Board of Management

Agenda

Meeting reference: Board 2021-22/02
Date: Monday 13 December 2021 at 5.00pm
Location: Online
Purpose: Scheduled meeting

*   Denotes items for discussion/approval.
Members should contact the Secretary in advance of the meeting if they wish to request an item be starred.

	Agenda Items	Author	Led by	Paper
1	Welcome and Apologies		Chair	
*2	RBS Payment Processing Issues (RBS Director of Commercial Banking in attendance)	Director of Finance	Director of Finance	Paper 1
3	Curriculum Review (Dr Gary Campbell, Vice-Principal (Strategic Developments), in attendance)	Depute Principal Academic	Depute Principal Academic	Paper 2
4	Additions to the Agenda		Chair	
5	Declaration of a Conflict of Interest in any Agenda Item		Chair	
*6	Minutes of the Board meeting held on Thursday 14 October 2021	Clerk	Chair	Paper 3
*7	Actions arising from previous minutes		Chair	Verbal
8	**Items for Approval**			
*8.1	AST Gift Aid	Vice Principal External Engagement	Vice Principal External Engagement	Paper 4
*8.2	UHI Brand Identity Research	Vice Principal External Engagement	Vice Principal External Engagement	Paper 5
*8.3	Proposed Risk Management Framework Combining The Balanced Scorecard	Director of Finance	Director of Finance	Paper 6
9	**Audits & Financial Reporting**			

University of the Highlands and Islands
Perth College

	Agenda Items	Author	Led by	Paper
9.1	Perth College Management Accounts to 31 October 2021	Director of Finance	Director of Finance	Paper 7
9.2	Audit Action Plan – summary update	Project and Planning Officer	Vice Principal External Engagement	Paper 8
10	**Compliance, Risk & Performance Monitoring**			
*10.1	Annual Health, Safety and Wellbeing Report 2020-21	Health, Safety & Wellbeing Adviser	Depute Principal Academic	Paper 9
11	**Policies & Strategies**			
11.1	Policies & Procedures Schedule - December 2021	Quality Manager	Depute Principal Academic	Paper 10
*11.2	ICT and Digital Transformation Strategy	Vice Principal External Engagement	Vice Principal External Engagement	Paper 11
*11.3	Development Trust	Head of Business Development	Vice Principal External Engagement	Paper 12
12	**Standing Reports**			
12.1	Chair's Report	Chair	Chair	Paper 13
12.2	Principal's Report	Principal	Principal	Verbal
12.3	HISA Perth Report	HISA Perth	HISA Perth President	Paper 14
13	**Minutes of Board Standing Committees** *For the Board of Management to note.*			
13.1	Strategic Development Committee (SDC): 2 November 2021	Clerk	Chair – SDC	Paper 15
13.2	Learner Experience Committee (LEC): 10 November 2021	Clerk	Chair – LEC	Paper 16
13.3	Chairs' Committee: 15 November 2021	Clerk	Chair – Chairs'	Paper 17
13.4	AST Board: 23 November 2021	Clerk	Chair – AST	Paper 18
13.5	Joint Finance & Resources (F&R) & Audit Committees: 29 November 2021	Clerk	Chairs – F&R/ Audit	Papers 19a, 19b & 19c

	Agenda Items	Author	Led by	Paper
14	Date & Time of Next Scheduled Meeting • Thursday 24 March 2022 @ 5:00pm	Clerk		
14	Review of meeting (Committee to check against the Terms of Reference to ensure all competent business has been covered)		Chair	Paper 20

University of the
Highlands and Islands
Perth College

Board of Management

DRAFT Minutes

Meeting reference: Board 2021-22/01
Date and time: Thursday 14 October 2021 at 5.00pm
Location: Online

Members present: Brian Crichton, Board Member (Chair)
Andrew Comrie, Board Member
Jim Crooks, Board Member
Sheena Devlin, Board Member
Katrina Hodgson, Board Member (until Item 7)
Fiona Martin, Board Member
Craig Ritchie, Board Member
Graham Watson, Board Member
Margaret Cook, Principal & Chief Executive
Patrick O'Donnell, Staff Board member
Todor Pavlov-Kennedy, HISA President

In attendance: Lorenz Cairns, Depute Principal (Academic)
Veronica Lynch, Vice Principal (External)
Catherine Etri, Associate Principal (Curriculum)
Iain Wishart, Director of Finance
Penny Davis, Minutes

Apologies: Ann Irvine, Board Member
Heather Cormack, Board Member
Debbie Hutchison, Board Member
Linton Scarborough, Board Member
Charlie Shentall, Board Member
John Dare, Staff Board Member
Madeleine Brown, HISA VP Activities & Welfare
Miranda Landale, Observer (Co-optee Engagement Committee)

Chair: **Brian Crichton**
Minute Taker: Penny Davis
Quorum: 9

	Summary of Current Action Items		
Ref	**Action**	**Responsibility**	**Time Line**
6.1	**UHI HE Curriculum Review** Communication to be sent to UHI VP (Strategic Developments): setting out Perth College position/questions; inviting attendance at next Academic Affairs Committee meeting; seeking pause in roll-out to local subject leaders.	Principal	Post-Meeting
6.3	**UHI Branding** College Management to progress staff and student consultation alongside HISA Perth.	Principal	Post-meeting
6.7	**Addressing Racism Plan** Share Perth College plan with others as a model.	Principal	December Board
7.3	**AST Gift Aid** Bring recommendation to next Board meeting further to AST Board and Committee consideration.	VP External Engagement	December Board
8.1	**Risk Register** Undertake further review of Risk Register in alignment with review of financial controls.	Director of Finance	December Board
8.2	**Health & Safety Policy – Statement of Intent** Seek Board volunteer for H&S Champion role via email.	Chair	December Board
10.1	**Chair's Report** Identify chair and members of Strategic Development Committee for Board approval.	Chair	Post-meeting
10.3	**HISA Perth Report** Circulate final plan of work to Board via email.	HISA President	December Board
12	**Next Meeting** Email Board Members to explore option of face-to-face meeting in December.	Principal	December Board
	Summary of Action Items from Previous Meeting		
8.2	**In-Year KPIs** Clerk to add section on sustainability issues linked to climate change to KPIs	Clerk/Principal	December Board

MINUTES

Item		Action
1.	**Welcome and Apologies** Chair welcomed everyone to the meeting. Members noted apologies received. Chair advised Members that Charlie Shentall, Debbie Hutchison and Linton Scarborough were all leaving the Board to focus on other commitments, and asked that thanks be recorded in the minutes for the significant contribution they had made during their time as Board Members. Chair noted also the continued absence of the Clerk to the Board. It was hoped that the Clerk would return soon, but Members were advised this would be unlikely before year-end.	
2.	**Additions to the Agenda** Chair noted that a paper concerning a new committee structure had been circulated prior to the meeting and would be considered at the end of Item 10, Chair's Report.	
3.	**Declaration of Interest in any Agenda Item** There were no declarations of interest.	
4.	**Minutes of Board Meeting held on Thursday 10 June 2021** Minutes were approved as an accurate record of the meeting.	
5.	**Matters Arising from Previous Minutes**	
	<u>**Current Actions**</u> **Matters Arising from Board Meeting of 10 June 2021** <u>6.4 – Revised Sector Ambition</u> **Action:** Principal to inform Colleges Scotland that this paper had been approved in principle by the Board. **Action Update**: Complete <u>7.2 – Perth College UHI Draft Budget 2021/22</u> **Action:** Director of Finance to provide updated versions of Budget to F&GP and Board in the next Board cycle. **Action Update**: On agenda, Item 7.2 <u>8.1 – Strategic Risk Register</u> **Action:** Clerk to work with Risk Owners to review the Register to	

	ensure actions proposed and taken impacted on risk levels. **Action Update:** On agenda, Item 8.1 8.2 - In-Year KPIs **Action:** Clerk to add section on sustainability issues linked to climate change to KPIs **Action Update**: To be progressed.		Clerk/ Principal
	Items for Approval		
6.1	**UHI HE Curriculum Review** Depute Principal (Academic) presented Paper 2. He outlined the curriculum review process to date and expressed concern around the level of consultation and the lack of clarity about outcomes of the review, and its apparent lack of alignment with Scottish Government policy drivers. Reminding Members that no Regional Outcome Agreement was yet in place, he advised that the scope of the review had shifted in focus from HE to FE and that no financial modelling had been provided. He further advised Members that the current apparent direction of the review presented significant risks to the way in which courses were delivered at PC UHI, and thereby to the student experience and the sustainability of the College. A pressing concern was that Deans were already briefing programme managers on the new curriculum delivery. The Board was asked to consider giving consent to pause the College's engagement in the review implementation, if required, until concerns could be resolved. Board Member expressed surprise in particular at the lack of specified qualitative outcomes given that purpose of any such review should be enhancement of the student experience and learning outcomes. HISA President informed Members that HISA feedback had been supportive of the curriculum review but acknowledged concerns expressed by College Management and agreed that further work was needed to resolve areas of concern. He suggested that Gary Campbell, UHI Vice-Principal (Strategic Developments), might be invited to address the Board in the interests of improving communication between the College and UHI. Board Member agreed that effective communication was essential and expressed disappointment at the lack of financial modelling, noting, in particular, the potential impact of the review on staff and staff morale. Principal supported the suggestion of inviting UHI VP (Strategic Developments) and advised that the Academic Affairs Committee		

	would be an appropriate forum and would convene sooner than the Board. She provided further insight into the financial risks to larger Academic Partners such as Perth College UHI given the expectation by smaller Partners that the review would generate more income by giving them access to more students within the region. She reminded the Board that it must be mindful of the risks to staff and its responsibilities as an employer.		

Board Members noted also the broader economic implications in terms of local employment partnerships and learner pathways.

Board Member expressed support for the Principal's position, and agreed that changes must be evidence-based. While modernising the offer to students was important, it must not be driven by cost-saving.

Board Members concurred that Board should have sight of further information before UHI VP (Strategic Developments) presented to Committee or Board, and that decision whether to pause engagement should be deferred until after the presentation.

Chair informed Members that he had apprised the UHI Chair of Court earlier in the week that Perth College had serious concerns over the review. The UHI Chair had asked that the College did not disengage.

Staff Board Member supported the position that it would be legitimate to pause while awaiting further information, but not to disengage.

Board noted that, as Regional Strategic Body, UHI had circumscribed powers within legislation to impose curriculum and other changes on Assigned Colleges.

Board **AGREED** that a communication should be sent to UHI VP (Strategic Developments):   Principal

  a) setting out Perth College's concerns and seeking further information in response to questions raised by the report to the Board;
  b) inviting UHI VP (Strategic Developments) to attend the next meeting of Academic Affairs Committee; and
  c) requesting a pause on the local roll-out to subject leaders.

6.2	**Tay Cities Deal/Aviation Academy for Scotland**		

Tay Cities Deal/Aviation Academy for Scotland

VP External Engagement presented Paper 3, explaining that this was an updated version of a paper considered by Finance and General Purposes Committee.

	The Committee had agreed to recommend a reduced footprint for the new Perth building, however, further to ongoing changes to costs and availability, it was now the recommendation of College Management to the Board that consideration should be given to refurbishing an existing building to accommodate Aviation Academy requirements. The hangar would be retained at Scone. VP External Engagement drew Members' attention to a risk associated with delay of the Outline Business Case, which would mean the final tranche of funding could not be drawn down until Year 10 of the project, 2029. Use of an existing building would mitigate that risk. Chair of F&GP Committee advised that the proposed approach would be consistent with the Committee's steer on the basis that it would optimise use of space for cost, whether a new or existing building, and would allow the project to proceed as quickly as possible to reduce risks. He added that AST Board had strongly supported retention of the hangar at Scone to meet needs better. Board **AGREED** the approach set out in the paper.	
6.3	**UHI Branding** VP External Engagement provided a verbal update on a UHI unified branding exercise, the recommendation from which was the removal of the words "University" and "College" from branding. Perth College Management felt that this proposition was not tenable without thorough testing of markets for audience impact. Management had engaged with Lydia Rohmer (Principal, West Highland College) and Margaret Antonson (UHI Director of Marketing, Planning and Performance) who were leading the project, and focus groups were progressing with schools, employers and students. They had not agreed to staff focus groups, however, on the basis that the initiative was leadership-led, and that matter was presently at an impasse. Principal reported that she had written by email to the Project Manager. She outlined concerns that removal of the word "college" could be detrimental to student intake. She stressed that staff were central to the culture of the College, and student recruitment and engagement, and should not be excluded from consultation on a proposed change of branding. HISA President supported the position of College Management and explained that HISA would also like more consultation with students. He suggested that additional consultation could be undertaken locally with students and staff of Perth College. Principal confirmed she would be happy to speak to HISA representatives about further consultation.	

		Staff Member supported proposal to consult staff, noting that Perth College is an established and longstanding brand.	
		Board **ENDORSED** proposal that College Management progress staff and student consultation alongside HISA Perth, and continue engagement with UHI EO on how to move the issue forward.	Principal
6.4		**Strategy Development & Board Development Sessions AY21-22**	
		Principal provided a verbal update, reporting that work was about to commence on strategy development, however, identifying a suitable consultant via the APUC framework had proved challenging. It was now anticipated that a draft strategy could be brought to the March 2022 Board rather than the December 2021 Board.	
		Board **NOTED** this position and that Board Strategy and Development sessions would be reviewed once a consultant was in place.	
6.5		**Associate Trainer – Contract Strategy and Award Report**	
		VP External Engagement presented Paper 4, noting that the paper was provided for assurance rather than to seek approval as activity was underway.	
		She outlined the status of plans to flex capacity for commercial short course provision through external associate trainers, explaining that the 24-month contracts, which were compliant with IR35 rules, could be extended for two further 12-month periods.	
		Chair enquired about the transferability of arrangements to other areas of activity. VP External Engagement explained that existing APUC tender guidelines had been used and could be adapted in future.	
		Board **APPROVED** procedures and associated tender documents.	
6.6		**Recruitment Numbers**	
		Associate Principal (Curriculum) provided a verbal update on enrolment to date, comparing data with the previous year's numbers, as follows.	
		• For FE full-time, there had been 924 enrolments to date compared with 1,123 last year. • For FE part-time, there had been 740 enrolments to date compared with 1,257 last year. However, part-time	

	recruitment continued all year. • For Modern Apprenticeships, there had been 304 enrolments compared with 365 last year. Further MA recruitment had still to take place. • For HE full-time, there had been 1,846 enrolments compared with 2,139 last year. A few courses had still to start in January. • For HE part-time, there had been 767 enrolments compared with 1,069 last year. Part-time recruitment would continue, including onto distance learning programmes. AP (Curriculum) went on to provide a detailed report on areas where enrolment had been lower than expected, highlighting that HE enrolments had been affected in particular by students deciding not to progress to further years of study. Members noted that Perth College was not an outlier - colleges across the sector had seen a decline in enrolments, and there had been a 10% reduction across UHI overall - but the statistics were challenging. Principal reported that Colleges Scotland was making a case to the SFC for additional funding on the basis that 2021-22 was a second emergency year. Board **NOTED** the report.	
6.7	**Addressing Racism Plan** Board Member Andrew Comrie presented Paper 5, which had been circulated as a late paper, seeking approval of the plan which had come in an earlier draft form to the June Board. He had touched base with the current HISA President, having based the plan on dialogue with the previous HISA representatives. Subject to Board approval, the plan would be published on the website and progress would be monitored by the Academic Affairs Committee, which would report to the Board on a quarterly basis. HISA President commended the plan to the Board. Principal advised that based on information available, Perth College was ahead of other Academic Partners and possibly ahead of the sector in this area.	

	Board commended and **APPROVED** the plan, thanking Andrew Comrie for his work, and agreed that it should be shared with others as a model.	Principal
	Audits & Financial Planning	
7.1	**Audit Action Plan Update** Board **NOTED** Paper 6, which provided an update on audit actions.	
7.2	**Finance Update** **2020-21** Director of Finance presented Paper 7, highlighting an Annual Operating Plan (AOP) surplus of £1.2m and the basis on which that figure had been arrived at from a deficit position. Figures could change further to the audit process, however, the intention would be to shift as much as £300k income into 2021-22, reducing the surplus. Other colleges were seeking to do the same. Notwithstanding some changes in European Structural Investment Fund (ESIF) income, there would remain an overall surplus. There was no suggestion at this stage of transferring monies to the Arms-Length Foundation (ALF). Risks associated with such a move were being discussed with the UHI Executive Office. He drew Members' attention also to the closing cash position of £3.9m which included an excess of £700k bursary monies to be returned to the SFC. The College had responded to an SFC request for a report on how the additional £1.5m funding received in 2020-21 had been used. There was no indication that this would result in an SFC clawback of funds. It was confirmed this was an unconsolidated return, and UHI EO had been copied on the return. **2021-22** Director of Finance reported that further to the Board's request at its last meeting for work to be done on the budget, the revised draft budget showed a deficit of £1.1m as opposed to £2m. He explained that analysis and reporting had been enhanced to provide greater insight into the profit different areas would need to achieve, which was 32% on average, and what each income stream was actually forecast to make.	

	The £1.1m deficit position was based on: an expectation of £400k income still to come from the EO; non-staff cost savings, of which £372k had already been found; and a reduction in temporary staff costs as a result of lower student numbers. Noting that a key risk would be SFC clawback, Principal advised that, historically, clawback had been less common practice in FE than in HE, but that current SFC leadership could take a different approach. Board Member sought further information on the impact of lower student numbers on teaching staff numbers and whether staff resources could be shared across partnership. Associate Principal (Curriculum) advised that savings would be achieved from amalgamation of classes and courses, where appropriate, and that contract hours for part-time staff would be affected, but not permanent staff. All permanent Perth College teaching staff were currently fully deployed so there was no scope to transfer, however, staff could be redeployed across the UHI partnership in other circumstances. Board Members **NOTED** the Finance Update and welcomed the enhanced information and clarity of reporting.	
7.3	**AST Gift Aid** VP (External Engagement) provided a verbal report. It had been intended to provide a written report further to the AST Board meeting, recommending that Perth College Board agree to AST's retention of Gift Aid monies to reinvest in the company. The report, and recommendation, would now be brought to the next meeting of the Board, to allow for further consideration by the AST Board and relevant committees. VP (External Engagement) suggested that the normal position going forward should be for the Board to receive a report on where monies would be best invested, whether within AST or the College, rather than to use Gift Aid money to balance AST accounts. Board Members agreed that would be the desired position on the basis that all strands of commercial endeavour should be expected to generate profit. The Board **AGREED** to consider the written report at its December meeting, and to communicate to AST its full support for future development of the business.	VP External Engagement
8	**Compliance, Risk & Performance Monitoring**	
8.1	**Strategic Risk Register** Principal presented Paper 8, informing Members that a review of the Risk Register was partially complete further to	

	recommendations from recent committee meeting, but that more work was required. As part of this, Director of Finance agreed to review the register alongside his work to review the financial control environment, informed by Sarbanes-Oxley principles. This would also inform strategy setting. Chair signalled his intention that more work should be done in future on the articulation of the Board's risk appetite. Board **NOTED** progress to date and that it would receive a further report at its December meeting.	Director of Finance
8.2	**Health & Safety Policy – Statement of Intent** Principal introduced Paper 9, advising Members that the Chair and Principal would sign the statement with the Board's consent. Members were asked to consider taking on the role of Board Health & Safety Champion further to Charlie Shentall's departure. Chair advised that an invitation would be circulated to Members by email and that Charlie Shentall had offered to provide a handover note to his successor. Board **APPROVED** the Statement of Intent for signature.	Chair
8.3	**Balanced Scorecard** Principal presented Paper 10, noting that development of the Balanced Scorecard would be dependent on the strategic review process and informed by the financial and risk processes referred to by the Director of Finance. Board Member, Katrina Hodgson, volunteered to support the review and development process as appropriate. Board **NOTED** paper 10.	
9	**Policies and Strategies**	
9.1	**Summary of Policies & Procedures Scheduled for 2021-22 Review** Board **NOTED** the information contained in Paper 11.	
10	**Standing Reports**	
10.1	**Chair's Report** Chair Presented Paper 12, highlighting that the atmosphere at	

	Regional Strategic Committee and Court had become more constructive and strategic than it had been in the past.

He introduced a late additional paper arising from discussions at Chairs' Committee, entitled Perth College UHI Committee Review August 2021 – Outline Proposal, which proposed the replacement of the current Engagement Committee with a new Strategic Development Committee. Current areas of overlapping remit between Engagement Committee and Academic Affairs Committee would revert to the latter. Graham Watson and Heather Cormack had also had sight of the proposal and were supportive of it.

Members noted that the change, if approved, would be implemented for the next cycle of meetings.

Chair advised that he would work with Members as appropriate to identify a new committee chair and members for Board approval.

Board **NOTED** the Chair's report and **APPROVED** the proposed change to the committee structure. | Chair |
| **10.2** | **Principal's Report**

Principal introduced Paper 13, which was **NOTED** by Board. | |
| **10.3** | **HISA Perth Report**

HISA Perth President presented Paper 14, advising Members that the plan of work was indicative. A final version would be circulated prior to the next Board meeting.

Board **NOTED** the HISA Perth Report. | HISA President |
| **10.4** | **Quarterly UHI Partnership Update**

Principal introduced Paper 15 and informed Members that the UHI Chair of Court was reviewing the usefulness of the quarterly reports further to a comment at Court.

Board **NOTED** Paper 15. | |
| **11** | **Minutes for Board Standing Committees**

Board received Draft Minutes and Chairs' Reports for the following Committees:

- Engagement Committee (26 August 2021) | |

	• <u>Academic Affairs Committee</u> (8 September 2021) • <u>Chairs' Committee</u> (14 September 2021) • <u>AST Board</u> (23 September 2021) In absence of AST Chair, AST Board Member highlighted prospective acquisition of a new aircraft. Members noted the potential for escalation of costs and the need to progress swiftly. • <u>Finance & General Purposes Committee</u> (28 September 2021) • <u>Audit Committee</u> (4 October 2021) In absence of Committee Chair, Committee Member highlighted Committee's review of compliance with the Code of Good Governance and confirmation that the Committee had identified no compliance concerns. Board **NOTED** the draft Minutes of Committees and points highlighted.	
12	**Date & Time of Next Meeting** • Monday 13 December 2021 at 5:00pm Principal advised Members that an email would be circulated seeking views on the possibility of convening the next meeting face-to-face.	Principal
13	**Review of Meeting** Members **AGREED** the meeting had covered Board business.	

