	<b>Additions to the Agenda</b>  There were no additions to the Agenda.	
3	<b>Declaration of Interest in any Agenda Item</b>  Henderson Loggie identified a conflict of interest re Procurement Contract Extension for Internal Auditors under Item 10.1.	
4	<b>Minutes of Meeting held on 17 September 2019</b>  The minutes were accepted as an accurate record.	
5	<b>Matters Arising from Previous Minutes</b>	
	<u>Ref 5: Business Development Strategy</u>  <b>Action:</b> Vice Principal to provide update to June Board  <b>Action Update:</b> Completed	Completed
	<u>Ref 6.1: Audits Action Plan</u>  <b>Action 1:</b> Clarity be provided on the difference in definitions between “partial completion” and “progress on track”.  <b>Action Update:</b> Completed	Completed
	<b>Action 2:</b> Amend presentational errors on Page 6.  <b>Action Update:</b> Completed	Completed
	<u>Ref 6.3: Review of Risk Register</u>  <b>Action 1:</b> Clearer cross-referencing to Risk 30 be made throughout document.  <b>Action Update:</b> Completed	Completed
	<b>Action 2:</b> Additional risks associated with COVID-19 to be added, eg academic arrangements, new regulations on assessments,	Completed

	<p>requirement for contingencies for AY 2020/21 if College may not be able to provide some courses, impacts on postponement of REF, and capacity levels in classrooms.</p> <p><b>Action Update:</b> Completed</p> <p><b>Action 3:</b> Board Member suggested references to “Furlough” within document be amended to Government Job Retention Scheme for clarity.</p> <p><b>Action Update:</b> Completed</p> <p><b>Action 4:</b> Clerk to review Residual Risk score for Risk 22.</p> <p><b>Action Update:</b> Completed</p> <p><u>Ref 12: Date &amp; Time of Next Meeting</u></p> <p><b>Action:</b> Clerk to circulate scheduled dates of Audit Committees 2020/21 following Board approval.</p> <p><b>Action Update:</b> Completed</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>
<b>6</b>	<b>Compliance</b>	
<b>6.1</b>	<p><b>Audit Action Plan</b></p> <p>Vice Principal presented Paper 2, the latest iteration of the Audit Action Plan, noting the updates to summary status layout with KPIs added, although baseline information was still required for some areas. Vice Principal also noted that 66% of actions were fully or partially complete.</p> <p>Chair asked about an estimated completion date for the Financial Regulations. Vice Principal noted these were in draft form and under review by Director of Finance with a revised target completion date of end November.</p> <p>External Auditors noted they propose to review outstanding actions from External Audit during next audit process, which has been delayed due to COVID</p> <p>Committee expressed satisfaction with progress being made on the Audit Action Plan.</p>	
<b>6.2</b>	<p><b>COVID 19 – Audit Scotland Challenge Response</b></p> <p>Vice Principal presented Paper 3 and sought Committee feedback on draft responses therein.</p> <p>Chair suggested more commentary on IT section would seem</p>	

	<p>appropriate, for example issues related to connectivity of systems and actions taken to address digital poverty.</p> <p>Chair asked whether it was possible to identify COVID-specific expenditure. It was noted that an additional COVID cost centre had been generated.</p> <p>Chair sought views of Committee on whether there was enough information on Risk. Board Member advised that they had been impressed with information provided so far.</p> <p>It was <b>AGREED</b> to add information regarding the recent Board recruitment and reallocation of committee membership within Theme 4.</p>	Clerk
<b>6.3</b>	<p><b>COVID 19 – External Auditor Challenge Response</b></p> <p>Vice Principal presented Paper 4 and sought Committee feedback on draft responses therein.</p> <p>Chair queried the College’s approach to recording of statements of fraud being uncovered. Principal suggested that this was unknown outside of the audit process but a statement to Audit Committee should be an expectation. Clerk suggested that there may be a process detailed in the Fraud Policy – this would be investigated and reported back. Internal Auditor advised that the Fraud Policy should also include reporting to Regional Strategic Body.</p>	Clerk
<b>6.4</b>	<p><b>Code of Good Governance – Compliance Checklist</b></p> <p>Clerk presented Paper 5, noting that this checklist was prepared as part of the assurance process for audits, and is a list within the Audit Action Plan for completion.</p> <p>Committee members suggested corrections to the following entries:</p> <ul style="list-style-type: none"> <li>* B1 – correct reference to HISA Perth President</li> <li>* B6 – add reference to SMT</li> <li>* C16 – add other SMT</li> <li>* C20 – clarify role of HISA Perth</li> <li>* C25-28 – note staff survey planned for Semester 2</li> </ul> <p>Chair suggested that the document be review with appropriate sub-Committees and fed back into next Audit meeting</p>	Clerk
<b>6.5</b>	<p><b>Review of Risk Register</b></p> <p>Clerk presented Paper 6, the full Strategic Risk Register, for review, noting the criteria listed.</p>	