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

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

Status of Minutes – Open ☑

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

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

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

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

Perth College UHI

Paper No. 5

Committee	Board of Management
Subject	UHI Unified Branding
Date of Committee meeting	13/12/2021
Author	Veronica Lynch
Date paper prepared	06/12/2021

Executive summary of the paper	Please outline the follow elements of this paper:
	
	i) Purpose – what is it for
	ii) Impact – what are the intended outcomes
	iii) Course of Action – what happens next & by whom
	
	i) Purpose – This paper provides an overview of the consultation exercise undertaken across stakeholder groups to market test the proposed name of UHI Perth.
	ii) Impact – this activity is focussed on the direction for the UHI refreshed brand and how this would be deployed to promote Perth College UHI across our range of target audiences. This is a significant issue which will impact the College and University's recruitment and resulting financial sustainability across the period of the revised branding.
	iii) Course of Action – The Board of Management are requested to:
	    1. Note and review the findings from the consultation exercise undertaken in relation to the proposed UHI Unified Branding exercise.
	
	    2. Endorse SMT's recommendation to proceed with the new Unified UHI Branding with the naming convention becoming UHI Perth College.

Consultation Please note which related parties, stakeholders and/or Committees have been consulted	Staff, students and employers

Perth College UHI

Action requested	☐ For information
	☐ For discussion
	☐ For endorsement
	☒ Strongly recommended for approval
	☐ Recommended with guidance (please provide further information, below)
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	**Yes**/ No This will require Perth College marketing team to engage with UHI in the implementation of the new University partnership branding. It is unclear at this time how much of this implementation will be funded within UHI and how much investment will be required by Perth College to ensure this refreshed branding is rolled out effectively.
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	**Yes**/ No This approach is different to other academic partners within UHI and may cause EO some additional work to ensure that UHI Perth College can align consistently within the wider UHI brand and other AP branding.
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information	Learner Experience College Strategy (under development) Business Development Strategy International Strategy Risk Management Financial Sustainability
Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	No

Perth College UHI

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

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

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

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

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

BOARD OF MANAGEMENT   **13 DECEMBER 2021**

UHI UNIFIED BRANDING PROPOSAL (PERTH CONTEXT)   **FOR APPROVAL**

Background

UHI have brought forward a proposal to rebrand all/most academic partners. This proposal replaces the University of the Highlands and Islands with UHI and removing the word College. This would mean that Perth College would become UHI Perth.

Perth College senior management agreed with the revised branding, however had concerns around this proposed change due to the level of competitor Colleges and Universities situated in close proximity to Perth College and the crucial role that FE plays in ensuring strong HE applications due to the high levels of students progressing from FE to HE. The UHI's FE revenues at £49.7m (Perth £8.9m) are double that of HE revenues at £23m (Perth £7.5m).

After some discussion at its September meeting, the Board of Management unanimously endorsed SMT's recommendation to express concern to UHI Executive Office (EO), and request that a market testing evaluation based on stakeholder feedback be undertaken to test the impact of the removal of the word College from the branding.

Perth College are the only academic partner not to support this proposal and senior management continued to push for this change with EO. EO had preferred a leadership led approach to the branding decision ahead of any staff/ student/ stakeholder consultation, however did subsequently agree that Perth College could consult their staff and other stakeholders given the significant change proposed.

Consultation Feedback

EO commissioned STAND, the company contracted to re brand the UHI, to undertake focus groups to market test the new brand. STAND conducted the consultation and returned a verdict of "overwhelming support" for the new proposed branding across al stakeholder groups (after initial doubts within the staff focus groups).

The consultation showed the new branding and graphics alongside the existing branding as a comparison. The response data and numbers engaging in this process are outlined below including the percentage agreeing that the word College could be removed from the branding.

Stakeholder	% prefer UHI Perth	Number Engaged	Total population
Staff (STAND Poll)	62%	14	2.8%

Stakeholder	% Prefer UHI Perth	Number Engaged	Total population
Pupils (Perth and Argyll)	89%	17	1.4%
School staff/ influencers (Perth and Argyll)	N/A	4	0.6%
Foundation Apprentices	88%	26	20%
Current students	100%	11	0.24%

The numbers which were involved in this were small and there appeared to be a conflict of feedback from the staff focus groups. Given the significance of the proposed change, SMT took the decision to consult with as many staff as possible over the period of 7 days, through a digital poll. This included one question on the preference for the naming convention of UHI Perth compared to UHI Perth College.

A similar poll was undertaken by HISA with the student body. The outcomes of these polls are included below.

Stakeholder	% prefer UHI Perth	Number Engaged	Total population
Staff (College poll)	30%	56/195	28.7%
Students (HISA poll)	56.8%	25/44	1%

Recommendations

The findings of the consultation identified the positive view from all the target audiences on the refreshed branding and this is in line with the SMT's initial view which was previously endorsed by the Board of Management.

There remain differences across the stakeholder audiences on the retention of the word College within the brand. On balance, with the small numbers of participants engaged in the focus groups, the staff poll has provided the highest response and given a clear steer that the word College be retained within the Perth College brand.

The Board of Management are therefore requested to:

1. Note and review the findings from the consultation exercise undertaken in relation to the proposed UHI Unified Branding exercise.
2. Endorse SMT's recommendation to proceed with the new Unified UHI Branding with the naming convention becoming UHI Perth College.

Perth College UHI

Committee	Board of Management
Subject	Proposed Risk Management Framework Combining the Balanced Scorecard
Date of Committee meeting	13/12/2021
Author	Iain Wishart, Finance Director
Date paper prepared	22/11/2021
Executive summary of the paper	Proposal to set-up; 1. An Enterprise Risk Management framework which links with Strategic KPI's and Targets through to a Balanced Scorecard. 2. A System of Internal Control The new frameworks would be based on the COSO and ISO31000 frameworks.
Consultation How has consultation with partners been carried out?	F&R and Audit Committee SMT
Action requested	☐ For information only ☐ For discussion ☐ For recommendation ☒ For approval
Resource implications (If yes, please provide details)	**Yes**/ No This will have an impact on all staff.
Risk implications (If yes, please provide details)	**Yes**/ No

Perth College UHI

	This proposal is to change our Risk Management frameworks
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information	Apply Enterprise Risk Management to our strategy.
Equality and diversity Yes/ **No** If yes, please give details:	Click or tap here to enter text.
Island communities Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	Yes/ **No** If yes, please give details: Click or tap here to enter text.
Data Protection Does this activity/ proposal require a Data Protection Impact Assessment?	Yes/ **No** Set out any data protection aspects and whether a data protection impact assessment is needed
Status (e.g. confidential/non confidential)	Confidential
Freedom of information Can this paper be included in "open" business?* -**Yes**	Papers should be open unless there is a compelling reason for them to remain closed. If a paper, or parts of

	a paper, are to remain closed the reason for that exemption must be specified – see reasons below

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

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

For how long must the paper be withheld? 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:
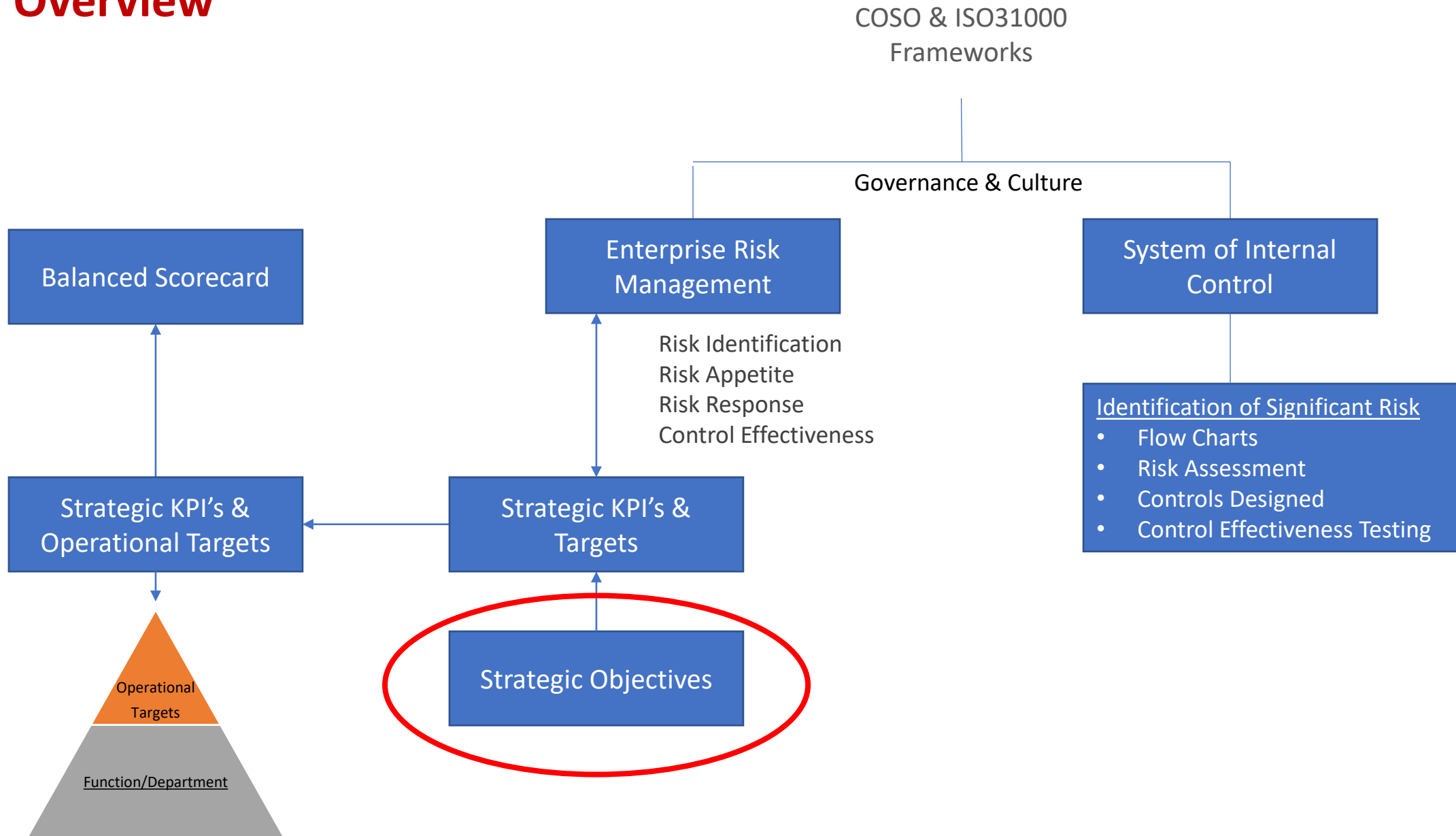http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp
and
http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Balanced Scorecard – 21/22

Nov 2021

Balanced Scorecard

What is a Balanced Scorecard (Balanced Scorecard Institute definition)?

The balanced scorecard (BSC) is a <u>strategic planning and management system</u>. Organisations use BSCs to:

- Communicate what they are trying to accomplish
- Align the day-to-day work that everyone is doing with strategy
- Prioritize projects, products, and services
- Measure and monitor progress towards strategic targets

The name "balanced scorecard" comes from the idea of looking at strategic measures in addition to traditional financial measures to get a more "balanced" view of performance. The concept of balanced scorecard has evolved beyond the simple use of perspectives and it is now a <u>holistic system for managing strategy</u>.

A key benefit of using a disciplined framework is that it gives organisations a way to "connect the dots" between the various components of strategic planning and management, meaning that there will be a visible connection between the projects and programs that people are working on, the measurements being used to track success (KPIs), the strategic objectives the organization is trying to accomplish, and the mission, vision, and strategy of the organisation.
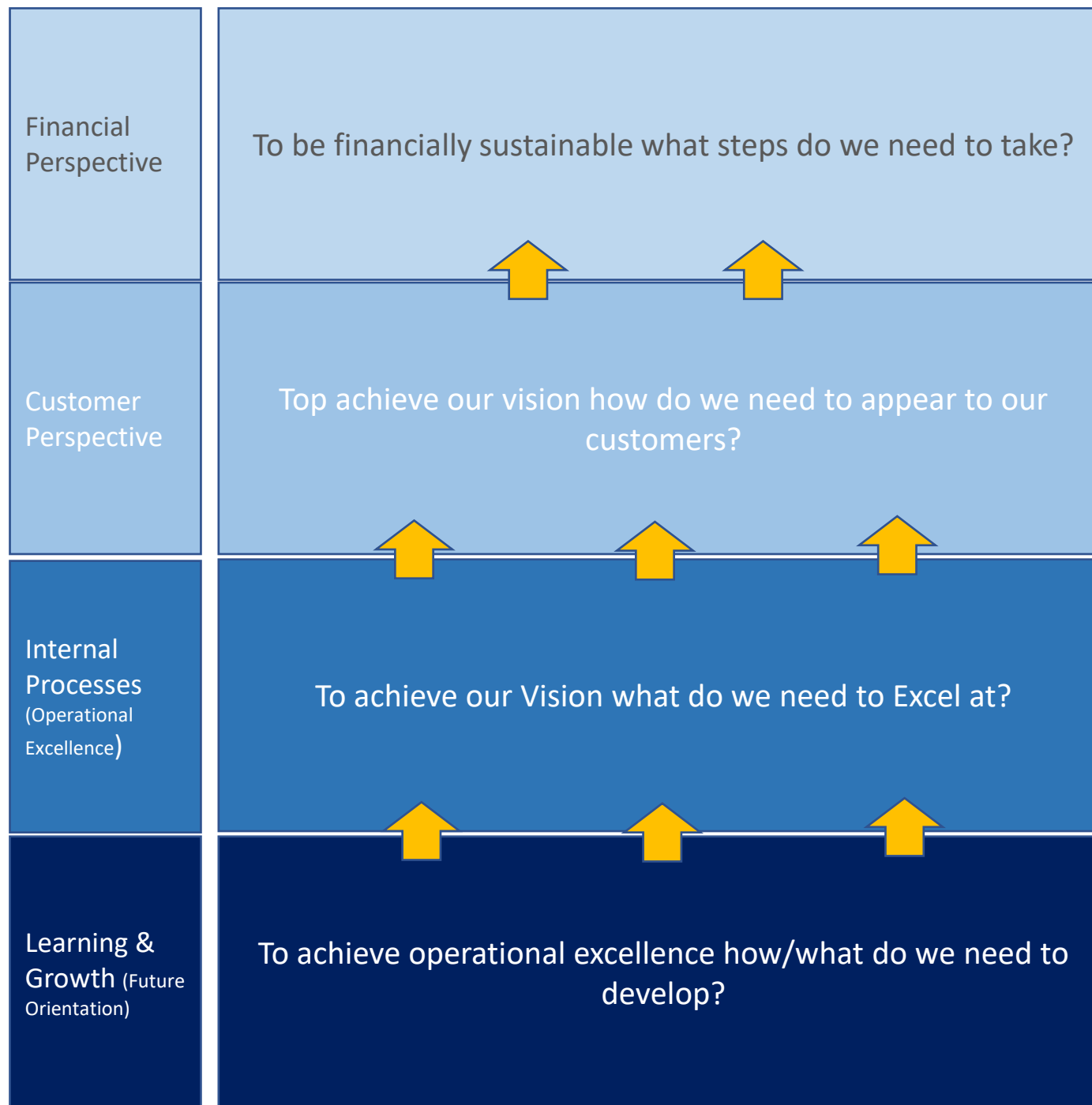
Strategy Map > Balanced Scorecard

A Strategy Map can be used to help develop the Balanced Scorecard KPI's and Targets.

A Strategy Map help us to:

- Increase Focus On Strategy And Results
- Improve Organisational Performance By Measuring What Matters
- Align The Work People Do On A Day-To-Day Basis With Strategy
- Focus On The Drivers Of Future Performance
- Improve Communication Of The Organisation's Vision And Strategy
- Prioritise Action Items In The Implementation Roadmap In changing environments

This graphic shows the structure and purpose of a Strategy Map. The Map aligns with the Balanced Scorecard structure.

Financial Perspective

To be financially sustainable what steps do we need to take?

Customer Perspective

Top achieve our vision how do we need to appear to our customers?

Internal Processes (Operational Excellence)

To achieve our Vision what do we need to Excel at?

Learning & Growth (Future Orientation)

To achieve operational excellence how/what do we need to develop?

Financial Perspective	Strategic Objective	Strategic Objective	Strategic Objective
Customer Perspective	Strategic Objective	Strategic Objective	Strategic Objective
Internal Processes (Operational Excellence)	Strategic Objective	Strategic Objective	Strategic Objective
Learning & Growth (Future Orientation)	Strategic Objective	Strategic Objective	Strategic Objective

Strategic Balanced Scorecard

Mission & Vision

Strategic Objectives	Strategic KPI's	Strategic Targets
Financial Perspective — Strategic Objective, Strategic Objective, Strategic Objective	KPI's	Targets
Customer Perspective — Strategic Objective, Strategic Objective, Strategic Objective	KPI's	Targets
Internal — Strategic Objective, Strategic Objective, Strategic Objective	KPI's	Targets
Learning & Growth — Strategic Objective, Strategic Objective, Strategic Objective	KPI's	Targets

Strategic -> Operational

Strategic targets are broken down into annual "Operational" targets.
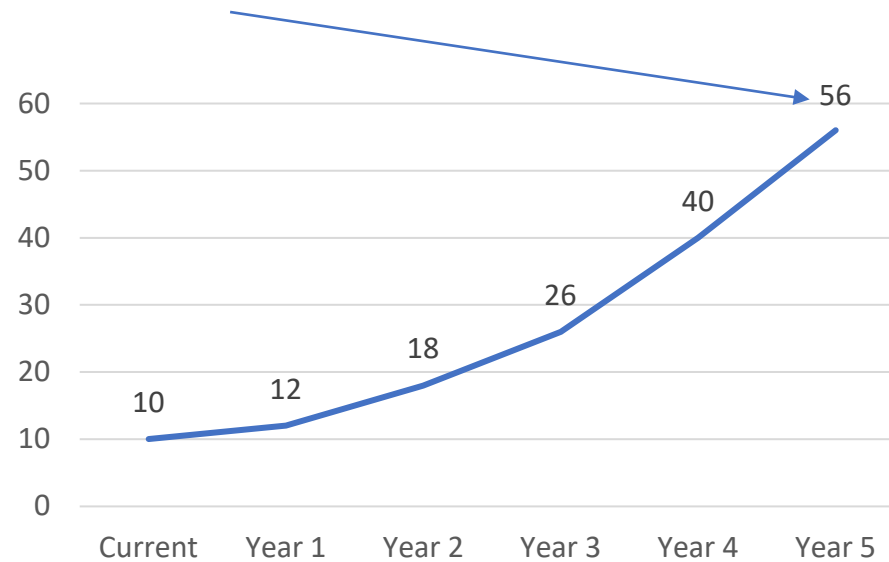
Actions, resources and budgets agreed.

Operational Balanced Scorecard

The Year's Operational Targets and Actions are owned by the CMT

Strategic Objectives			Strategic KPI's	Operational Targets	Actions
Financial Perspective			KPI's	Targets	Actions
Strategic Objective	Strategic Objective	Strategic Objective			
Customer Perspective			KPI's	Targets	Actions
Strategic Objective	Strategic Objective	Strategic Objective			
Internal			KPI's	Targets	Actions
Strategic Objective	Strategic Objective	Strategic Objective			
Learning & Growth			KPI's	Targets	Actions
Strategic Objective	Strategic Objective	Strategic Objective			

Organisational Engagement

Operational Targets

Operational Targets flow down through the College

Aligned performance

Function/Department Targets

Strategy Execution Targets

Department Development Targets

Personal Targets

ERM and System of Control

Nov 2021

Introduction

This document introduces two risk management frameworks and proposes how Perth College could manage risk in the future.

As these documents are "frameworks", they provide options from which Perth College can select solutions that provide the most effective risk management solution for the future.
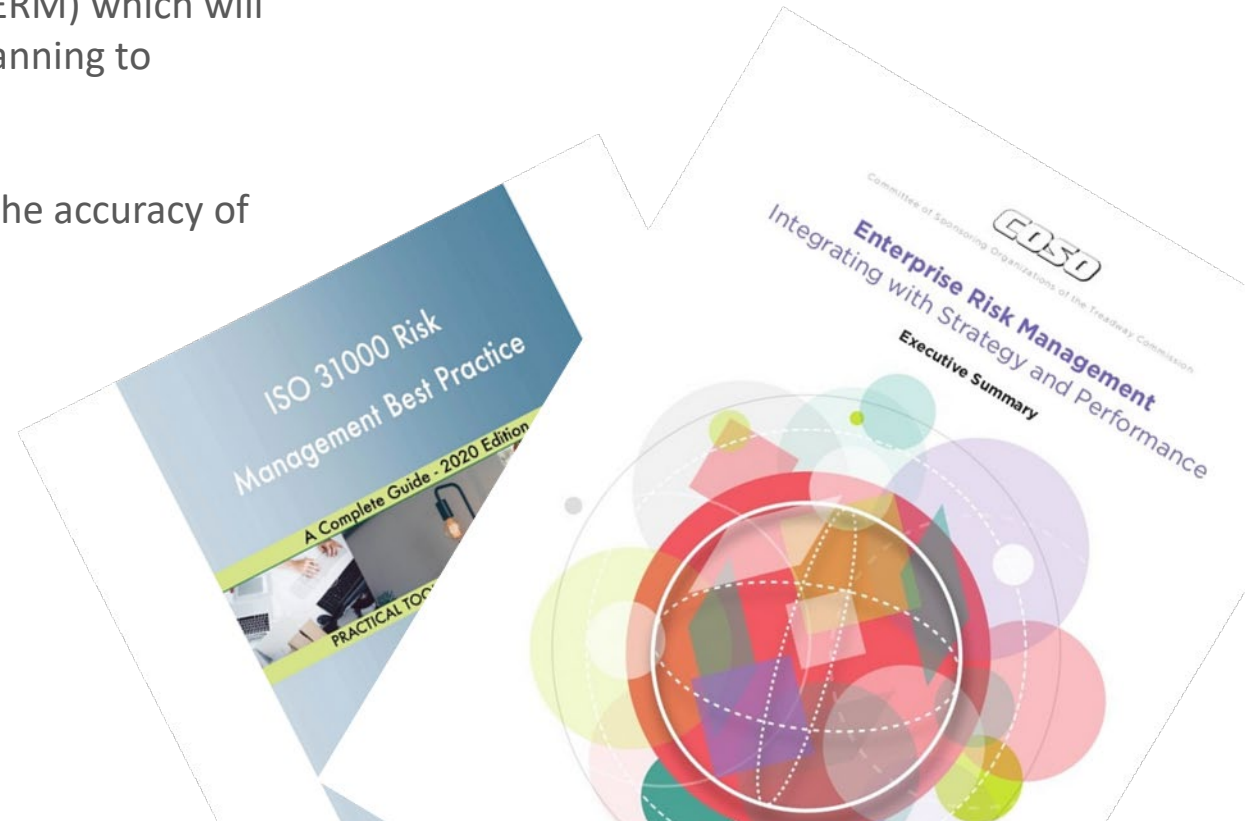
The two frameworks presented are the Committee of Sponsoring Organisations (COSO) framework and ISO31000.

Introduction

Perth College can use the frameworks for two purposes:

1. Design an Enterprise Risk Management model (ERM) which will support the strategy process and operational planning to maximise performance.

2. Develop a System of Internal Control to ensure the accuracy of our accounts and safeguard College assets

ERM: COSO

COSO Enterprise Risk Managment Framework

Mission, vision & core values → Strategy development → Business Objective Formulation → Implementation & Performance → Enhanced Value

Components

Governance & Culture

Governance sets the organization's tone, reinforcing the importance of, and establishing oversight responsibilities for, enterprise risk management. Culture pertains to ethical values, desired behaviours, and understanding of risk in the entity.

Strategy & Objective-Setting

Enterprise risk management, strategy, and objective-setting work together in the strategic-planning process. A risk appetite is established and aligned with strategy; business objectives put strategy into practice while serving as a basis for identifying, assessing, and responding to risk.

Performance

Risks that may impact the achievement of strategy and business objectives need to be identified and assessed. Risks are prioritized by severity in the context of risk appetite. The organization then selects risk responses and takes a portfolio view of the amount of risk it has assumed. The results of this process are reported to key risk stakeholders.

Review & Revision

By reviewing entity performance, an organization can consider how well the enterprise risk management components are functioning over time and in light of substantial changes, and what revisions are needed.

Information Communication & Reporting

Enterprise risk management requires a continual process of obtaining and sharing necessary information, from both internal and external sources, which flows up, down, and across the organization
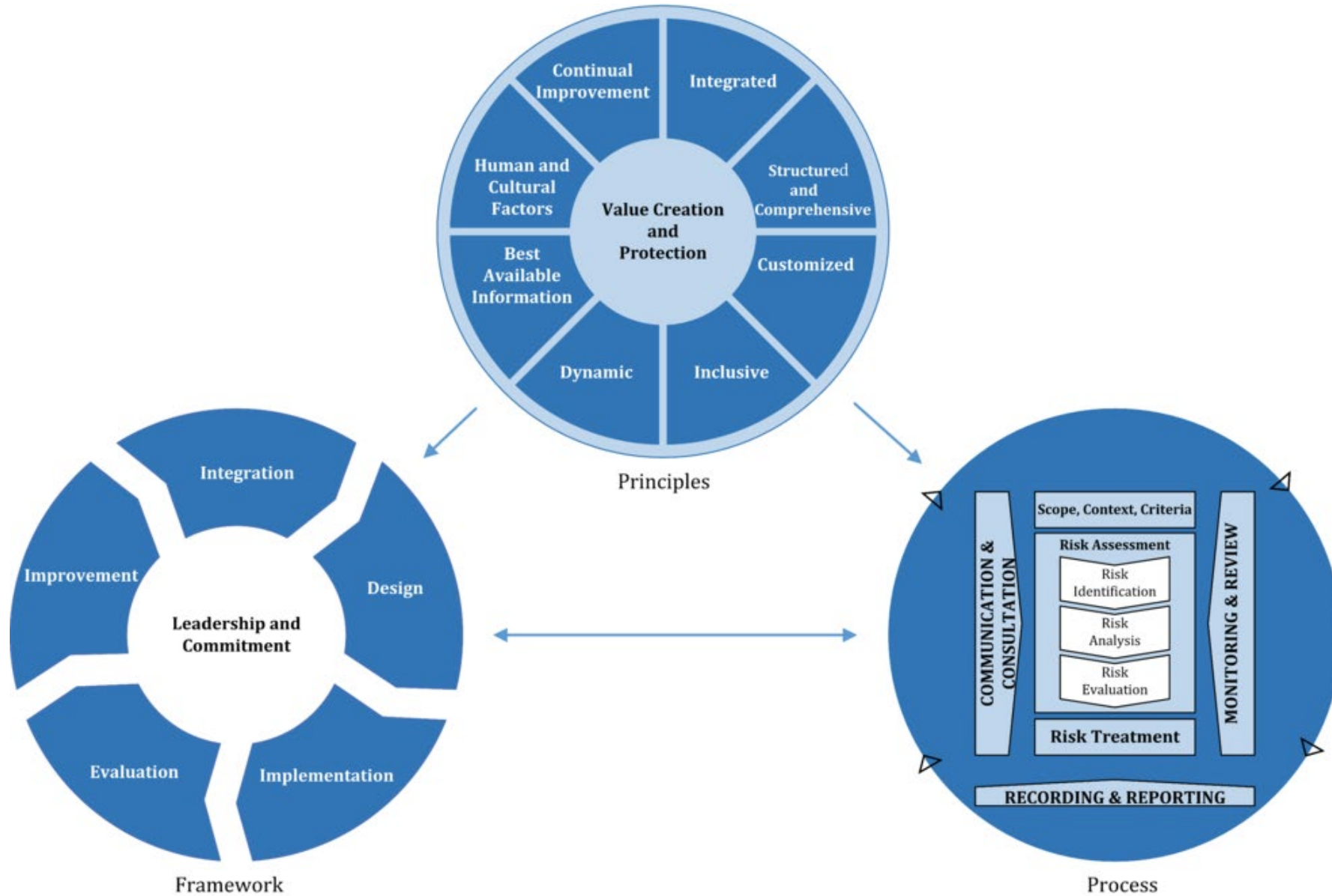
ERM: COSO

Components

Principles

Mission, vision & core values	Strategy Development	Business Objective Formalation	Implementation & Performance	Enhanced Value
Governance & Culture	**Strategy & Objective-Setting**	**Performance**	**Review & Revision**	**Information, Communication, & Reporting**
1. Exercises Board Risk Oversight	6. Analyzes Business Context	10. Identifies Risk	15. Assesses Sustantial Change	18. Leverages Information and Technology
2. Establishes Operating Structures	7. Defines Risk Appetite	11. Assesses Severity of Risk	16. Reviews Risk and Performance	19. Communicates Risk Information
3. Defines Desired Culture	8. Evaluates Alternative Strategies	12. Prioritizes Risks	17. Purses improvement in Enterprise Risk Management	20. Reports on Risk, Culture, and Performance
4. Demonstrates Commitment to Core Values	9. Formulates Business Objectives	13. Implements Risk Responses		
5. Attracts, Develops, and Retains Capable Individuals		14 Develops Portfolio View		

ERM: ISOO31000

Principles

Framework

Process

ERM: ISOO31000 Principles

The organization's risk management is continually improved.

The organization integrates risk management in all of its activities.

Both human behavior and culture influence heavily the risk management, therefore these two characteristics are taken into account in all aspects of risk management.

The risk management is established upon a structured and comprehensive approach.

Risk management accounts for any limitations and uncertainties regarding the provided historical and current information and future expectations.

The risk management is linked to the organizational objectives, and is tailored to fit the organization's context.

Considering that both internal and external changes happen, risk management is able to detect and respond to those changes appropriately.

The risk management includes the necessary stakeholders and takes into account their knowledge, views and perceptions.

Continual improvement

Integrated

Human and cultural factors

Structured and comprehensive

Best available information

Value creation and protection

Customized

Dynamic

Inclusive

ERM: COSO V ISO31000 Process
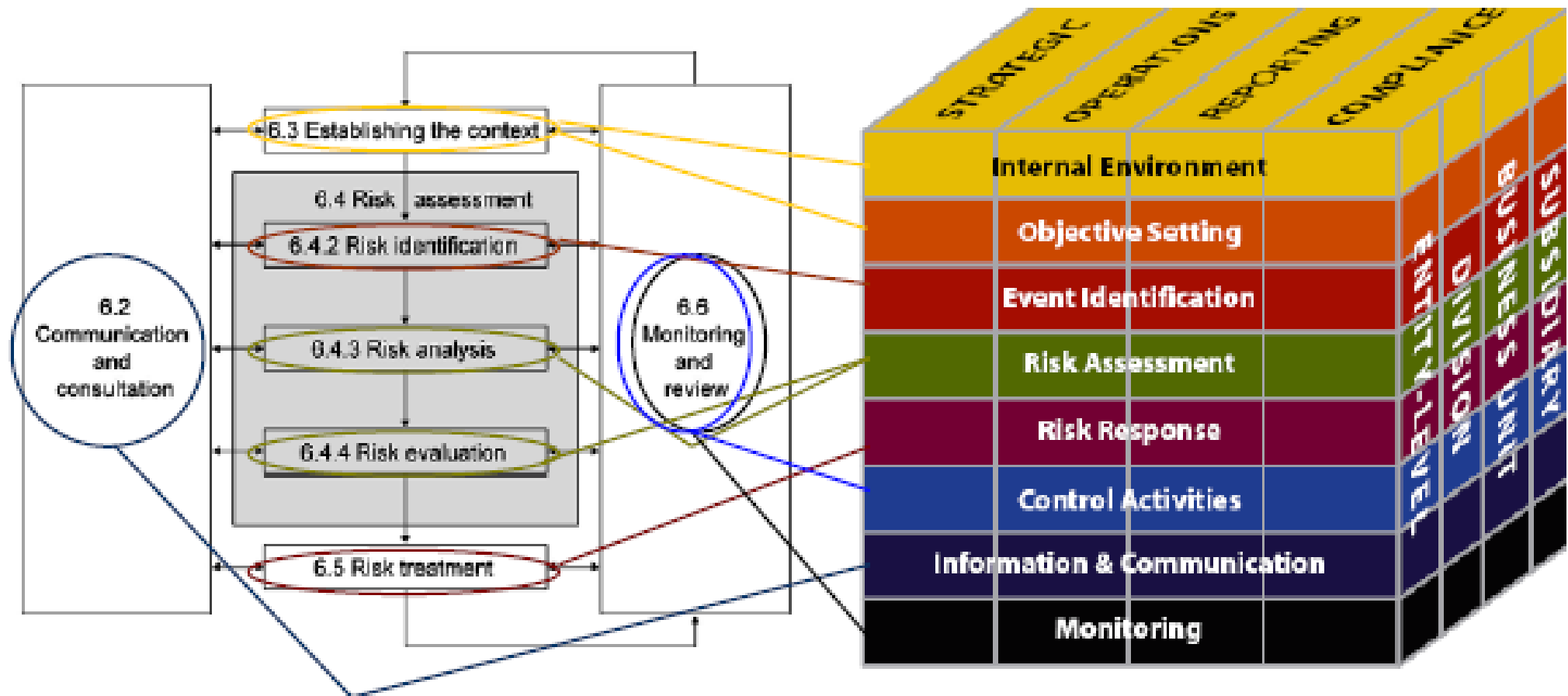
ISO 31000 Process   COSO Process

Committee	Board of Management
Subject	Management Book
Date of Committee meeting	13/12/2021
Author	Iain Wishart, Finance Director
Date paper prepared	22/11/2021
Executive summary of the paper	Financial performance Aug 1 – Oct 31
Consultation How has consultation with partners been carried out?	F&R Committee SMT
Action requested	☒ For information only ☒ For discussion ☐ For recommendation ☐ For approval
Resource implications (If yes, please provide details)	**Yes**/ No Reflects how resources have been used
Risk implications (If yes, please provide details)	**Yes**/ No Financial sustainability
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance	Financial sustainability

Perth College UHI

• National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information	
Equality and diversity Yes/ **No** If yes, please give details:	Click or tap here to enter text.
Island communities Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	Yes/ **No** If yes, please give details: Click or tap here to enter text.
Data Protection Does this activity/ proposal require a Data Protection Impact Assessment?	Yes/ **No** Set out any data protection aspects and whether a data protection impact assessment is needed
Status (e.g. confidential/non confidential)	Confidential
Freedom of information Can this paper be included in "open" business?* -**Yes**	Papers should be open unless there is a compelling reason for them to remain closed. If a paper, or parts of a paper, are to remain closed the reason for that exemption must be specified – see reasons below

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

Perth College UHI

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

For how long must the paper be withheld? 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
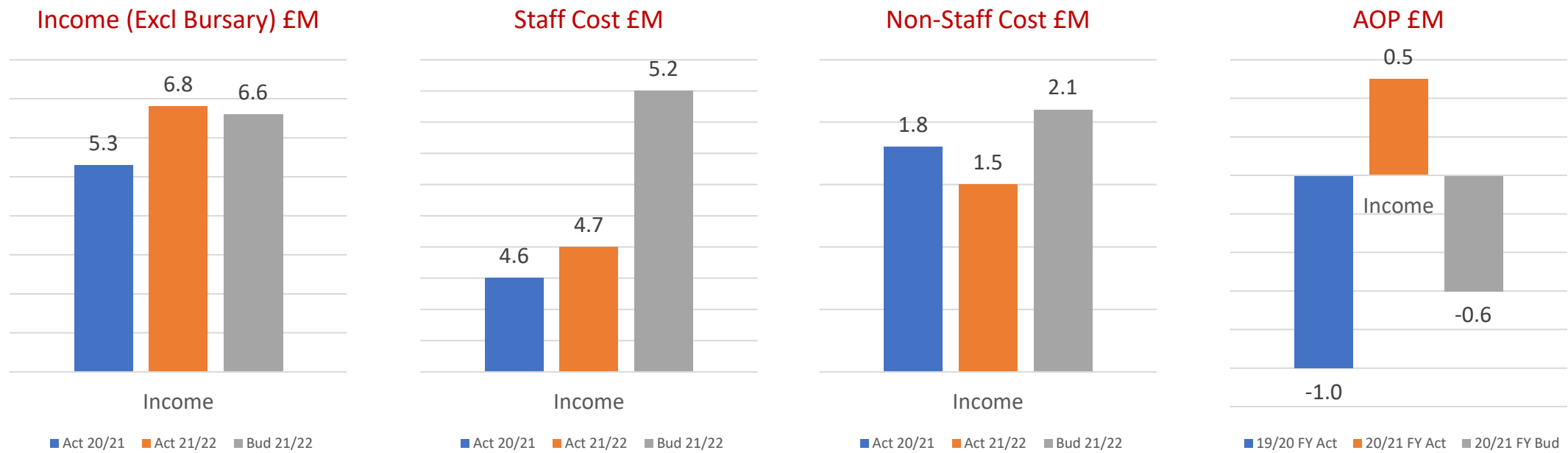
Group Overview

First three months performance is better then budget across income, staff costs and non-staff costs.

Income performance is due to foundation apprenticeships in Business, £167k and ESIF payments in Services, £185K.

Staff costs are driven by lower then budgeted recruitment which is in line with lower student numbers. Please note that actual values do not have any pay increases included (as not yet agreed) which accounts for approx. £65K of the upside.

Non-Staff costs are better than budget due to COVID continuing to reduce spend e.g. travel and some timing of activity e.g. ICT spend (that could still be spent later in the year).

The significant risk for the year is that its looks like the SFC will claw back funds if student numbers are not on target.

Income (Excl Bursary) £M
5.3 (Act 20/21), 6.8 (Act 21/22), 6.6 (Bud 21/22) — Income

Staff Cost £M
4.6 (Act 20/21), 4.7 (Act 21/22), 5.2 (Bud 21/22) — Income

Non-Staff Cost £M
1.8 (Act 20/21), 1.5 (Act 21/22), 2.1 (Bud 21/22) — Income

AOP £M
-1.0 (19/20 FY Act), 0.5 (20/21 FY Act), -0.6 (20/21 FY Bud) — Income

Group Overview v Budget

Performance was better than budget across our three groups . Almost all income, staff and non-staff lines were better than budget for the reasons noted on the page above.

Actual £K

| Actual YTD 21/22	Academic	Business	Services	Total
Funding	4,038	0	455	4,493
Tuition Fees	834	461	0	1,296
Commercial	209	590	197	996
Total Income	**5,081**	**1,052**	**652**	**6,785**
Staff Costs	2,939	609	1,171	4,719
% Income	57.8%	57.9%	179.6%	69.6%
Non-Staff Costs	287	210	1,037	1,533
% Income	5.6%	19.9%	159.0%	22.6%
AOP Surplus/(Deficit)	**1,855**	**233**	**(1,556)**	**532**
% Income	36.5%	22.2%	(238.6)%	7.8%

Budget £K

	Academic	Business	Services	Total
	4,014	0	328	4,342
	916	424	0	1,339
	227	435	265	927
	5,157	858	593	6,608
	3,203	685	1,268	5,157
	62.1%	79.8%	213.9%	78.0%
	499	311	1,267	2,077
	9.7%	36.3%	213.7%	31.4%
	1,454	**(138)**	**(1,943)**	**(626)**
	28.2%	(16.1)%	(327.7)%	(9.5)%

Variance £K

	Academic	Business	Services	Total
	24	0	127	151
	(81)	38	0	(43)
	(18)	155	(68)	69
	(75)	193	59	177
	264	76	97	438
		39.4%	164.8%	247.3%
	212	102	230	544
		52.6%	389.3%	307.2%
	401	**371**	**387**	**1,158**

Academic Performance

Staff costs are driven by lower then budgeted recruitment which is in line with lower student numbers. Please note that the actual staff costs exclude salary increase.
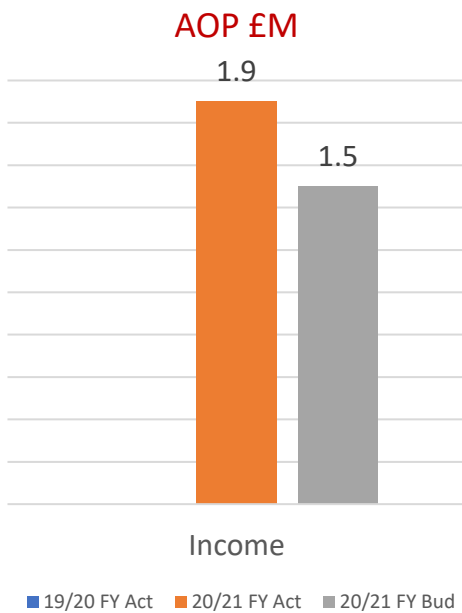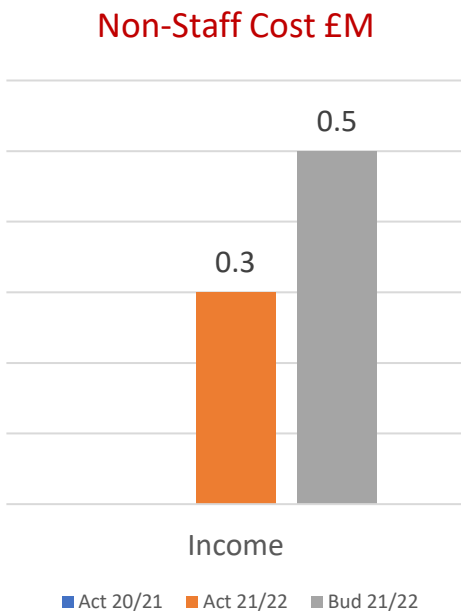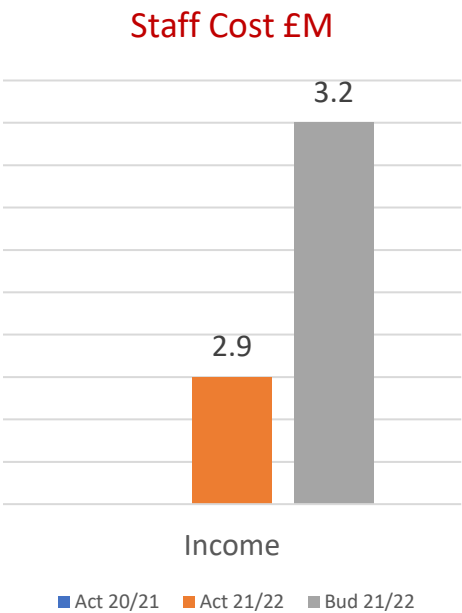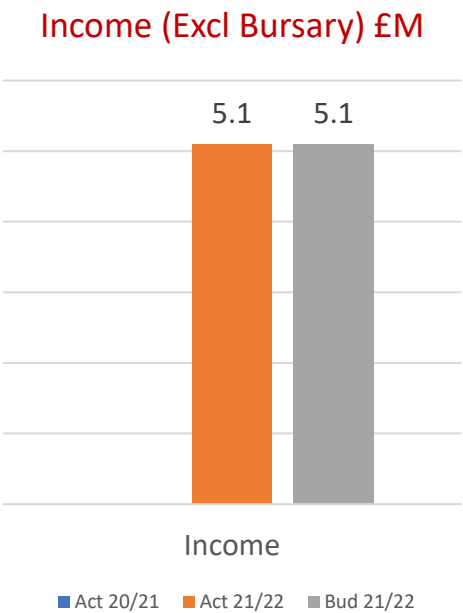
Academic Performance

The STEM over-run on non-staff costs are due to the cost of AST delivering the BSc not being included in the budget.