	<p>Committee noted its contentment with the processes being followed re localised reviews and COVID risks.</p> <p>The following Risk Areas were noted for particular scrutiny:</p> <ul style="list-style-type: none"> <li>• Risk 12 – Discussion over reduction of Risk Scores, but status quo maintained</li> <li>• Risk 17- Risk to be reviewed in light of Audit Review</li> <li>• Risk 26 – Maintain status quo</li> <li>• Risk 28 – Outstanding actions noted in Audit Report (Item 9.3) were fairly short-term, which provided a level of assurance; maintain status quo</li> </ul> <p>Clerk noted that Board and F&amp;GP had suggested removal of Risk 27 due to conclusion of investigations into deferred income. Auditors noted no concerns re removing this Risk. It was <b>AGREED</b> to remove Risk 27 from the Register</p>	<p>Clerk</p> <p>Clerk</p>
6.6	<p><b>Health &amp; Safety Annual Report</b></p> <p>Committee received and noted Paper 7, the 2019/20 Health &amp; Safety Annual Report.</p> <p>Board Member queried how risk was being addressed with regards to the outstanding shortfall in mandatory H&amp;S training. Head of HR &amp; Organisational Development noted that the culture was being challenged by focusing on ensuring all CMT-level managers were trained at a higher level and adopted a cascading approach to Health &amp; Safety.</p> <p>Chair asked with relation to KPIs whether there was any comparison with other academic partners. Head of HR and Organisational Development wasn't aware of this but would investigate.</p> <p>Chair also suggested inviting HSW Adviser to a future Board meeting.</p> <p>Head of HR and Organisational Development informed Committee that the Health &amp; Safety Executive had responded to an anonymous report re legionella on campus. The Board Champion for Health &amp; Safety had been kept informed and a positive outcome had been reported following inspection.</p> <p>Committee expressed thanks to Health Safety &amp; Wellbeing Adviser for producing report and responding to challenges over the last few months.</p>	<p>Head of HROD</p>



<b>7</b>	<b>FOI &amp; Data Protection</b>	
<b>7.1</b>	<b>Freedom of Information &amp; Data Protection Quarterly Update</b>  Committee received and noted the quarterly update on Freedom of Information and Data Protection (Paper 8).	
<b>8</b>	<b>Performance Management</b>	
<b>8.1</b>	<b>Balanced Scorecard</b>  Committee received and noted Paper 9, the latest update to the Balanced Scorecard, and noted the proposals for improvements to the information provided.	
<b>9</b>	<b>Audit Reports &amp; Updates</b>	
<b>9.1</b>	<b>Internal Audit 2019-20 - Annual Plan update</b>  Internal Auditor summarised Paper 20, noting timing issues and assistance from Director of Finance in getting paper to Committee.  Committee noted progress as outlined.	
<b>9.2</b>	<b>Internal Audit 2019-20 – Health &amp; Safety – Final Report</b>  Internal Auditor presented Paper 10, noting the status of Requires Improvement, although significant progress had been made, particularly with regard to mandatory training, however there is still work to be done in demonstrating compliance and consistency across the College.  Committee noted report and outstanding actions.	
<b>9.3</b>	<b>Internal Audit 2020/21 – Procurement &amp; Creditors/Purchasing – Draft Report</b>  Internal Auditor presented Paper 11, noting the status of Requires Improvement. Internal Auditor noted improvements relating to procurement, however advised that increased use of PECOS was recommended to mitigate against risk of fraud via purchase order approval processes.  Committee noted report and outstanding actions.	
<b>9.4</b>	<b>Internal Audit 2020/21 – Budgetary Controls – Draft Report</b>  Internal Auditor presented Paper 12, noting a relatively positive report with a Satisfactory status.	

	Committee noted report and outstanding actions.	
<b>9.5</b>	<b>Internal Audit Report 2019/20 – Management Progress Report: HR &amp; Payroll</b>  Committee received and noted update for information.	
<b>9.6</b>	<b>Internal Audit Report 2019/20 – Management Progress Report: Payroll &amp; Pensions</b>  Committee received and noted update for information.	
<b>9.7</b>	<b>Internal Audit Report 2019/20 – Management Progress Report: Equalities Mainstreaming</b>  Committee received and noted update for information.	
<b>9.8</b>	<b>Internal Audit Report 2019/20 – Management Progress Report: Health &amp; Safety</b>  Committee received and noted update for information.	
<b>9.9</b>	<b>External Audit – Audit Plan Y/E July 2020 update</b>  External Auditor presented Paper 17, which provided an addendum to previous Audit Plan in light of external environment.  External Auditor advised that materiality levels would be maintained from previous year, an approach to Going Concern and advanced disclosures would need to be discussed with SMT prior to audit.  Based on workload and availability, External Auditor advised that a timescale of late January/early February would be most likely for completion of reporting.  Director of Finance noted that internal processing would continue based on original timescales to best manage priorities and challenges with Finance department.	
<b>10</b>	<b>Committee Minutes</b>  Minutes of the Health & Safety Committee meeting of 27 August 2020 were received for information.	
<b>11</b>	<b>Date &amp; Time of Next Meeting</b>  Meeting originally scheduled for Monday 30 November 2020 to be rescheduled as there will no longer be a joint meeting with F&GP	Clerk

	at this time. Clerk to seek an alternative date for next Audit Committee and replicate approximate meeting schedule timescales for approval of 2019/20 financial statement as undertaken for 2018/19 financial statements.	
<b>12</b>	<b>Review of Meeting</b>  Committee agreed that the Terms of Reference had been complied with.	

DRAFT

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

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

**Status of Minutes – Open\* ☒ Closed ☐**

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

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

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

Do the minutes contain items which may be contentious under the terms of the Data Protection Act 1998?

Yes ☐

No ☒