The tuition income for CCI should be in line with budget so is being reviewed.

Research income could be due to invoice timing which is being reviewed.

Actual £K

Actual YTD 21/22	STEM	BMCL	CCI	ALS	Research	Academic Total
Funding	835	895	834	1,464	10	4,038
Tuition Fees	54	317	156	293	15	834
Commercial	78	17	29	78	7	209
Total Income	**966**	**1,230**	**1,019**	**1,835**	**31**	**5,081**
Staff Costs	656	709	560	981	33	2,939
% Income	67.9%	57.7%	55.0%	53.5%	104.6%	57.8%
Non-Staff Costs	185	36	17	36	13	287
% Income	19.1%	2.9%	1.7%	2.0%	40.3%	5.6%
AOP Surplus/(Deficit)	**125**	**485**	**442**	**817**	**(14)**	**1,855**
% Income	13.0%	39.4%	43.4%	44.5%	(44.9)%	36.5%

Budget £K

	STEM	BMCL	CCI	ALS	Research	Academic Total
	829	850	834	1,441	60	4,014
	76	302	246	292	0	916
	117	24	41	46	0	227
	1,022	1,176	1,121	1,779	60	5,157
	765	778	580	1,045	35	3,203
	74.9%	66.2%	51.8%	58.8%	58.1%	62.1%
	114	122	135	110	17	499
	11.2%	10.4%	12.1%	6.2%	27.7%	9.7%
	142	**276**	**405**	**623**	**8**	**1,454**
	13.9%	23.5%	36.2%	35.0%	14.2%	28.2%

Variance £K

	STEM	BMCL	CCI	ALS	Research	Academic Total
	6	45	0	23	(50)	24
	(22)	15	(89)	1	15	(81)
	(39)	(6)	(12)	32	7	(18)
	(55)	54	(101)	56	(28)	(75)
	109	69	20	64	2	264
		129.0%		114.5%		
	(70)	86	118	74	4	212
		160.9%		132.1%		
	(16)	**209**	**37**	**194**	**(23)**	**401**

Business Performance

Income benefited from foundation apprenticeship income, £167K, which may have been related to the completion of last year's courses and or a change in how foundation apprenticeship funds are paid.

Staff costs are driven by International headcount being down on budget.

Income (Excl Bursary) £M

- 1.1 (Act 21/22)
- 0.9 (Bud 21/22)

Income

Act 20/21 ■ Act 21/22 ■ Bud 21/22

Staff Cost £M

- 0.7 (Bud 21/22)
- 0.6 (Act 21/22)

Income

Act 20/21 ■ Act 21/22 ■ Bud 21/22

Non-Staff Cost £M

- 0.3 (Bud 21/22)
- 0.2 (Act 21/22)

Income

Act 20/21 ■ Act 21/22 ■ Bud 21/22

AOP £M

- 0.2
- Income
- -0.1

19/20 FY Act ■ 20/21 FY Act ■ 20/21 FY Bud
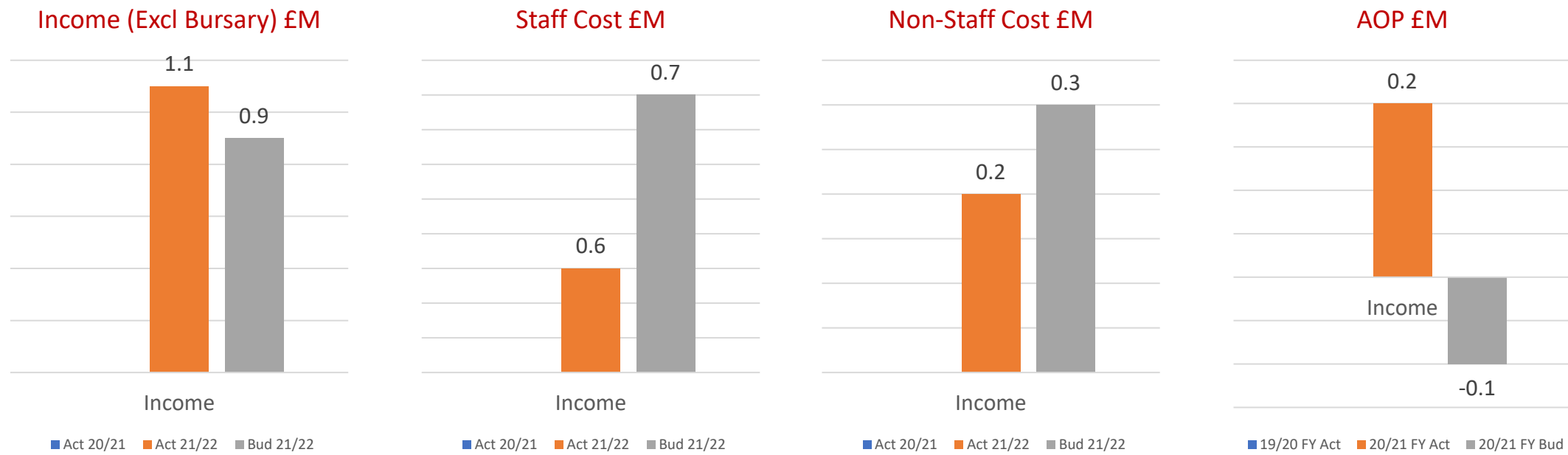
Business Performance

Residence income is down due to a couple of credit notes from last year and a couple of students leaving the residences.

International income is ahead of budget as a course hadn't been included in the budget. International staff costs are better than budget as they are two heads down on their budgeted headcount.

Core Skills income is where the foundation apprenticeship upside of £167K is included.

Please note that we are still working on a process to verify that 100% of the cost of delivery of Core Skills is included in the costs below.

Actual £K

Actual YTD 21/22	AST	Residences	ASW	Nursery	International	Core Skills	Business Total
Funding	0	0	0	0	0	0	0
Tuition Fees	439	0	0	0	0	22	461
Commercial	1	74	123	65	147	179	590
Total Income	**441**	**74**	**123**	**66**	**147**	**201**	**1,052**
Staff Costs	292	0	114	79	45	80	609
% Income	66.2%	0.0%	92.4%	120.4%	30.4%	39.7%	57.9%
Non-Staff Costs	111	53	27	7	11	2	210
% Income	25.1%	70.5%	21.6%	10.6%	7.5%	1.0%	19.9%
AOP Surplus/(Deficit)	**39**	**22**	**(17)**	**(20)**	**91**	**119**	**233**
% Income	8.8%	29.5%	(14.0)%	(31.0)%	62.1%	59.3%	22.2%

Budget £K

	AST	Residences	ASW	Nursery	International	Core Skills	Business Total
Funding	0	0	0	0	0	0	0
Tuition Fees	424	0	0	0	0	0	424
Commercial	7	88	123	54	104	59	435
Total Income	430	88	123	54	104	59	858
Staff Costs	302	1	107	83	129	64	685
%	70.1%	0.9%	86.9%	152.4%	123.7%	109.1%	79.8%
Non-Staff Costs	143	52	25	8	37	46	311
%	33.3%	59.3%	20.0%	15.5%	35.7%	78.1%	36.3%
AOP	(15)	35	(9)	(37)	(62)	(51)	(138)
%	(3.4)%	39.8%	(6.9)%	(67.9)%	(59.4)%	(87.2)%	(16.1)%

Variance £K

	AST	Residences	ASW	Nursery	International	Core Skills	Business Total
Funding	0	0	0	0	0	0	0
Tuition Fees	16	0	0	0	0	22	38
Commercial	(5)	(13)	0	11	42	120	155
Total Income	11	(13)	0	11	42	142	193
Staff Costs	10	1	(7)	4	84	(16)	76
%	95.1%			35.2%	199.0%	-11.1%	39.4%
Non-Staff Costs	33	(0)	(2)	2	26	44	102
%	310.7%			13.4%	61.8%	30.7%	52.6%
AOP	53	(13)	(9)	17	153	170	371

Services Performance

Although Services are not primarily an income stream there are various funds (Estates) and other than runs through this area. The income position is related to the ESIF monies paid, £185K, and noted at the start of this document.

Canteen is a concern, see next page.

Income (Excl Bursary) £M
0.7 — Act 21/22
0.6 — Bud 21/22
Income

Legend: Act 20/21, Act 21/22, Bud 21/22

Staff Cost £M
1.2 — Act 21/22
1.2 — Bud 21/22
Income

Legend: Act 20/21, Act 21/22, Bud 21/22

Non-Staff Cost £M
1.0 — Act 21/22
1.2 — Bud 21/22
Income

Legend: Act 20/21, Act 21/22, Bud 21/22

AOP £M
Income
-1.6
-1.9

Legend: 19/20 FY Act, 20/21 FY Act, 20/21 FY Bud
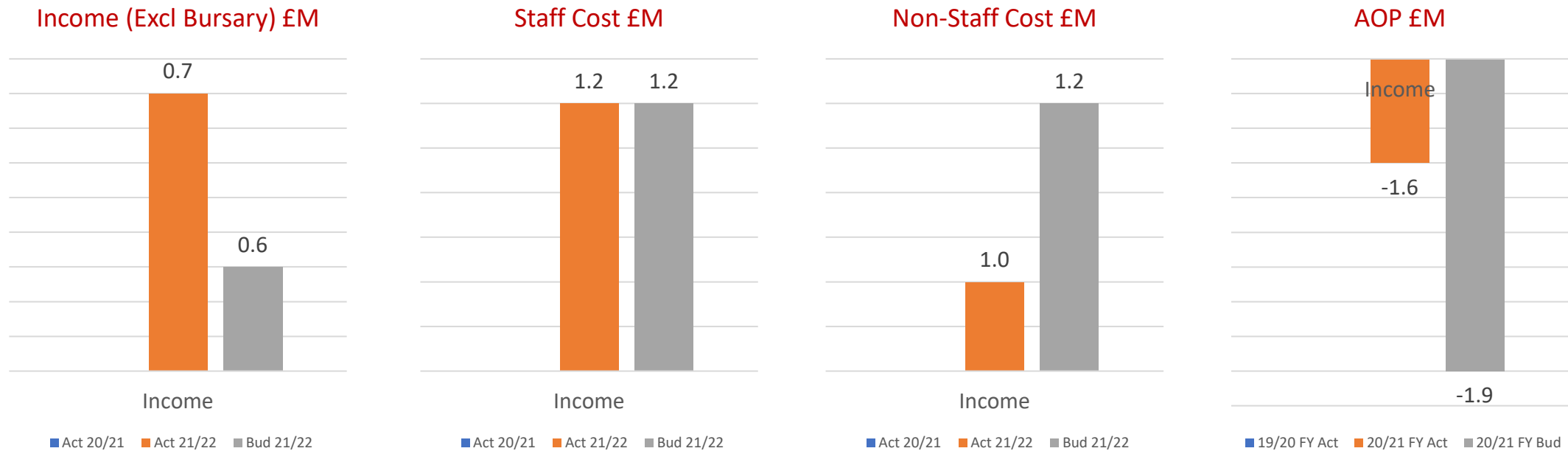
Business Performance

The canteen is the main cause for concern as this is not evolving as a "no cost" position. We have a meeting with Aramark to discuss.

The Estates position is simply timing…. drawdown of funds (down on budget) and the costs associated with those funds (better than budget non-staff costs). The full amount of funding will be drawn down and used over the year.

The Business Service income is where the ESIF, £185K is shown.

Actual £K

Actual YTD 21/22	Student Services	Estates	ICT	Canteen	Business Services	Services Total
Funding	29	240	0	0	185	455
Tuition Fees	0	0	0	0	0	0
Commercial	13	8	0	90	85	197
Total Income	**43**	**248**	**0**	**90**	**271**	**652**
Staff Costs	292	196	121	0	563	1,171
% Income	682.2%	78.9%		0.0%	207.8%	179.6%
Non-Staff Costs	161	375	118	133	251	1,037
% Income	375.5%	151.4%		147.2%	92.5%	159.0%
AOP Surplus/(Deficit)	(410)	(323)	(238)	(43)	(543)	(1,556)
% Income	(957.7)%	(130.3)%		(47.2)%	(200.2)%	(238.6)%

Budget £K

Student Services	Estates	ICT	Canteen	Business Services	Services Total
0	398	0	0	(70)	328
0	0	0	0	0	0
7	0	0	200	58	265
7	398	0	200	(12)	593
339	203	115	0	611	1,268
4988.2%	50.9%		0.0%		213.9%
271	447	122	200	227	1,267
3986.9%	112.5%		100.0%		213.7%
(603)	(252)	(237)	0	(850)	(1,943)
(8875.1)%	(63.4)%		0.0%		(327.7)%

Variance £K

Student Services	Estates	ICT	Canteen	Business Services	Services Total
29	(158)	0	0	255	127
0	0	0	0	0	0
6	8	0	(110)	27	(68)
36	(150)	0	(110)	283	59
47	7	(5)	0	48	97
131.4%				17.1%	164.8%
110	72	5	67	(24)	230
306.8%				-8.4%	389.3%
194	(71)	(1)	(43)	307	387

Cash Flow

FY Closing Cash

£3.45M

3 Month Avg
Cash Usage

£2.2M

Tuition monies received
as a lump sum.

CASH £M

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

1.69 1.39 1.29 4.39 3.5 3.94 4.15 4.31 3.93 3.53 3.45 3.45

NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP OCT

Perth College UHI

Paper No. 8

Committee	Board of Management
Subject	Audit Action Plan/By Exception Progress Update
Date of Committee meeting	13/12/2021
Author	Kirsty Campbell, Project & Planning Officer
Date paper prepared	06/12/2021
Executive summary of the paper	The attached paper provides Board with a By Exception Status Table for the Audit Action Plan and a Progress Update providing an overview of the main points to note. Carrying out the actions identified by the college's external and internal auditors ensures the college processes and systems are compliant and effective. The outstanding actions will continue to be monitored for progress and the current timeline for completion October 2022.
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	Action Leads were consulted to provide information and context where available.
Action requested	☒ For information ☐ For discussion ☐ For endorsement ☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)

Perth College is a registered Scottish charity, number SC021209

Perth College UHI

Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	The outstanding Equalities actions are partially dependant on the appointment of an Equality, Diversity & Inclusion Adviser as part of the HR&OD team.
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	The college is at risk of non-compliance or poor performance in the areas where actions have been identified. Implementing the actions mitigates against this risk.
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information	Compliance
Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	No Click or tap here to enter text.
Island communities	No

Perth College UHI

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

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

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

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

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

Audit Action Plan Project Status Table 2021-22

Action Plan	Theme	Activity	Lead	Accountable	Anticipated Completion Date	Source	Current Status	November 2021 Update
Finance Action Plan								
Finance	3. Manual Processes	Implement a documented set of financial procedures for the Finance Team	FD	VPEE	Oct-22	UHI Action Plan: 2.70	In progress	Agreed with Perth BOM and the auditor at EO that this action will be achieved by creating an Internal Controls programme based on the COSO framework.
Procurement	3. Manual Processes	Implement greater supplier management systems	FD/FinAsst	VPEE	Dec-21	VPEE	Partial completion	This is ongoing work to work through the processes. FD and Procurement meet every 2 weeks to discuss and progress.
Payroll Systems								
Payroll Systems	3. Manual Processes	Provide formal training to the Payroll Finance Assistant	Payroll/HROD	VPEE	Dec-21	Internal Audit 2019/06: R5	Complete	Agreed by Perth BOM and the Internal Auditors that the Payroll Asst. now has the necssary skill set to carry out their job description.

Payroll & Pension Systems	2. Compliance	Undertake review of the calculation of employee and employer pension contributions over the period 2013/14 to 2019/20	FD	VPEE	Nov-21	Internal Audit 2020/04: R1	Complete	Discussed at October Board and satisfied complete with not enough evidence uncovered to indicate a significant issue in the first 4 years of review.
Payroll Systems	3. Manual Processes	Rectify errors of pension overpayments on work over 35 hours	Payroll	VPEE	Nov-21	VPEE	Complete	As per action above - Board now satisfied this action is complete due to lack of materiality uncovered by first 4 years of review.
Governance and Board of Management								
Governance & BOM	3. Manual Processes	Review Business Continuity Plan	SMT/ Clerk to BOM	P&CE	Jun-22	VPEE	Partial completion	No further progress, work is ongoing to update Action Cards and action will remain on action plan to flag up the further work required
Equalities Mainstreaming								
Equalities	2. Compliance	Clarify and implement role of Equality Champions	HROD, E&D	DP	Jun-22	Internal Audit 2018/06: R7	Paused	On hold pending appointment of EDI Adviser

Equalities	2. Compliance	Embed equality actions are built into self-evaluation and operational objectives processes Direct academic team focus to courses with >25% gender gap	SMT/PPO/E&D	DP	Jun-22	Internal Audit 2018/06: R3	Paused	Remains on hold pending recruitment of EDI Adviser - will be added to the Agenda of Corporate Development & Innovation Group (CDI) which looks at whole college business cycle including self-evaluation and operational objectives
Health and Safety								
Health & Safety	2. Compliance	Conduct hazard surveys in all areas to identify missing Risk Assessments	HROD	DP	Jan-22	Internal Audit 2013/07: R1	Partial completion	Exercise now fully underway and on track to be completed by the end of January 2022
Policies and Procedures								
Policies & Procedures	2. Compliance	Rationalise and combine the number of college policies and procedures	Quality Manager/CMT	APC	Jun-22	APC/ VPEE	Partial completion	This will form part of the Phase 2 work of the Policy & Procedure SLWG beginning November 2021
Communications								
Communications	4. Culture	Develop a Communications Strategy for internal and external stakeholders	VPEE/ Marketing	VPEE	Apr-22	VPEE	In progress	A strategy group reporting to the ICT Strategy Group will be formed early in 2022 to take this forward

| Communications | 3. Manual Processes | Take forward staff Intranet Project | PPO | VPEE | Jun-22 | VPEE | In progress | Draft paper to the September ICT Strategy Group to review options for the intranet platform agreed a move from PerthNet to a Sharepoint Hub and work is now underway to achieve this by June 2022 deadline. |

Audit Action Plan

Progress and By Exception Update

06 December 2021

Audit Action Plan Overview

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

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

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

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

The Data-set is comprised of actions from the 3 main college audit reports

115 Activities

- 107 or 93% of actions fully complete
- 3 or 2.5% are partially complete
- 3 or 2.5% are in progress
- 2 or 2% are paused
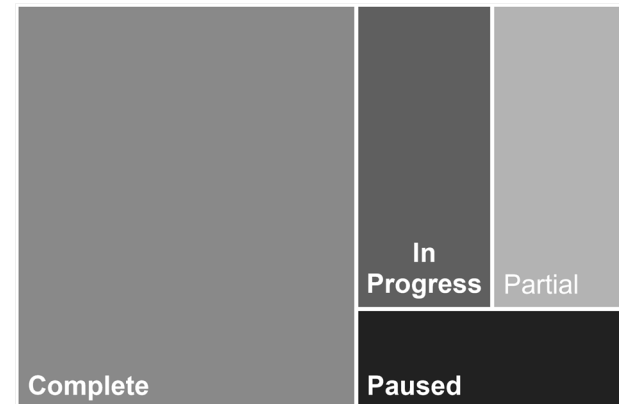
By Exception Overview

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

9 Actions

* The actions still to be completed in November 2021

- 5 or 44% of the 9 actions partially complete
- 3 or 33% in progress
- 2 or 22% paused

In Progress

Partial Completion
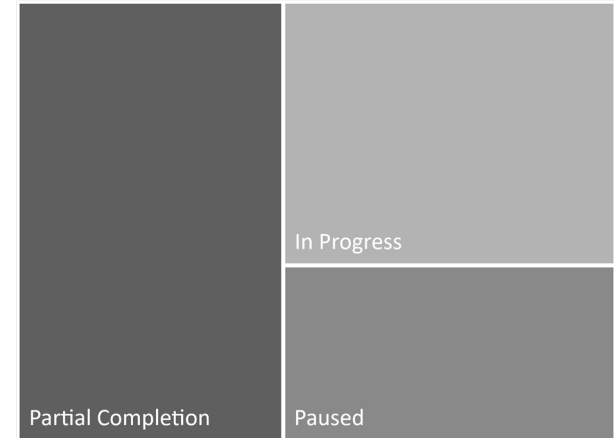
Paused

Action Status by Dept.

	In Progress	Partial	Paused
Finance	1	1	
Governance	0	1	
Equalities	0	0	2*
H&S	0	1	
Policy & Procedure	0	1	
Comms	2	0	

The paused actions

Equalities 2*

*Pending recruitment of an Equality, Diversity & Inclusion Advisor

Completion timeline ..

100%

99%

95%

94%

92%

Nov 2021-Oct 2022

	Nov-21	Dec-21	Jan-22	Jun-22	Oct-22
Series1	92%	94%	95%	99%	100%
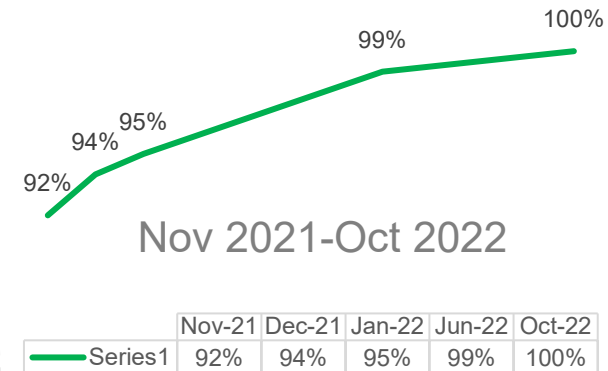
Appendix

Partial Completion

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

In progress

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

Paused

The activity paused due to circumstances eg related to COVID-19 restrictions; staffing

Committee	Board of Management
Subject	Annual Health and Safety Report
Date of Committee meeting	13/12/2021
Author	Ian Bow, Health, Safety and Wellbeing Adviser
Date paper prepared	23/09/2021
Executive summary of the paper	Please outline the follow elements of this paper: i) Purpose – what is it for ii) Impact – what are the intended outcomes iii) Course of Action – what happens next & by whom The 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 in place within the College, and to provide assurances on the adequacy of these measures. This report is a statement of Perth College UHI health and safety management for the academic year 2020/21 and its intentions going forward for 2021/22 and beyond. This report highlights the key health and safety measures and systems within our Safety Management System to minimise risk and ensure the health, safety and wellbeing of our 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. .
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	Health and Safety Committee

Perth College UHI

Action requested	☒ For information ☒ For discussion ☐ For endorsement ☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	No
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	Yes Outline of actions taken by the college
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information	Click or tap here to enter text.
Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	No

Perth College UHI

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

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

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

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

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

Annual Health, Safety and Wellbeing Report

Academic Year 2020-2021

Contents   Page Number

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 in place within the College, and to provide assurances on the adequacy of these measures. This report is a statement of Perth College UHI health and safety management for the academic year 2020/21 and its intentions going forward for 2021/22 and beyond.

Perth College employs over 500 staff and has more than 8000 students. We recognise staff as our greatest asset, never more so than during the past academic year. We are committed to ensuring we have a skilled and motivated workforce in order to achieve and maintain a healthy and safe work environment.

This report highlights the key health and safety measures and systems within our Safety Management System to minimise risk and ensure the health, safety and wellbeing of our 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.

Executive Summary

The Academic Year 2020-2021 has been a challenging period for our staff and students. Where we envisaged short term disruption to our services, we find ourselves over 16 months later still living with uncertainty.

One of the key challenges this year has been to remain engaged with our staff and students. With no face-to face activity on campus for a significant number of months and then only limited face-to-face since then, our focus has been on dealing with a pandemic and learning and working through alternative means such as Microsoft Teams meetings, Brightspace etc. This has proved to be successful in raising awareness and competence for many staff, but also highlighted a need to upskill in many areas.

Due to the cyber incident, difficulties were encountered in maintaining currency with our electronic documentation and the loss of some data.

Our priority has and remains to provide and maintain a safe work environment. We have provided training to enhance our number of competent risk assessors, given direction and support for undertaking or refreshing our mandatory related online training and provided some of our management with accredited Health and Safety qualifications.

Accident and Incident occurrences have fallen compared to previous years, mainly due to the effect the pandemic has had on Campus activity. Sickness absence has also fallen and our hope is that this pattern of improvement shall remain going forward into the next academic year.

Health and Wellbeing has been a major focus where we have provide numerous articles and guidance on resilience, mindfulness and general health. Following our Staff Stress Survey, we have now begun building on our actions to alleviate stress in the workplace through our action plan.

1.   Health and Safety Management

1.1   Policy

The Health and Safety Policy (Statement of Intent) was signed by the Principal and Chief Executive and the Chair of the Board in October 2020. This document states the commitment to managing Health, Safety and Wellbeing and the aim for continual improvements.

In September 2020, a Sub-Group of the Health and Safety Committee was formed to review all Health and Safety related Policies and Procedures. This was in part was due to observations made during the external audit conducted by Henderson Loggie in May 2020 regarding the timeframes set for document review. The Policies and Procedures Group has so far reviewed 26 Health and Safety Arrangements and 9 Policies and Procedures with a further 12 Policies yet to be reviewed.

There has been a re-write of the main Health and Safety Policy parts 2 (Organisation) and part 3 (Arrangements) bringing the document up to current best practice and standard. A new policy, Fire Safety Management Policy and Procedures, has also been developed and approved.

All Policies and Procedures follow the College Policy on creating Policies and Procedures including conducting Equality Impact Assessments (EQIA) on the documents and all policies and associated EQIA's are published on our website.

1.2   Planning and Implementation

Due to the Covid pandemic, the plans for enhancing staff and student competences and skills were curtailed with a limited programme of training provided (further detail at 1.4 below). The proposed programme of training has been redrafted for the next academic year. Our endeavour is to implement our plan in full which will raise health, safety and wellbeing awareness and competence of staff and students to effect culture change and future improvements.

Progress towards standardising our procedures is ongoing. This in part is due to a raised awareness of the common-sense approach in addressing current issues where often a standardised approach and methodology is best suited. This is evidenced by the corporate approach to risk assessment and mitigation controls put in place for Covid-19. Providing a standardised template and training individuals to consider additional factors in their individual workplaces has eased the workload for themselves and those who monitor and approve the activities.

Within this document, further mention is made of action plans and reinstatement of practices.

1.3   Cooperation and Communication

The Health and Safety Committee consists of representatives from curriculum areas, support services departments, Trades Unions and Students and is the forum for discussion, information and consultation. The Committee has met on 5 occasions in this reporting period where meetings were conducted remotely and attendance was good on

all occasions. The Committee forum is the main focal point for improvement and communication of Health, Safety and Wellbeing for our staff and students.

Trade Union consultation, participation and cooperation in the formulation of Covid Safe Risk Assessments and procedures has played a vital part in our ability to provide a safe working environment. Each Curriculum area and department operating on Campus during the pandemic had to provide formal written Covid Safe assessments and plans to the Health, Safety and Wellbeing Advisor and Trades Unions Safety Representatives for scrutiny and approval.

Communication, and training to a certain decree, throughout the pandemic has been via email and MS Teams meetings. This has meant learning a new way of working where information is not always passed in face-to-face meetings. Our Organisational Covid Safe Assessments and Return to Campus Guidance have been placed on the College website. These documents are reviewed on a regular basis following Government Guidance and best practice. Staff updates and information have been sent out via email and student updates by social media.

1.4   Training and Competence

As mentioned previously, the provision of training to build on staff competence and confidence has been curtailed due to the pandemic. Further to this, staff have been required to adjust to remote or home working. This in itself has been challenging, but achievable.

In-House training has been conducted online where practicable with those training events which require face-to-face attendance having been postponed until such times as we can conduct practical training safely.

7 members of the College Management Team have now completed the Institute of Occupational Safety and Health (IOSH) Managing Safety and 2 have completed the IOSH Safety Course for Executives and Directors.

A total of 130 staff have attended a College run Introduction to Risk Assessment and Covid Safe Measures. A further 46 staff have completed the General Risk Assessor training increasing the capability of Curriculum Areas and Departments to conduct their risk assessments with suitably competent assessors.

7 staff have requalified as competent First Aiders following a resumption of face-to-face training with British Red Cross.

During this period, we have sought to focus the attention of staff on the requirement to undertake and complete Health and Safety training online utilising the platforms we use. It was identified that this training also needs to be refreshed periodically and staff were to register and complete these courses in order to maintain their knowledge and skills.

Compliance with Online Mandatory Health and Safety Training has improved, (see table below).

Course name	2019-20	2020-21
Bribery Act v.1	88%	91%
Bullying and Harassment Part 1 v.1	85%	90%
Data Protection (GDPR) v.1	88%	91%
Diversity in the Workplace v.1	83%	90%
Health and Safety Part 1 v.1	79%	87%
Health and Safety Part 2 v.1	81%	88%
Safeguarding in FE Colleges v.1	84%	91%
Stress Management for All Staff v.1	84%	89%

1.5   Risk Management

The Management of Health and Safety at Work Regulations 1999, Regulation 3 states the employer must:

- identify hazards that could cause injury or illness in the workplace
- decide how likely it is that someone could be harmed and how seriously by evaluating the risk
- take actions to eliminate the hazard, or if this isn't possible, controls the risk by reducing it to as low as reasonably practicable.

Assessing risk is just one part of the overall process used to control risks in your workplace. Following the principles of Health and Safety Executive document HSG65 of Plan, Do, Check, Act (PDCA), we will:
- 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

We achieve this by:
> **Planning**, setting out our Policies and Safety Plans
> **Doing**, delivering our plans
> **Checking**, measuring our performance, and,
> **Acting**, reviewing our performance and acting on lessons learned.

This is a cyclical process.

During this reporting period, contractors have been employed to conduct refurbishments and general works. All approved contractors must provide the Estates Department copies of their risk assessments and method statements which are examined and commented upon as required prior to any works commencing.

Departmental workplace health and safety inspections are a simple but effective method of examining a work area and raising safety or housekeeping issues where appropriate. The recording of these inspections on a standardised format and a subsequent action plan

provides evidence of good practice and availability for scrutiny during inspections and audits.

The Health and Safety Risk Management Profile is reviewed and amended on a regular basis and discussed at the Health and Safety Committee. Key impact to this document is the inclusion of Coronavirus as an organisational health and safety risk.

Due to the pandemic, Curriculum Area and Support Department risk assessments for general tasks, processes and activities have been reviewed to address new ways of working. Alongside the Covid-Safe assessments, practical solutions have been found to continue to deliver services and teaching. An increase in Risk Assessors will provide additional resources for the full review of risk management at departmental level. Progress towards the electronic filing of risk assessments is slow but shall gain momentum on return to work and study.

1.6   Advice and Support

The Health, Safety and Wellbeing Adviser (HSWA) is the appointed "Competent Person" as per the Management of Health and Safety at Work Regulations 1999, Regulation 7 and continues to provide support and advice to management and staff. During this reporting period, the main focus has been on training, advice and assistance in the compilation of departmental risk assessments, Covid-Safe assessments and measures for all areas.

2.   Audit and Review

2.1   Internal Audits

There were no Internal Audits during this reporting period due to Covid restrictions. These shall resume in Semester 1 of the Academic year 2021-22. A revised Audit Schedule shall be shared at the August Health and Safety Committee. The draft plan includes an internal audit for all areas to be completes in the next academic year. This shall be reported upon to the Health and Safety Committee and Audit Committee.

2.2   External Audit

There were no External Audits during this reporting period. The Health and Safety Committee shall monitor progress of the Audit Action Plan relating to the observations and findings raised in the Henderson Loggie Health and Safety Audit of May 2020. Progress has been made taking these actions forward with more staff and managers undertaking Health and Safety training, Policy Reviews and promotion of the requirement to report all accidents, incidents and near misses.

With the increase in competent risk assessors, there shall be an increased level of policy and legal compliance in the compilation and review of risk assessments.

2.3   Departmental Health and Safety Reporting

The format for Departmental Health and Safety Reporting has been reviewed but is yet untried for practical reporting. The Health, Safety and Wellbeing Adviser shall be briefing relevant managers and staff on the requirements and content of the reporting form. Reporting will resume in Semester 1.

2.4   Departmental Health and Safety Inspections

The completion of Departmental Health and Safety Inspections using the Workplace Inspection Checklist document has drifted due to low activity within the College. Those areas that conducted practical training were expected to provide assurance their specific areas were safe for resumption of work and study. 7 such inspection checklists were received during this reporting period. A communication has been sent to managers informing them of the requirement to inspect areas which will see a return of staff and students for Semester 1.

3.   Monitoring Performance

3.1   Proactive and Reactive Monitoring

One of the proactive measures for the monitoring of work and study spaces during periods where the College was permitted to have staff and students on Campus for essential purposes only, consisted of the HSWA and Estates staff touring Campus to ensure staff and students were following the Covid-safe measures identified in the organisational and departmental risk assessments. Compliance with the assessments was in general good, with only a few "reminders" given. Observations were made of staff and students following social distancing, keeping to the left on access routes, one-way systems, hand and respiratory hygiene and the limiting of staff and students permitted to attend work and study on Campus.

As previously mentioned, Departmental Workplace Inspections have not been fully completed for this reporting period. This was in part due to the closure and limited opening of the premises and minimal activity on site.

Where an incident, accident was reported, investigations were conducted where applicable in line with current procedures. Near misses and any dangerous occurrences were investigated in all cases with corrective actions identified where practicable.

Sickness absence monitoring continues by the HR&OD Department who provide support and guidance to staff and managers.

With the relaxation of Covid restrictions and the anticipated return to an almost "normal" work routine, we shall be able to reinstate and re-enforce our monitoring activities.

3.2   Key Performance Indicators (KPI's)

The aspiration to have quantative data from this academic year to form baseline figures to gauge our Health and Safety performance and benchmark against other institutions has not transpired due do the pandemic and the lack of activity on Campus. However, we are comparing previous years data.

We have been in discussions with our UHI academic partners as to what we all would find of value when comparing our KPI's as well as other further and higher education institutions. The table below provides comparative information for Perth College from previous years where we were able to analyse historical data.

The table shall be our start point and baseline figures for moving forward. It shall be used to identify areas for improvement and monitor our performance.

Action	Actual 17/18	Actual 18/19	Actual 19/20	Target for 20/21	Actual 20/21	Target 21/22
Number of Leaders having completed IOSH Leading Safety training.	Info not available	Info not available	2	2 or more	2	2 or more
Number of CMT members and identified staff having completed IOSH Managing Safely training.	Info not available	Info not available	3	More than 6	7	10
Number of staff having completed mandatory health and safety training.	61%	55.6%	Average 84%	90%	88%	90%
Number of departmental safety inspections.	Info not available	Info not available	Info not available	6-8	7	6-8
Number of Internal Audits conducted against plan.	3/3	5/5	5/8	10	0/10	20
Number of Internal Audit actions closed and completed.	Info not available	Info not available	Info not available	90%	Info not available	
College sickness absence within agreed levels (average sick days per head)	5.51	5.19	7.88	5.9	4.5	Under
College turnover levels within agreed levels			26%	20.5% or under	13%	20.5% or under
Number of accidents/incidents (all)	53	75	91	<90	22	<90
Number of near miss reports.	Info not available	7	6	Min 20	4	Min 20
Number of lost time accidents.	Info not available	Info not available	1	0	0	0
Total number of working days lost due to accident/injury /ill health	3798	6824	4048.50	10% lower	2263	
Number of RIDDOR reportable accidents and ill health.	4	2	0	0	0	0
Number of contractor accidents on site.	0	1	0	0	0	0
Number of safety related insurance claims.	Info not available	Info not available	0	0	0	0
Number of staff absent due to work related stress during year	Info not available	15	TBC	TBC	4	Less than 5
Number of staff absent due to work related musculoskeletal disorders.	Info not available		1	0	0	0

Accident Incident Return (AIR) Students and Staff only

	2017/18	2018/19	2019/20	2020/21
Perth College Total Reported Accidents/Incidents (per 1000 at risk)	4.68 (40)	6.78 (59)	6.86 (59)	1.98 (17)
Perth College Total No Staff Injuries, Dangerous Occurrence, Occupational Disease (per 1000 at risk)	7.27 (4)	14.55 (9)	13.33 (8)	10.00 (6)
Perth College Total Number Student Injuries, Dangerous Occurrence, Occupational Disease (per 1000 at risk)	4.38 (35)	6.25 (50)	6.38 (51)	1.38 (11)
Perth College Total RIDDOR Reports	0	2	0	0

3.3 Accidents, Incidents, Near Misses and Dangerous Occurrences

During this reporting period, there have been 22 reported accidents and incidents where injury has been sustained. 2 of these injuries were to members of the public travelling through Campus grounds and involved bicycles, both of which required hospital treatment. Our First Aid staff attended provided care until the emergency services arrived. Further detail on the types of incident, injury and the individuals' status can be found at Appendix 1.

Compared to previous years, the number of incidents and accidents is down due to a lack of activity on Campus and within ASW.

There were 9 First Aid calls for intervention where the individual presented with no apparent injury or from a previous injury. Of the calls received, a noticeable volume were to attend distressed students, to dress self-inflicted wounds or requests for pain relief. It is recognised that our First Aiders would benefit from the Mental Health First Aid course and this will be offered on a voluntary basis during the coming academic year.

This Academic year has seen 4 reported Near Misses where an incident occurred but no physical harm caused although the potential for such was present. Each incident was investigated and corrective actions taken.

3.4 Sickness Absence

The cumulative sickness absence rates for the College for 2020/2021 has decreased significantly compared to 2019/2020. This was identified early on in the 2020/2021 year as it has been recognised across the Sector as a trend likely linked to home working. We do not have an indication yet what this impact will have for the 2021/2022 year.

Appendix 2 provides a table indicating this academic year and previous years.

3.5 Fire Safety

Fire Risk Assessments of all buildings including Student Residences were conducted in February and March 2021. Observations noted during the assessments have been discussed with the Head of Estates and Estates Officer.

There have been 2 visits by the Scottish Fire and Rescue Service Crews this reporting period.

> 1 Steam cleaning of Brahan level 3 toilets activated a sensor.
> 1 Equipment Fault – raised a false alarm

The 11 Evacuation Chairs located on Campus were serviced in April 2021. All emergency fire fighting equipment (extinguishers and blankets) were inspected and serviced in February and March 2021 with replacement equipment for all those past their shelf or servicing life.

Further training events are planned to increase the numbers of personnel competent in the use of the Evac-Chair and to refresh those already trained. It is also planned to provide some staff with training in the use of Fire Extinguishers.

With the recent approval of the Fire Safety Management Policy and Procedures, Building Fire Log Books have been developed to ensure the inspection and recording of fire safety measures in our buildings. Training for those persons responsible for conducting and monitoring the fire safety measures is planned prior to the introduction of the Log Books.

Online Fire Safety Training which used to sit on the Blackboard platform has now been reviewed, updated and transferred to Brightspace. The 2 modules, Fire Awareness and Fire Marshall are now available for staff to access.

4.   Health and Wellbeing

4.1   Health and Wellbeing Group

The Health and Wellbeing Group is a Sub-Group of the Health and Safety Committee. Formed in September 2020. The remit of the Group is to combine the work of the Healthy Working Lives Group with a Short Life Working Group on Stress. The Group has met on 9 occasions via Teams meetings due to the importance and urgency of some the agenda items.

4.2   Stress

In January 2021, staff were actively encouraged to participate in an Organisational Stress Survey. This survey was intended to provide a snapshot of workplace stressors over the previous six months. In all, 278 employees responded which was positive and encouraging. The Health and Wellbeing Group was charged with evaluating the responses from the survey and formulate an action plan to address the issues identified. The action plan has been approved by Committee and the actions are being taken forward and shall be monitored by the Health and Safety Committee.

The HSWA has conducted 3 Individual Stress Risk Assessments with employees who identified they felt stressed due to their working conditions. Confidential discussions were held between the individuals and HSWA around their personal stressors, the HSE Management Standards and interventions to alleviate the stressors. The personal assessments were then discussed with the line manager to find amicable solutions and reasonable adjustments wherever practicable.

The effects of the Covid pandemic have increased the feelings of stress and anxiety felt by many staff and students. On top of this, many staff and students have reported feelings of isolation, personal or family health issues, financial concerns and reactions to changes in the systems of work and study. We are providing support through our HR department, Counselling Service, Student Services and Support Teams.

Additional support and advice has been provided through links to external agencies, newsletters and leaflets for Wellbeing on a regular basis alongside Line Management meetings with staff.

4.3   Home/Remote Working

At the beginning of the pandemic when staff and students were instructed to work and study from home, staff were required to complete a Display Screen Equipment (DSE) self-assessment and provide their line managers with a copy. This was to ensure staff were

working in a safe environment and in a safe manner. We have since requested a re-assessment from all staff due to the length of time they have been home/remote working.

Some staff have requested and been given authority to take away their computer chairs and additional IT equipment (external keyboard, mouse, docking station) to support their role. We have also provided "desk risers" to assist those staff who cannot sit for prolonged periods which enables them to stand and work by raising their working level.

Since the relaxation in Covid restrictions, there has been a slow increase in staff returning to the College work environment for essential purposes, to support other staff groups and students who are required to be on Campus. We have provided Covid-Safe risk assessments for these study and work environments as well as Individual Assessments where a member of staff has additional concerns or requires further reasonable adjustments.

We continue to promote "Mindfulness" to our staff and students including information and tools to maintain good mental health. Staff are advised on the advantages of working from home, taking regular breaks away from the computer, increasing physical activity, healthy eating, restful sleep, achieving and maintain a healthy work life balance, staying connected, setting a routine that suits, seeking assistance for IT issues, making time for things they like doing and being open when things get on top of them.

Communication with all staff and students is vitally important ensuring they receive the correct information in a timely fashion.

4.4   Returning to Work and Study

As we continue to be advised of the relaxation of restrictions and enter into a lower Covid level, we have adjusted and amended our in-house controls accordingly. We anticipate that beyond Level 0, we shall be able to provide a fuller face-to-face service in August/September. As yet we have no clear direction other than guidance prepared for the general population although we are planning towards as near a normal service as pre-Covid.

Organisational and Departmental Covid-Safe assessments shall be reviewed and amended to follow the Scottish Government guidelines for the College sector as soon as is practicable.

4.5   Healthy Working Lives

Another role of the Health and Wellbeing Group is to promote health and wellbeing and to maintain our NHS Scotland Healthy Lives awards. Prior to this group being formed, the Healthy Working Lives Group took the lead in this work. As an ad-hoc group with no official reporting structure, attendance was sparse and no significant outcomes were achieved other than maintaining the Gold Award due to work by a few individuals. Advances have now been made in the promotion of Health and Wellbeing with planned activities, signposting to external sources of information and materials.

NHS staff at Healthy Working Lives have been seconded to support the NHS Covid Response and therefore communications with them have been very limited. However, this

Group has produced a 3-year rolling plan for activities and promotions over and above the requirements for maintaining the Healthy Lives Awards

4.6   Student Health and Wellbeing

The Student Health and Wellbeing Group has been established, a little later than anticipated, and has yet to meet formally. This group is led by Highland and Islands Student Association (HISA) Perth and the Head of Student Experience.

Through funding received from the Scottish Government and a restructure of the Student Services Department we have increased our Counsellors from 1 full time equivalent (FTE) up to 2.6 FTEs. Some funds left over also allowed us to utilise accordingly where we engaged with an external organisation to also support our students. This meant that we had next to no waiting lists for any of our students who had enquired and were eligible to have an appointment with one of our Counsellors.

Through funding received from the Scottish Government we have increased our Health and Wellbeing Officers from 2 FTEs up to 2.85 FTEs, and with the release of more funding we are hoping soon to appoint a Health and Wellbeing Co-ordinator.

We have re-established links between our Student Support Officer and our students who reside in our Residences.

Thanks to our Student Engagement Team, who dedicated their time and efforts, we have been awarded the "Going Further Award for Carers". This award recognises good practice in our College where we support carers from enrolment to completing their studies, giving them a fair chance to be successful in their studies and maintain positive health and wellbeing.

In addition to all of the above, the Student Services Team have engaged successfully with students throughout the pandemic, from blogs, to online counselling, and having a staff rota in place to deal with any face to face crisis should they arise.

4.7   Health and Fitness

The Academy of Sports and Wellbeing (ASW) have provided an invaluable service online throughout this reporting period by promoting health and fitness via social media. Since the relaxation of some restrictions, they have been able to provide a limited but essential service outdoors and indoors.

The support offered to members and the community throughout all stages of the pandemic has significantly impacted on the retention of existing members whilst attracting a cohort of brand-new members form other fitness facilities in Perth.

ASW continues to progress towards a full service and full opening whilst continuing to operate to reduced capacity with certain aspects of physical activity and sport still restricted. Since ASW opened for the second time in April 2021, there has been continuous growth in interest and membership.

With a new budget gym opening in Perth in August 2021, ASW gym has an additional challenge of retaining its existing members whilst continuing to attract new members as it emerges from the pandemic. ASW is confident it's strategy and reputation will reduce any

negative impact from additional competition as far possible with the resources and space available.

5.   Communication with External Agencies and Groups

During this reporting period there have been no communications from any outside agency (Health and Safety Executive (HSE), Perth and Kinross Council) requesting information or planned/unplanned visits. We receive regular updates and information from the HSE via email.

The HSWA is the Perth College UHI member on 3 Health, Safety and Wellbeing networking groups representing Higher and Further Education institutions.

The UHI Health and Safety Practitioners Group consists of Health, Safety and Wellbeing leads from UHI and meets fortnightly to discuss issues. This group reports into UHI Executive Office.

The Tayside Health and Safety Forum is an informal but invaluable group consisting of Health and Safety practitioners from Fife, Dundee and Tayside Colleges and Universities. The group meets monthly to discuss and share experiences and best practice.

The College Development Network, Health Safety and Wellbeing Network members represent Colleges throughout Scotland. Again, this group meets monthly to discuss and share experiences and best practice.

All the groups have been focused mainly on the Covid pandemic from the outset but also share and discuss general Health, Safety and Wellbeing issues such as manual handling, training opportunities, stress at work, home/remote working and hazardous substances.

6.   Going Forward – 2021-2022

6.1   Training and Competence

We shall continue to be providing further IOSH training opportunities to our Corporate Management Team in order to raise their competence and awareness of the Health, Safety and Wellbeing issues within their work areas, with a view to cascading this further in future years.

In Semester 1, a survey shall be conducted to determine what specialist training staff require to fulfill their role within their work environment. This is in part due to the non-availability of external training providers caused by the pandemic and the requirement for some course training practical elements within in-house training. Examples of anticipated training needs include forklift trucks, tractor, abrasive wheels, laser safety, risk assessor, manual handling and working at height, MiDAS (for mini buses). We shall be utilising our in-house assets and external training providers.

Additional training sessions shall be provided for General, Control of Substances Hazardous to Health (COSHH) and Manual Handling risk assessments.

From this year onwards, our First Aiders shall receive a minimum of 3 hours in-house refresher training commensurate with their role and work environment. Part of this refresher training shall be the use of the Automated External Defibrillators (Defib) using the training Defib model purchased last year.

We shall also be promoting our online training resources on Brightspace and Marshalls platforms with regular reviews and reports of enrolment and completion of mandatory training modules.

6.2   Internal Audits

The draft programme of Internal Audit shall be taken to the Health and Safety Committee for approval and notification of when work and study areas will be audited. Our Trades Union colleagues shall be invited to be part of the audit team.

To ensure observations and actions from these audits are followed through, actioned and resolved, each area audited shall provide an update of their individual action plans to the Health and Safety Committee. This shall provide the assurance we are addressing issues raised and ensuring adequate resourcing to enable resolution.

Internal Audits shall also be used to identify our strengths and weaknesses in complying with our Policies and Procedures and legal compliance.

6.3   External Audit

There is no external Health and Safety audit planned for the next academic year although the findings of the 2020 audit and subsequent action plan shall be monitored by the Health and Safety Committee. We are committed to fully addressing the matters raised and resolving those issues stated previously.

6.4   Risk Assessment

There shall be a focus on Departmental risk assessments being conducted, reviewed and uploaded onto PerthNet SharePoint. As stated earlier, with the increase in staff competencies to conduct risk assessments, line managers shall be charged with ensuring their nominated assessors are following College procedures and legislative compliance.
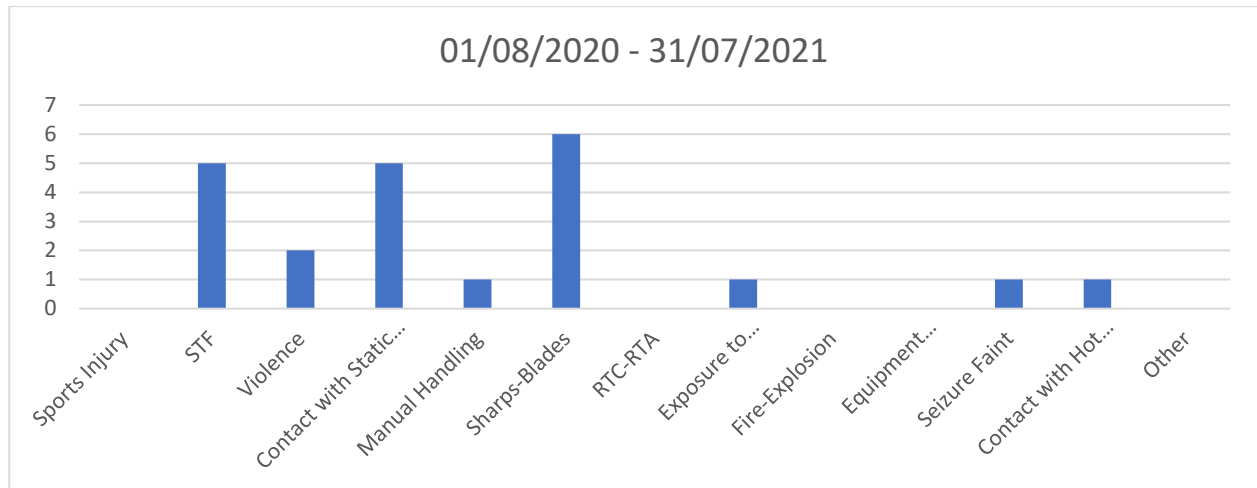
Departmental assessors along with the HSWA shall conduct Hazard Surveys of the work and study environment to ensure all hazards are identified and included in the risk assessment process.
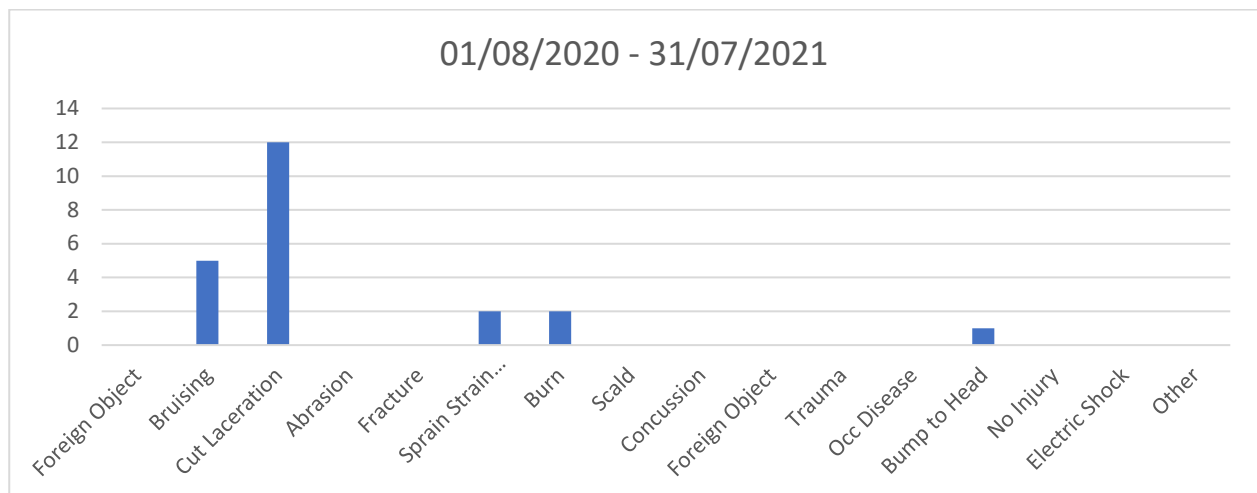
<div align="right">**Appendix 1**</div>
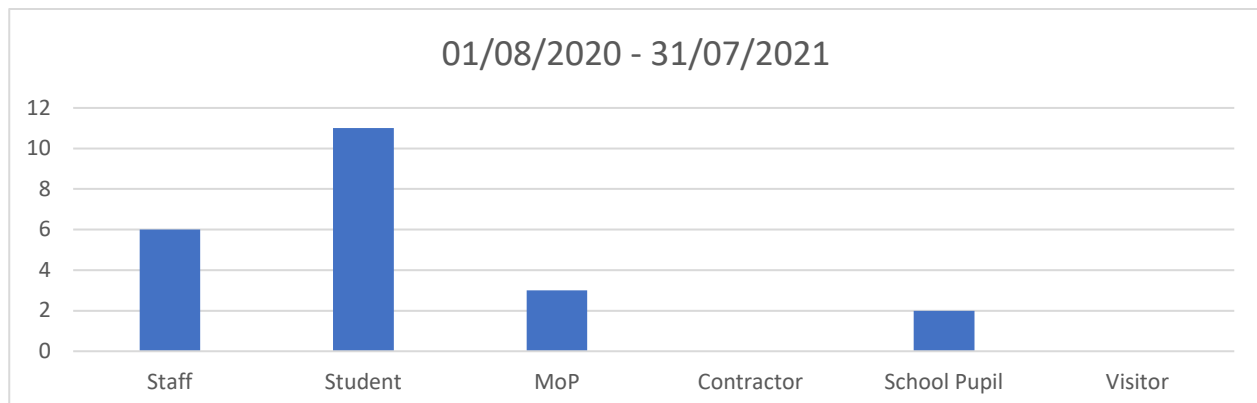
Accident and Incident Statistics

Type of Incident

Type of Injury

Status

<div align="right">**Appendix 2**</div>

Sickness Absence Statistics

	2017/2018		2018/2019		2019/2020		2020/2021	
	(full year)		(full year)		(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	Total Sick Days	Average Sick Days per Head
Management	118.5	5.38	15	0.6	35	1.95	0	0
Support	2385.75	9.21	1908	5.9	3161.5	12.65	1557	6.7
Academic	1031.5	5.67	1011	4.5	852	3.46	706	2.8
Total	3538.25	5.51	2934	5.19	4048.5	7.88	2263	4.5

Perth College UHI

Paper No. 10

Committee	Board of Management
Subject	Policy & Procedures Summary – December 2021
Date of Committee meeting	13/12/2021
Author	Jessica Borley, Quality Manager
Date paper prepared	06/12/2021
Executive summary of the paper	This paper seeks to provide the Board with outline information on policies that are scheduled to be tabled at Board-level committees during AY 2021/22 and current approval routes for each policy.
Consultation How has consultation with partners been carried out?	Full PPS schedule for AY 2021/22 has been reviewed and approved by the Depute Principal and CMT to go forward.
Action requested	☒ For information only ☐ For discussion ☐ For recommendation ☐ For approval
Resource implications (If yes, please provide details)	No
Risk implications (If yes, please provide details)	No Click or tap here to enter text.
Link with strategy	Click or tap here to enter text.

Perth College is a registered Scottish charity, number SC021209

Perth College UHI

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

Perth College is a registered Scottish charity, number SC021209

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

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

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

Board of Management

Policy, Procedure & Strategy Approval Schedule

December 2021

Overview of Policies, Procedures and Strategies to be reviewed by the Board of Management in December 2021:

Reference	Title	Owner	Lead Author	Lead Editor	Approval Route (BOLD denotes final approval board)	Version	Change Type – Minor / Major	EIA Completion Date	Comments
QUAL159	ICT & Digital Transformation Strategy 2022 – 2025	VP, External	VP, External	N/A	**Board of Management**	1	New	3 November 2021	

Committee	Board of Management
Subject	ICT and Digital Transformation Strategy 2022-2025
Date of Committee meeting	13/12/2021
Author	Veronica Lynch
Date paper prepared	02/12/2021
Executive summary of the paper	Please outline the follow elements of this paper: i) Purpose – what is it for ii) Impact – what are the intended outcomes iii) Course of Action – what happens next & by whom i) Purpose – This paper provides the draft Perth College ICT and Digital Transformation Strategy 2022-2025. This has been developed in consultation with staff and students as well as the Strategic Development Committee. This has been discussed at length by the Finance and Resources Committee who have endorsed this for approval by the College Board of Management. ii) Impact – this activity is focussed on the direction for the College's ICT and Digital Transformation vision, digital investments and strategic actions required over the next 3 years. This strategy will provide a demonstrable impact on the student learning experience through improvements in access to digital skills, approaches to learning and teaching and improvements in processes and ICT infrastructure across the period of the ICT Strategy. This will enhance both the on campus and digital learning experience for our students. iii) Course of Action – Members are asked to review the ICT Strategy which is strongly recommended for approval.
Consultation	UHI LIS ICT Strategy Group

Perth College UHI

Please note which related parties, stakeholders and/or Committees have been consulted	SMT Strategic Development Committee Finance and Resources Committee Staff, students and employers
Action requested	☐ For information ☐ For discussion ☐ For endorsement ☒ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	**Yes**/ No This will require staff, students and UHI to engage in the delivery of the strategy. Some Strategic Actions outlined in the strategy may require investment to progress. Where relevant, business cases would be developed in line with College and Board approval processes.
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	**Yes**/ No Nor progressing with an ICT and Digital Transformation Strategy could negatively impact the College's progress in maintaining or increasing any competitive advantage that ICT and digital investments would require for College sustainability.
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information	Learner Experience College Strategy (under development) Business Development Strategy International Strategy Risk Management Compliance

Perth College UHI

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

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

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

Perth College UHI

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

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

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

Perth College UHI ICT and Digital Transformation Strategy (2022-2025)

VISION

A connected, trusted, accessible and innovative digital ready culture – raising aspirations, expanding horizons

GUIDING PRINCIPLES

Culture   Service   Sustainability   Communication and Collaboration

GOALS

<u>Culture</u>
To create an inclusive culture supporting digital confidence and competence which develops resilience, inspires courage and stimulates future thinking.

<u>Service</u>
To create a knowledgeable, flexible and responsive ICT service, supporting staff and student needs on and off campus

<u>Sustainability</u>
To generate value and a positive environmental impact by exploiting existing digital solutions, together with investment in innovative ICT infrastructure and digital transformation to create a comprehensive, security conscious, accessible digital customer experience.

<u>Communication and Collaboration</u>
To exploit our digital solutions to enhance collaboration and communication within the College brand values.

STRATEGIC ACTIONS

CULTURE
<u>Stimulating Innovation</u>
To create an inclusive culture supporting digital confidence and competence which develops resilience, inspires courage and stimulates future thinking.

Strategic Aims/ Measures
Embed a digital competence framework supported by Digital Champions for staff and students – completed 50% by July 2022, 75% by July 2023 90% by July 2024

Create on campus space to pilot digital content/ hybrid learning and assessment technologies – completion September 2022

Implement process improvement coaching to identify and generate efficiencies – Number of services/ processes improved – 4 by July 2022, 8 by July 2023, 12 by July 2024
Number of ICT Innovation approaches identified – 2 by July 2022, 4 by July 2023, 8 by July 2024

Measures
Digital skills level increased %
Reduction in processes %

SERVICE
Quality First Response
To create a flexible and responsive ICT service, supporting staff and student needs on and off campus

Strategic Aims/ Measures
Revised ICT structure embedded by July 2022

Implement JISC Benchmark (Elevation) Tool to map Perth College ICT against the sector – Benchmark undertaken by July 2023

Customer satisfaction measures introduced by March 2022

Customer satisfaction measures implemented – % achieved – 65% by July 2022, 75% by July 2023, 85% by July 2024

Ensure students have equity of ICT access (equipment and connectivity) - % completion by target date – 90% by September 2021 95% by September 2022, 97% by September 2023

Bring Your Own Device (BYOD) Strategy completed by July 2022

Identify and implement on campus modifications to support BYOD by September 2023

Staff requiring laptop access – 95% implemented by June 2022

Implement secure cloud accessible systems/data – 90% by July 2023

SUSTAINABILITY
Create Value
To generate value and a positive environmental impact by exploiting existing digital solutions, together with investment in innovative ICT infrastructure and digital transformation to create a comprehensive, security conscious, accessible digital customer experience.

Strategic Aims/ Measures
Data analytics embedded across all teams to improve focus and planned change by July 2023

Create and embed a structured process for implementing sustainable improvements by Jul 2022

In collaboration with UHI, Create sustainable ICT investment plan with a focus on systems integration utilising JISC Infrastructure review – Infrastructure review completed by July 2023

Systems/ Process/ Service Improvements identified and scheduled – number improvements - 4 by July 2022, 8 by July 2023, 12 by July 2024 and £savings generated

Undertake a carbon audit to baseline and develop low carbon action plan to reduce CO_2 emissions by July 2022.

Create a Cyber Security Strategy by July 2023

Identify opportunities for scalable shared ICT services
- Resource utilisation improved
- duplication removed
- projected £savings generated

Implement a web enabled bookings and payments that connects with student records and finance systems
- completion by December 2022
- £ savings generated
- £ additional revenue generated
- Reduction in CO2 emissions

Develop an ICT Investment Plan aligned to the College Strategy
- Completion by December 2022
- £ savings generated

COMMUNICATION AND COLLABORATION
<u>Clear Messaging</u>

To exploit our digital solutions to enhance collaboration and communication within the College brand values.

Strategic Aims/ Measures
Ensure single source of data is available in real-time across all teams – Balanced Scorecard KPI's (Baselines and targets to year 3/5)
- All systems reviewed by March 2022
- Costed plan of action created by June 2022

Develop user guidance to increase productive use of interconnected collaboration platforms
- One Drive, Teams and SharePoint completed by July 2022
- Next phase system requirements completed by July 2023

Develop Communications Strategy to support effectiveness and consistency of communications by April 2022

Utilise online platforms to improve communication and embed College values
- Create and implement a plan to improve communication and embed College values through a streamlined approach to the use of collaboration tools by January 2022

Equality Impact Assessment Form

University of the Highlands and Islands
Perth College

Department/Section: ICT **Date of Assessment:** 3 November 2021 **Review Due:** December 2025

Author/Owner: Signature: Veronica Lynch **Date:** 3 November 2021

Step 1

Aim of proposed activity/decision/new or revised policy or procedure: ICT and Digital Transformation Strategy		
	New	☒
	Revised	☐
	Existing	☐

Who will be affected? Staff, Students, Employers	Who will be consulted? Staff, Students, Employers, Board of Management	Evidence available: ICT Strategy development consultation feedback

Step 2

Potential Positive/Negative/Neutral Impact Identified. **P, N, N/I**	Age	Disability	Gender Reassignment	Marriage/Civil Partnership*	Pregnancy and Maternity	Race	Religion or Belief	Sex	Sexual Orientation
Eliminating Discrimination.	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I
Advancing Equality of Opportunity.	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I
Promoting Good Relations.	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I

Step 3 Action to be taken Revisit EIA ahead of the end of the period of the ICT and Digital Transformation Strategy to confirm that this assessment has been accurate.

Summary of EIA Outcome – please tick	
No further action to be carried out.	☒
Amendments or changes to be made.	☐
Proceed with awareness of adverse impact.	☐
Abandon process – Stop and Rethink.	☐

Please forward completed EIA forms by e-mail to
pc.equality.perth@uhi.ac.uk

Committee	Board of Management
Subject	Development Trust Strategy 2021-2024
Date of Committee meeting	13/12/2021
Author	Veronica Lynch
Date paper prepared	22/11/2021
Executive summary of the paper	Please outline the follow elements of this paper: i) Purpose – what is it for ii) Impact – what are the intended outcomes iii) Course of Action – what happens next & by whom i) Purpose – This paper provides the draft Perth College Development Trust Strategy 2021-2024. ii) Impact – this activity is focussed on the direction for the College's Development Trust vision, strategy and roadmap required to deliver the strategy over the next 3 years. iii) Course of Action – Members are asked to review the draft Strategy and endorse its progress towards the Perth College Board of Management for approval. This has been discussed at the Strategic Development Committee and the Finance and Resources Committee have strongly recommended this for approval.
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	Perth College Development Committee SMT Strategic Development Committee Curriculum Business Planning Group Finance and Resources Committee
Action requested	☐ For information

Perth College UHI

	☐ For discussion ☐ For endorsement ☒ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	**Yes**/ No This will require staff, students and UHI to engage in the delivery of the strategy. Some Strategic Actions outlined in the strategy may require investment to progress. Where relevant, business cases would be developed in line with College and Board approval processes.
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	Yes/ **No** .
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information	Learner Experience College Strategy (under development) Business Development Strategy International Strategy
Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	Yes/ **No**

Perth College UHI

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

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

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

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

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

Perth College is a registered Scottish charity, number SC021209

Perth College UHI

Development Trust Strategy 2021-2024

Mission

"To create enhanced student opportunities through the good-will and expertise of college alumni, partners and professional networks contributing to covid recovery and longer term sustainable and inclusive economic growth benefitting the region"

Vision

"A Development Trust which supports and promotes inspirational initiatives, creating opportunities for Perth College UHI and the regional economy"

Strategic Aims

Culture

Create a fundraising environment that is embedded and understood throughout the college.

Overarching KPI's

- ***Embed the concept, understanding and impact of fundraising and philanthropy***

KPI 1: In collaboration with academic and support managers agree, document and monitor annual targets for their involvement in Development Trust activity through the business planning process supported by the centralised business engagement team (e.g., scholarships, partner/network cultivation, fundraising, promotion and initiative lead/involvement)

KPI 2: Provide ongoing fundraising and philanthropy information including opportunities for involvement to all staff and students from induction onwards.

KPI 3: In collaboration with the marketing team create relevant content targeting staff and students which can be communicated across a range of digital platforms enhancing knowledge, encouraging engagement and celebrating success.

- *Communicate, support and encourage deeper engagement of all staff and students in the work of the Development Trust.*

KPI 4: *In partnership with internal colleagues across the organisation, Development Trust personnel participation at college events (Fresher's Fayre, Staff Conference) reinforcing key messages, support and encouraging staff and student involvement.*

KPI 5: *Provide regular updates to staff and students through an agreed cascading communication framework with digitisation at its core.*

- *Develop a culture of recognising, celebrating and proactively promoting Development Trust initiatives.*

KPI 6: *Proactively encourage and engage in supporting an SMT f renewed focus on enhancing a culture which recognises success as a priority through a variety of interventions (Initiative submissions for national awards, digital 'thank you' cards for staff and students, video clip production….)*

People

Establish an agile people resource that is adequate and relevant to realising the ambitions of the college and Development Trust.

Overarching KPI's

- ***Benchmark the existing people resource against the requirements of the future.***

KPI 1: *In collaboration with the HR Team undertake a scoping exercise to determine sufficiency of personnel, including a skills audit to inform future staffing requirements and potential requirements for skills investment support.*

KPI 2: *Undertake as appropriate a restructure, recruitment and skills acquisition exercise.*

- *Deploy the people resource strategically to support key aspects of Trust activity.*

KPI 3: *Provide clarity through refreshed job descriptions where relevant and ensure all key personnel understand where their role fits within the wider team.*

KPI 4: *Record knowledge, skills and interests that support fundraising initiatives.*

- *Review internal structures to include, where appropriate tasks required by the Trust to fulfil its ambition.*

KPI 5: *In collaboration with internal colleagues (support and academic) agree areas where leadership for Development Trust activity can be strengthened through decentralisation and enhanced partnership working with the centralised business engagement team.*

KPI 6: *Review internal communication structures to ensure Development Trust activity sits alongside the overall portfolio with equal importance and its relevance and importance is embedded within teams across the organisation on a formalised basis.*

KPI 7: *Identify a project champion(s) and project team(s)s for all fundraising initiatives utilising the wider college people resource across the organisation.*

- *Review, evaluate and strengthen student and alumni engagement and participation.*

KPI 8: *Benchmark student alumni engagement and participation against similar organisations resulting in an enhanced understanding and a report reflecting those findings which includes recommendations for future development.*

KPI 9: Create a plan to strengthen student and alumni engagement and participation by involving individuals from those target groups and wider college support to influence the process.

Fundraising

Attract a broad range of resources to ensure individual initiatives are successfully delivered and outcomes optimised.

Overarching KPI's

Continually assess and monitor fundraising opportunities, plans and trackers and ensure we have skills, systems and resources to confidently plan for success

***KPI 1**: Produce paper looking at all potential fundraising opportunities*

***KPI 2** Identify and produce plan for each agreed fundraising initiative*

***KPI 3**: Develop and produce tracker for each financial year showing all contributions donated to Dev Trust (financial/in-kind) towards over all targets. (See commentary box)*

Fundraising Initiatives

Continue to develop innovative and inspirational fundraising initiatives that support the needs of the student, the college and regional economy, which remain attractive to relevant donors.

Overarching KPI's

Develop a strategic approach to all initiatives supported by the Development Trust with specific emphasis on initiatives that:

***KPI 1:** Ensure all fundraising initiative are aligned with PC UHI strategy.*

***KPI 2**: Ensure all fundraising initiatives also align with economic/growth and recovery of City*

***KPI 3**: Ensure that all fundraising initiatives are focused on optimising potential of people across the college/city*

***KPI 4:** Ensure that all fundraising initiatives are focused on optimising potential of people across the college/city*

***KPI 5:** Ensure our fundraising initiatives identify how we can inspire and encourage support (link to point 14 above) -showcase support and develop culture of recognition*

***KPI 6:** Development Trust to embed health and wellbeing in all its formats into its culture and fundraising initiatives*

Systems and Processes

Review, refresh and implement relevant systems and processes that cultivate an environment of efficiency, transparency and collaboration, resulting in enhanced intelligence, stored digitally, impacting positively on overall outcomes.

Overarching KPI's

- **Continually re-evaluate systems and processes to maximise operations, initiatives, decision making and outcomes.**

KPI 1: *In collaboration with internal ICT team experts undertake a research activity to identify current and future requirements (prioritise) utilising service (re)design where appropriate.*

KPI 2: *Utilise the ongoing self-evaluation process to ensure systems and processes are reviewed and developed to maximise outcomes.*

- *Streamline and digitise to reduce person dependency and enhance overall security, service and results.*

KPI 3: *Review all key tasks to confirm appropriateness and to determine relevance for digitisation with a view to reducing person dependency, maximising outcomes and enhance security (feed into KPI:1)*

- *Reduce resource requirements.*

KPI 4: *Identify, analyse and evaluate the benefits of all existing business processes resulting in streamlining process requirements which are directly related to identified outcomes.*

- *Continually highlight opportunities where digitisation can support and optimise with specific emphasis on:*

  - *Enhanced fundraising.*
  - *Communication.*
  - *Relationship management.*
  - *Reports.*
  - *Administration.*

KPI 5: *Develop and roll out the CRM system (Raisers Edge) to inform, enhance reporting, optimise outcomes and improve transparency.*

KPI 6: *Identify and introduce a payment platform which streamlines the customer giving experience, maximising funds.*

KPI 7: *Develop enhanced processes in the context of marketing and communication (ref Marketing KPI)*

KPI 8: *Utilise MS Teams as a central portal to enhance internal collaboration and partnership working allowing key personnel the opportunity to update relevant information individually on pre prepared templates/systems.*

Profile

Create a recognisable profile through the continuous use of an integrated multi-platform promotional approach ensuring the work supported by the Development Trust and the college is promoted simultaneously, focusing on informing, influencing and return of investment.

Overarching KPI's

- **Lead, engage and inform marketing and communication.**

KPI 1: *In collaboration with the marketing team develop an annual marketing plan for Development Trust activity, reviewed and evaluated quarterly.*

KPI 2: *Identify a single point of contact within the marketing team to build knowledge and lead to an informed understanding of Development Trust requirements.*

- *Create targeted promotional campaigns to optimise the success of individual initiatives.*

KPI 3: *Create, document, execute and evaluate individual promotional campaigns which are relevant to each initiative involving relevant personnel (champion/project team).*

- *Adopt a promotional approach utilising market segmentation to generate a strong level of interest.*

Ref KPI 2 *and replicate the approach with alumni and student engagement.*

- *Monitor and evaluate each promotional campaign against overall objectives and to inform future interventions.*

Ref KPI 2

Partnerships

Grow, develop and nurture effective, long-lasting partnerships which will contribute positively to college activity, create opportunities, expand networks, foster sustainability, support growth and optimise outcomes.

Overarching KPI's

- **Continually assess, understand, evaluate and grow the partnership/people network.**

KPI 1: *Develop a digitised partnership assessment framework highlighting individual and partner relationship status, value and areas for proactive development.*

• *Identify, agree and target key partnerships (current/new) to support priority initiatives.*

KPI 2: *Create and execute a plan to grow the network and mechanisms to ensure the network remains relevant and engaged.*

- *Develop a key account approach with data held in a centralised customer relationship management system.*

KPI 3: *Implement a decentralised key account approach which is consistently applied resulting in engagement data being recorded in the CRM, real-time.*

- *Develop a planned approach to proactively grow partner networks.*

KPI 4: Utilise individual project teams to grow partner networks through new and existing contacts.

KPI 5: Create a mechanism to engage staff and students in identifying and introducing individuals willing to support the work of the Development Trust.

KPI 6: Proactively promote partners who support the work of the Trust (where appropriate).

- *Enhance and develop the partnership between college and the Development Trust to optimise initiatives by working collectively with a common purpose.*

KPI 7: Collaboration opportunity for a joint communication approach between college Senior Management Team and the Development Trust Chair to reframe and reinforce the importance of this opportunity and highlight on an ongoing basis.

Values (College Values - Ambition, Integrity, Respect)

- *We develop relationships that make a positive difference.*

- *We provide outstanding opportunities.*

- *We value our people and partners.*

- *We encourage and support partner involvement.*

- *We exhibit a will to be successful.*

- *We recognise and celebrate success.*

- *We encourage entrepreneurial thinking and practice.*

- *We are personally accountable as individuals and as a team to deliver on our commitments.*

(Note: Values mirror those of the college business development team)

We want to be recognised as:

- *Fully understanding, supporting, and influencing the demographic and economic needs of the region.*

- *Welcoming and encouraging stakeholder involvement.*

- *Enabling our staff, students, community, and partners to excel.*

- *Fully understanding the potential of our own assets and how we maximise their value.*

- *Being innovative and successful.*

- *Being a valued, understood, and integral partner that supports the local, regional, and national economy.*

- *Securing a diversity of resource by constantly developing and enhancing our reach and influence through innovative, sustainable partnership working.*

Strapline:

#CREATINGOPPORTUNITIES

#ENHANCING FUTURES

Development Trust Resource Requirements

Development Trust and Alumni Officer

- *0.5 FTE (current in place- Fiona Leslie) Request Alumni Officer support with UHI Development Trust*

Administration support

- *(0.25 FTE- linked to admin support for Development Trust but 1.0 required for Business Engagement Team)*

Marketing project support

- *Agreed weekly commitment from marketing department*

- *Commitment to produce marketing collateral, social media platform set up and postings, annual report, marketing and communication plan*

IT and finance project support

- *Support in setting up regular giving, waiver system, payment system, financial accounting*

Fundraising Consultants

- *Explore opportunity of consultant s for Aviation Academy*

UHI Development Trust

- *Support with prospecting Project for Aviation Academy, alumni officer, joint approach to centralized CRM*

Committee	Board of Management
Subject	Chair's Notes for BOM 13/12/21
Date of Committee Meeting	13/12/2021
Author	Brian Crichton
Date paper prepared	02/12/2021
Executive summary of the paper	Please outline the follow elements of this paper: i) Purpose – Board Current Awareness ii) Impact - Informed discussion iii) Course of Action – Board input to various topics being discussed at UHI, National level.
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	
Action requested	☒ For information ☒ For discussion ☐ For endorsement ☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	No

Perth College UHI

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

community which is significantly different from its effect on other communities (including other island communities)?	Click or tap here to enter text.
Status (e.g. confidential/non confidential)	Non Confidential
Freedom of information Can this paper be included in "open" business?*	Yes

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

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

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

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

Perth College UHI

Chair's Notes for BOM 13/12/21:

Regional Strategic Committee (4/11/21)

- Discussion on whether RSB has mandate to apply "institutional element" as part of new Resource Allocation Model. Offline discussion with John Kemp resulted in joint discussion that it could. Could be positive/negative/cost neutral on PC UHI dependent on how continuing partnership council discussions develop.
- Draft regional Outcome Agreement reviewed. General consensus was that it should be more assertive in nature. Version put before court improved somewhat in that direction. Document remains of limited utility at Academic partner level.
- SFC Review and Scottish Government response reviewed. General agreement that UHI needed to be pro-active with respect to guidance that UHI as a Tertiary Provider refine its views on Tertiary funding. Believe it is important that there is substantial AP input to this debate, so PC UHI need to stay engaged.
- FE/HE numbers significantly below target and collectively we are unlikely to regain the deficit in year. Quite likely that there will be SFC clawback, exacerbating an already difficult situation. Agreed by all that all partner learnings need to be input so we can better understand the underlying reasons and thus begin to address solutions. It remains possible of course that we are seeing a true reflection of demand in the region for FE/HE and the main recourse (for HE) will be to work on inward attraction.

PC UHI BOM Chairs Committee (15/11/21)

- National bargaining process continues to be challenging with continuing potential for industrial action.
- Strategy Development process begun with wide-ranging cross college consultation. Board session takes place 8th December.
- We are looking to set up meetings with local MSPs and UKMPs to discuss evolving relationship with UHI.
- Committee remit review and adjusted membership now complete.
- Chairs briefed on Regional Strategic Committee (above)
- Chairs briefed on largely successful drafting of new Part 1 of Partnership framework after meeting on 9/11/21. Part 1 is a general description of the partnership and shared values. The detail will be in Part 2, some of which may be partner specific and will be somewhat more testing to develop. Continued commitment to "mutuality" was clear from the AP perspective.

Perth College UHI

<u>Court (24/11/21)</u>

- Vice chancellors Report
    - SFC not particularly sympathetic to UHI claims for being a special case re FE/HE numbers. Discussion will continue on our confirmed inability to meet the FE/HE targets, and potential for clawback.
    - New VPs appointed (since announced).
- Strategic Projects
    - New progress framework developed that will be a marked improvement and help Court concentrate on the main issues.
    - Interdependency many projects noted with resource constraints particularly acute finance area.
- Smaller Colleges Merger
    - Project manager appointed and plan being mapped out.
    - I noted that no sign as of now for an impact assessment on other partners – was assured this would happen 'further down the line".
- MAATIC (Moray Aviation and Technology Growth deal)
    - Project progressing but similar pressures on budget to that of the Tay Cities deal may force some building changes. UHI as ultimate owners of facility are not keen on value-engineering (i.e. downscaling) the facility, but not clear where additional funding might come from.
- Reserved Business
    - Court was given an early view of proposed EO restructuring – very much a work in progress.
    - Vice Chancellor also presented an outline proposal on strategy to increase international business – direction of travel endorsed.
    - Perth double payments issue brought to attention of court. I have already briefed board on this,.

<u>Recruitment of Independent Board members</u>

- Process completed to recruit for 3 vacancies plus one co-opt member who will fill an identified future vacancy. Proposals go to court for ratification 14/12/21.

Brian Crichton, 02/12/21

Perth College UHI

Paper No. 14

Committee	Board of Management
Subject	HISA Perth Update
Date of Committee meeting	13/12/2021
Author	HISA Perth
Date paper prepared	06/12/2021
Executive summary of the paper	Please outline the follow elements of this paper: i) Purpose – what is it for This paper is to update PCUHI Board of Management on the planned activities of HISA Perth for academic year 2021/22 ii) Impact – what are the intended outcomes HISA Perth will help create a fun and inclusive environment for our students and extra-curricular activities iii) Course of Action – what happens next & by whom HISA Perth will undertake these actions and report back to Board on progress made throughout the academic year Other matters to update Board on not included in the Plan of Work - HISA have been supporting student activities and projects, including art installations, shoe box collections and fundraising activities - HISA met with our students at HIE in Hunan online in November to continue building relationships from last academic year - HISA are working closely with New Opps PATs and students to increase engagement and support SVRs in this area - HISA will be involved in the Education Scotland visit, meeting with the Student Team Member and SVRs on 15th December

Perth College UHI

Consultation Please note which related parties, stakeholders and/or Committees have been consulted	HISA PCUHI Students
Action requested	☒ For information ☐ For discussion ☐ For endorsement ☐ Strongly recommended for approval ☐ Recommended with guidance (please provide further information, below)
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	Yes/ **No**
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	Yes/ **No** Click or tap here to enter text.
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information	N/A Links with HISA Strategic Plan 2020-2023

Perth College UHI

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

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

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

Perth College UHI

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

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

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

HISA Perth Plan of Work 2021-2022

Introduction

Below is the team and operational objectives for HISA Perth during academic year 2021/22. 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 Council 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[1].

The outbreak of coronavirus and subsequent reopening of society and our campus presents a unique challenge to us as a students' association, so the plans below reflect work that we believe to be achievable in a blending capacity so we can cater to the needs of all of our students, whether they are back from campus or are continuing to study from home.

Individual Objectives

Individual Objectives – HISA Perth President							
Workstream	**Output**	**Dates**	**Impact on students**	**Indicator**	**Target**	**To Date**	**Notes**
Enhancing the library	**Increasing promotion of the library**	Sep-June	Student would have access to adequate learning resources that would allow them to be successful in their studies	Promotional event held	3	1	Joint event to promote service to students 1st event 17/11
				Number of students attending events	1		17/11 – 5 students
	Students being able to access the library and its resources	Sept-June		Consultation with students about library service and their needs	1		
				Feedback given to library	1		
	Working in partnership	Sept-June		Regular meetings with library staff to take place	1	1	Monthly catch ups in place with Library Team Leader

---

[1] Can be accessed at Strategic Plan @ Highlands and Islands Students' Association (uhi.ac.uk)

	with library staff						
Promoting socialising outside your course	**Social space/drop in**	October - June	Students will be able to create a support and social network outwith their course enhancing their student experience	Space/drop in available at least bimonthly	12	4	HISA Common Room available online via HISA website Social in person drop in – weekly
				Number of students visiting space/drop in on average	10	4	Average 4 student attend face to face drop in Online figures to be collected from HISA
	Dedicated events	Sept-June		Events taken place	2		Festive Quiz – semester 1 Spring quiz – semester 2
				Number of students attending events	20		
Raising awareness of mental health	**Workshops for students**	Nov - March	Students with have a better understanding of mental health and be able to contribute to a more positive and supportive community at PCUHI	Workshops taken place	2		Collaborative event with mental health staff of PC and possibly with NEUK Possibly at the end of January
				Number of students attending workshops	20		
	Awareness campaign	Nov - March		Stall created with materials for students	1		
				Communications plan created and promoted on social media	1		
Promoting HISA Perth	**Prescence across campus**	Sept-June	Students will have a greater	Attractive promotional materials on campus and online	1	1	Noticeboards on campus and webpages kept up to date

			awareness of their students' association and the support we can provide	Physical presence in Brahan and Goodlyburn buildings increased	1		More presence in Brahan, working on arrangements for Goodlyburn
				Explore possibility of regular HISA space in Brahan building	1	1	Hot desk in library arranged every Thursday 11-1 – to be promoted to students
	HISA Perth as an inviting space	Sept-June		Signage at HISA Perth office improved	1		
				Promotion of Webster/HISA Perth office	1		HISA Day being planned
Links to HISA Strategic Plan 2020-2023	1.2 UHI will be recognised for the quality of its students' experience and their achievements 5.1 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 6.3 Support the UHI Partnership in creating a whole community that is committed to supporting positive mental health and wellbeing 7.1 All members know who HISA are, the opportunities, and services it offers and how HISA can help them						

Individual Objectives – Vice President Activities and Welfare							
Workstream	**Output**	**Dates**	**Impact on students**	**Indicator**	**Target**	**To Date**	**Notes**
Improving the promotion of clubs and societies	Improved Registration System	**Aug – Sep 2021**	Students will have access to a variety of recreational pursuits enhancing their overall	Number of new clubs/societies registered	4	2	Additional potential clubs/socs in process of gathering student interest levels.
				Number of returning clubs/societies registered	12	6	
				Minutes of Meetings held	2		

	Activities Council Meetings	**Sep – May 2021**	student experience.	Number of club/society leaders attending at least one meeting	6		
	Monthly Newsletter Segment	**Sep – May 2021**		Template created for promotion of clubs/societies	1	1	
				Club/society promoted in each newsletter	10	8	
				Number of "opens" per month	100		Awaiting November Results.
Engaging and Accessible Events	Calendar of Events promoted widely	**Sep – May 2021**	Students will develop a sense of community resulting in a deeper connection to Perth College outside of academia.	HISA planned events planned and promoted at least 2 weeks in advance	10	2	Halls of Residence BBQ Freshers Summer Fayre
				Calendar of events included in monthly newsletter	10	1	Featured in Upcoming December Newsletter.
	Diverse & Inclusive Events	**Sep – May 2021**		Events held that reflect the diversity of our student body	6		
				Students are happy with the events we have run	80%		
	Seasonal Event Offerings	**Sep – May 2021**		Running activities during seasonal events	4	1	Upcoming Festive Movie Night.
				Number of students engaging in events	20	30 40	BBQ Attendees Summer Fayre Attendees
Gathering views on issues that concern students	Gathering student Feedback	**Sep – May 2021**	Students will feel their concerns are being listened	Focus Group Sessions held on Brexit, COVID-19 and other important issues to students	3		

				Number of students attending focus groups	10		
	Support National Campaigning Efforts	**July-Jun 2021**	to and are better informed to tackle issues.	Promoting information on national campaigns to students	3		
	Providing guidance on these issues	**Sep – May 2021**		Student Guidance materials created on Brexit, COVID-19 and other important issues to students	3		
Mental Health	Promotion of existing PCUHI/UHI services	**Sep – May 2021**	Student wellbeing will improve resulting in a positive learning environment and improved academic performance.	Gathering information of all services available	1		
				Communications plan created for promotion of different services across HISA Perth channels	1		
	Mental Health Awareness Events	**Sep – May 2021**		Events held throughout year with focus on mental health	2		Planned Event for January 31st.
				Number of PCUHI students attending HISA Mental Health Conference	10		
				Positive feedback from students at events	80%		
	Peer Support System	**Sep – May 2021**		Implementation of system following on from previous year's work	Target?		

Links to HISA Strategic Plan 2020-2023	3.2 HISA will be a vehicle for social change at a local, regional and national level 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 6.1 For all UHI students to feel part of a wider community and for HISA to enhance the spirit and ethos of community 6.2 For every UHI student to be able to access mental health support services when they need to 6.3 Support the UHI Partnership in creating a whole community that is committed to supporting positive mental health and wellbeing

Individual Objectives – Vice President Education and Engagement							
Workstream	Output	Dates	Impact on students	Indicator	Target	To Date	Notes
Student employability post study	Tailored career sessions for students	Sept-May	Confidence and ability to carry out a professional role after course	Subject areas identified	2		To reach out to HISA President, SDDs and Careers team to identify
				Session takes place	2		-
				Number of students attending	20		-
	New workplace opportunities for students	Sept-June		New opportunities identified in different subject areas	3		Will incorporate into refreshers
				Opportunities advertised to students	3		
				Students taking part in opportunities	3		
	Improve opportunities advertisement	Sep-June		Subject areas identified to take part	2		To be identified

				Best way to share with relevant student identified	1		Will take to SRC
				Job placement opportunities shared with Student Voice Reps or PATs	1		Looking at best way to share this
More control of learning	Determining how much influence students have over delivery	Sept-Dec	Students having better experience with their learning by having more control and input into what they are taught	Scoping exercise carried out over curriculum areas of optional units	1	1	Feedback taken at first SRC meeting
				Discussion with SDD's over student influence over student learning	1		To be discussed
	Use of alternative teaching methods	Sept-Dec		Identifying good practice of alternative teaching methods across PCUHI from staff	1		
				Identifying good practice of alternative teaching methods across PCUHI from students	1		Will gather feedback from SVRs
				Creating resource to share with teaching staff in partnership with PCUHI	1		

Student Voice Reps	Recruitment of Student Voice Reps	October 2021	Student experience is improved through change suggested and led by students.	Increase in number of courses having at least one student voice representative.	60%		187 reps at PCUHI 140 registered with HISA
	Student Voice Rep Training	October – December 21		Deliver student voice rep training in partnership with Quality Team.	5	7	3 more scheduled
				Increase number of class reps being trained.	60%		35 reps trained
	Student Representative Council Meetings	October -May 2022		Review format of SRC meetings to take place online and in person	1	1	Meetings taking place Monday AM for online and Wednesday lunch for in person. Meetings have same format
				Regular meetings to be held.	6	1	SRC 1 – w/c 22/11 SRC – w/c 13/12 Semester 2 dates TBC
Gathering Feedback from students	New methods of gathering student voice identified	Sept-May	Increasing the ways in which the student voice can be collected leading to increased student engagement	Workshop taking place	1		To be scheduled
	New methods of gathering student voice tested			Ideas tested out by HISA	1		Have tested out voting buckets
				Evaluation of ideas by HISA	1		

	New methods of gathering student voice implemented			Asking students views on what should be taken forward	1		
				Implementing new methods of feedback	1		
				Number of feedback received from students using new methods	50		Voting bucket - 42
Links to HISA Strategic Plan 2020-2023	1.1 . The University of the Highlands and Islands will be the United Kingdom's leading integrated university, encompassing further and higher education 1.3 UHI worldwide reputation will be built upon its innovative approach to learning and its distinctive research and curriculum, enriched by the people, natural environment, economy, culture and heritage of our region and its communities 2.1 HISA, working in partnership with the academic partners and UHI, will run an effective, accessible and democratic representative system region-wide that takes into account all learning modes and demographics 2.2 HISA digital democracy will be sector leading, accessible to all its members and have a real impact 2.3 HISA will provide top-level training, support and development for its representatives and officers at the local and regional level to ensure a sector-leading student academic and, wider, experience 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 4.3 To develop employability prospects for all students						

Team Objectives

Workstream	Output	Dates	Impact on students	Indicator	Target	To Date	Notes
Sustainability	Reducing waste	Sept-June	Students will be contributing to a more sustainable society, benefitting life	Discussions with Aramark taken place	1		Meeting to be set
				Promotional campaign taken place	1		
				Collecting stationary on campus	1		Ongoing
	Encouraging reusing	Sept-June		Reused stationary given out to students	1	1	Given out as part of Freshers – over

	resources on campus		on campus and in wider society				1300 stationary items given away. Permanent stall outside HISA office Total Items of stationary given away - 1423
				Exploring other ways to encourage reuse of resources on campus	1		In discussions with Gumdrop and student group about different projects
Inclusivity	Anti-racism and racial harassment	Sep-June	Student experience is enhanced for under-represented students.	Continued participation in PCUHI Anti-Racism Working Group Action Plan	1		Action Plan incorporated into Plan of Work
				Visual Campaign Conducted	1		Looking to promote Black Lives Matter and Standing Up to Racism
				Anti -Racism workshops held	1		Workshops will take place that will talk about what is racism and how we can combat it. To be sourced
Communicating with Students	Regular HISA Perth Newsletter	Sept-June	Students will have a better knowledge of their local students'	Layout of newsletter created	1	1	Created
				Newsletter sent out to students	10	1	November shared on social media. December being created

			association, enabling them to get more easily involved and enrich their overall student experience	Number of students interacting with newsletters	50		
	Up to date online communications	Sept-June		Regular posts on local social media	1	1	Being undertaken with support of regional comms team
				Web pages kept up to date	1	1	PCUHI done by local team, HISA website done by HISA comms team
				Number of visits to website monthly	200		Still collating figures
				Increase in online engagement	800 (per month)		Still collating figures
	Regular in-person communications with students	Sept-June		Number of students interacted with in person	20 (per interaction)		
Links to HISA Strategic Plan 2020-2023	3.4 Equality, diversity, and inclusiveness are embedded in all HISA activity. 3.5 We will be an eco-friendly organisation leading the way in environmental sustainability 6.1 For all UHI students to feel part of a wider community and for HISA to enhance the spirit and ethos of community 6.2 For every UHI student to be able to access mental health support services when they need to 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						

Operational Plan

Workstream	Output	Dates	Impact on students	Indicator	Target	To Date	Notes
Freshers and Induction	HISA Perth input during Inductions	September 21	New students are made to feel welcome to Perth College UHI	HISA to feature as part of induction programme at Perth College UHI	20	73	Partnered up with Student Engagement Officer for Brahan Lecture Theatre Inductions – 30+. Confirming students 40+ class inductions booked – final figure 85
	Freshers activities	30th Aug – 3rd Sept		Events taken place.	3	4	Student Socials (online and in person) Support for Students – 80+ students Summer Fayre – 40+ students Goodies Giveaway – over 1000+ stationary, 400+ dig in boxes and 200+ HISA branded goodies given away

	Working with local companies/organisations/charities	30th Aug – 3rd Sept		Local companies/organisations/charities featured in Freshers' activity.	1	18	Attendance at Support for Students Event and online promotion
	Integration with regional Freshers' activity	Sept 21		Promotion of local and regional activities to be cohesive.	1	1	Central Freshers website and ticketing run by regional.
ESES	Improve participation.	Oct 21	Changes are made to the early student experience based on student feedback.	More students take part in ESES.	54%		
	Improve score	Oct 21		Increase in awareness of HISA from 2020-2021	86%		
HISA Con	Improve attendance	Jan 22		Number of PCUHI students attending HISA Con	4		Registration open to SVRs 1/12 for in person. Online registration open in new year
Elections	Local positions filled	Feb 22	Effective student representation decided by students for students.	All HISA Perth positions to have a candidate.	3 (per position)		
	Turnout	Mar 22		Increase on voter turnout from 2020-2021	9%		
	Number of candidates	Feb 22		Increase in number of candidates.	12		

National Student Survey	Improve participation.	June 22	Student experience improved for HE students.	More students take part in NSS.	75%		
	Improve score.	June 22		Increase Q26 score from 2020-2021	53%		
SSES	Improve participation.	March 22	Changes are made to the overall student experience based on student feedback.	More students take part in SSES.	46%		
	Improve score.	March 22		Increase in HISA Perth specific questions from previous year.	75%		
OBI Awards	Awards Timeline	Jan 22	Best practice of staff and students is shared to all at Perth College UHI	Timeline of awards created and published	1		
	Review Nomination Form			Online nomination form updated and made easier to navigate.	1		
				Alternative nomination form created so all students can participate	1		
	Nominations from every sector	Mar 22		Each sector area has nominations in every category.	1		
	Nomination numbers	Mar 22		Increase in nomination numbers in 2021-2022	400		
				Improve nomination numbers in areas with low engagement	50		
	Celebration of awards	May 22		Awards ceremony takes place.	1		
				Wider promotion of winners	1		

HISA Awards	Nominations numbers	June 22	Best practice of staff and students is shared to all at Perth College UHI	Increase in nomination numbers in 2021-2022	70	
Sporting Blues	Nominations numbers	June 22	Student sporting achievements is celebrated, encouraging participation and success in sporting activities at Perth College UHI	Increase in nomination numbers in 2021-2022	10	
Supporting Students	Student queries	Sept - June	Students will receive impartial advice and support.	Monitoring and recording of queries.	1	System being updated from last year
				Number of queries received from students	150	Collating figures – delay due to sickness in team
Link to HISA Strategic Plan 2020-2023	1.2 UHI will be recognised for the quality of its students' experience and for their achievement. 2.4 HISA's officer structure will be advanced, effective and reflect the needs of its students, UHI and the Partners. 3.1 HISA becomes the place that students and academics alike recognise as providing independent appropriate and quality support advice on academic and welfare issues. 3.3 Throughout UHI, officers, volunteers and representatives will work in partnership with academics and the wider staff community to solve problems and provide an evidence base to drive policy change. 6.1 For all UHI students to feel part of a wider community and for HISA to enhance the spirit and ethos of community.					

Activities and Events (subject to change)

Workstream	Output	Dates	Officer lead	Indicator	Target	To Date	Notes
Liberation Events	LGBT History Month	Feb 2022	VPAW	Events created and hosted in partnership with Perth and UHI LGBT+ societies.	1		
	Student Parents Event	March 2022	VPAW	Event taken place	1		To be for student parents and their children
Engagement events	Halls of Residence Event	Dec 2021	VPAW	Event taken place.	1		Looking to plan Movie Night. Date tbc
	Music Showcase Event	Dec 2021	VPAW	Event taken place	1		Co-hosting with HNC Music Business students
	Christmas	Dec 21	VPAW	Event taken place.	1		
	Valentine's Day	Feb 22	VPAW	Event taken place.	1		
	OBIs	May 22	All	Award ceremony taken place.	1		
	Student Sports Day	May 2022	VPAW	Date determined and event taken place.	1		
Refreshers	Refreshers	Jan 22	All	Events taken place.	1		
				Local companies/organisations/charities featured in Refreshers' activity.	1		Winter market being planned – date tbc
				Promotion of local and regional activities to be cohesive.	1		
Cultural/Awareness Raising Events	Mental Health Event	Jan 2022	President/VPAW	Event taken place.	1		
	Chinese New Year	Feb 2022	VPAW	Event taken place.	1		
	Easter Event	April 2022	VPAW	Event taken place.	1		

	Mental Health Awareness Week	May 2022	President/VPAW	Event taken place.	1		
Partnership Events	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		
Link to HISA Strategic Plan 2020-2023	5.1 To provide every student at UHI with the opportunity to take part in extracurricular opportunities. 5.2 To enhance the student social experience across the UHI Partnership. 6.1 For all UHI students to feel part of a wider community and for HISA to enhance the spirit and ethos of community.						

Conclusion

Above shows the plan of work for HISA Perth during academic year 2021/2022 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.

Perth College UHI

Committee	Board of Management
Subject	Committee Minutes
Date of Committee meeting	13/12/2021
Author	Various
Date paper prepared	09/12/2021
Executive summary of the paper	The following committee minutes are presented for noting: • Paper 16b - Strategic Development Committee, 2 November 2021 • Paper 17 - Learner Experience Committee, 10 November 2021 • Paper 18 - Chairs' Committee, 15 November 2021 • Paper 19 - AST Board, 23 November 2021 • Paper 20 - Joint Finance & Resources & Audit Committees, 29 November 2021 (to follow)
Consultation How has consultation with partners been carried out?	n/a
Action requested	☒ For information ☐ For discussion ☐ For recommendation ☐ For approval
Resource implications (If yes, please provide details)	~~Yes~~/ No

Perth College UHI

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

Perth College UHI

Status (e.g. confidential/non confidential)	Non Confidential
Freedom of information Can this paper be included in "open" business?*	Yes/~~No~~

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

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

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

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

Engagement Committee

DRAFT Minutes

Meeting reference: Engagement 2021-22/02
Date and time: Tuesday 2 November 2021 at 5:00pm
Location: Online

Members present: Andrew Comrie, Board Member (Chair)
Katrina Hodgson, Board Member (Vice Chair)
Heather Cormack, Board Member
Margaret Cook, Principal
John Dare, Staff Board Member
Sheena Devlin, Board Member (from Item 6 onwards)

In attendance: Lorenz Cairns, Depute Principal (Academic)
Deborah Lally, Head of Student Experience (until Item 6.3)
Veronica Lynch, Vice Principal External
Ian Wishart, Director of Finance
Catherine Etri, Associate Principal (Curriculum)
Gareth McKenna, Head of Business Development
Penny Davis, Minutes

Chair: **Andrew Comrie**
Minute Taker: Penny Davis
Quorum: 3

University of the
Highlands and Islands
Perth College

Summary of Action Items			
Ref	**Action**	**Responsibility**	**Time Line**
	Meeting – Thursday 25 August 2021		
13	Date & Time of Next Meeting Student Member to be invited to next meeting	Principal/Clerk	Next meeting
	Meeting – Tuesday 2 November 2021		
4	**Minutes of Meeting on 26 August 2021** Arrange for approval of Engagement Committee Minutes (potentially at next Board Meeting)	Principal/Clerk	Board Meeting
6.2	**College Strategy Development** Provide Committee with timeline for Strategy development.	Principal	Next Meeting
6.2	**College Strategy Development** Schedule Committee development session further to Board session.	Principal/Clerk	Post Board Strategy Session
6.3	**Commercial/Non-Core Business Strategy** Provide diagrammatic representation of framework. Seek input of K Hodgson as appropriate.	VP External	Next Meeting
6.3	**Commercial/Non-Core Business Strategy** Consider developing elevator pitch to explain non-core business strategy.	VP External	Next Meeting
6.3	**Commercial/Non-Core Business Strategy** Provide further report on commercial activity to next meeting of Committee.	VP External	Next Meeting
6.5	**Development Trust** Provide Committee with more information including, potentially, presentation by representative of Trust.	Principal/VP External	Next Meeting

Minutes:

Item		Action
1.	**Welcome and Apologies** Chair welcomed everyone to the first meeting of the newly established Strategic Development Committee, and welcomed Katrina Hodgson as Vice Chair. Members noted that the Committee's remit had not been finalised and there would be an opportunity to discuss under Item 6.1. Members noted that the Student Member of the Committee had still to be confirmed.	
2.	**Additions to the Agenda** None.	
3.	**Declaration of Interest in any Agenda Item** None.	
4.	**Minutes of Meeting held on 26 August 2021** Members noted that a quorum of the former Engagement Committee was not present to approve the minutes. It was agreed alternative arrangements would be made to approve the minutes.	Principal/ Clerk
5.	**Matters Arising from Previous Minutes** **Meeting of 22 April 2021** **Item 4 – Minutes of Previous Meeting** Action: Issue Minutes when available Update: Complete **Item 12 – Committee Minutes** Action: Issue Staff Engagement Group Minutes when available Update: Complete **Item 13 – Date and Time of Next Meeting** Action: HISA CEO to be invited to next Engagement Committee Update: HISA President was not available; to be followed up **Meeting of 26 August 2021**	Principal/ Clerk

	Item 4 – Minutes of Previous Meeting Action: Date of previous meeting agenda to be changed from January to April Update: Complete **Item 7.2 – Student Recruitment** Action: PATs to be given further information in relation to late applicants and importance of Student Voice Reps being made aware of late starts to give additional support Update: Complete; information passed to PATs **Item 7.2 – Student Recruitment** Action: Head of Student Experience to send information on funding to Committee Update: Complete **Item 8.1 – Risk Register** Action: Staff retention to be added Update: Complete; Staff Retention risk to be monitored by Finance & General Purposes Committee **Item 8.1 – Risk Register** Action: Risk register format and reporting to be reviewed Update: In train; Board approved approach to review on 14.10.21 **Item 11.1 – Addressing Racism** Action: Schedule further meeting and review membership Update: Complete **Item 11.1 – Addressing Racism** Action: Update paper with agreed changes Update: Complete **Item 11.1 – Addressing Racism** Action: Update on committee structure – changes to be implemented in second cycle once approved Update: Complete; Board approved plan on 14.10.21; reporting would be to Strategic Development Committee	
6	**Items for Discussion**	
6.1	**Remit, Operation & Membership** Principal outlined the remit of the new Committee with regard to strategy, commercial and non-mainstream work, noting that there was an opportunity to consider how Board Members' skills, knowledge and experience could be used most effectively. Chair referred to the initial remit agreed by the Board, highlighting	

	opportunities to develop strategic partnerships and grow non-SFC income. Members discussed the range of engagement opportunities, including with internal stakeholders and externally within in the sector, but also more widely with thought leaders, small businesses and others. DP (Academic) highlighted relevant performance measures in the Regional Outcome Agreement that could inform the Committee's activity, the need to focus on enhancing the learner experience, and the need to ensure a strategic focus and avoid duplication while being informed by operational data. Committee confirmed that it was content with the remit agreed by the Board, that it would seek to finalise membership including a Student Member, and that its focus would be on strategic, student-centred development informed by internal and external input.	
6.2	**College Strategy Development** Principal provided a verbal update, reporting that consultants, Social Optic, had now been appointed and a meeting was scheduled for the following day. She advised that a 'top down and bottom up' approach would be taken, including wide engagement with staff and with Board Members through strategy development sessions. A separate Committee session could be arranged if requested. A draft strategy would be brought to the March meeting of the Committee and then to the Board for approval. Chair requested a development timeline. Principal agreed to develop this with Social Optic. It was hoped work could begin at the Staff Conference the following Thursday. Staff Board Member welcomed early engagement with staff. Principal noted the need to strike a balance between staff, executive leadership and Board input and the role of the consultants in guiding the College through a non-linear process. Members agreed that a Committee-specific session should follow the Board session and focus on particular areas as recommended by Board. Principal advised that the strategy timeframe would be three to five years to allow for working through the post-COVID recovery period. Committee confirmed it would await timeline, would convene to consider the strategy after a full-Board session, and would be guided	 Principal Principal/ Clerk

	in its focus by the outcomes from that session.	
6.3	**Commercial/Non-Core Business Strategy**	
	VP External presented Paper 2, outlining a framework for the development of a non-core income strategy in alignment with the overarching strategic process, noting that all enabling strategies would be reviewed to ensure alignment. SMT would work with staff, students, the Board and employers to shape the strategy.	
	Board Members noted the complexity of the framework and agreed that a diagrammatic representation would be helpful. It was agreed this would be provided. Katrina Hodgson offered to provide input where appropriate.	VP External
	VP External set out approach to development of non-commercial income streams, noting that more financial data was now available to allow for consideration of conversion to commercial revenue streams and testing of current arrangements. The report outlined areas for consideration.	
	Members discussed the report and the need to measure not only financial income but leveraging of engagement and potential wider benefits that the College may wish to invest in. The return on investment may be several years in the future. Divestment and/or remodelling should also be considered. It was agreed that new financial data would provide a sound basis for decision-making.	
	Board Member noted the potential for confusion where the commercial strategy might overlap with international or other strategy areas. It was agreed the proposed diagrammatic approach would provide clarification. Board Member suggested an elevator pitch to set out the non-core business strategy may be useful.	VP External
	Members discussed the definition of non-core income. Principal clarified that further to ONS reclassification the College was not able to retain profit between financial years but there was still a need to bring in additional funding to subsidise core income. The nursery was discussed as an example of a business which was not profit-making but was an important source of support for students.	
	The Committee endorsed the approach set out in Paper 2 and requested that a further report on commercial activity be brought to the next meeting to inform its work going forward. It was agreed that the Committee would need to be agile given the constraints of a quarterly meetings cycle.	VP External
6.4	**ICT Strategy**	

	VP External provided a verbal overview of work to date and introduced an interactive session using Mentimeter to allow members to contribute to strategy development. Via electronic feedback forms, Members were asked to: • prioritise statements on the purpose of the ICT strategy; • rate and provide feedback on vision statements; • explore key goals within themes of Culture, Responsiveness, Sustainability, and Communication and Collaboration. Chair noted that it would be interesting to see the ICT Strategy in due course and how Members' feedback was used.	
6.5	**Development Trust** Head of Business Development presented a series of slides, explaining the constitution and history of the Development Trust, which was an arms-length trust with one member of staff employed by the College. He outlined strategic aims relating to Culture, People, Fundraising, Fundraising Initiatives, Profile, Systems and Processes, and Partnerships. The proposal was to consider greater integration of the Trust within the College. As a consolidated entity it would become the responsibility of Perth College. A three-year roadmap with financial targets had been developed. The Committee agreed that it would welcome more information, including, potentially, a presentation from a representative of the Trust.	Principal/VP External
7	**Performance Monitoring & Compliance**	
7.1	**Risk Register/Balanced Scorecard** Principal provided a verbal report on the status of the Risk Register and Balanced Scorecard, noting that the Director of Finance was leading development in this area and would report to the Board initially, after which Committee-level monitoring and reporting arrangements would be reviewed.	
8	**College Policies and Strategy**	
8.1	There were no items for this meeting.	

12	**Committee Meetings (for noting)**	
12.1	There were no items for this meeting.	
13	**Date and time of next meeting:** Thursday 27 January 2022	
14	**Review of Meeting** Committee confirmed the business of the meeting had been compliant with 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 ☑**

Learner Experience Committee

DRAFT Minutes

Meeting reference: Learner Experience 2021-22/02
Date and time: Wednesday 10 November 2021 at 2.30pm
Location: Online

Members present: Margaret Cook, Principal (Chair)
Ann Irvine, Board Member
Robert Boyd, Teaching Staff Member on the Committee
Todor Pavlov-Kennedy, HISA Perth President
Patrick O'Donnell, Staff Board Member
Miranda Landale, Co-opted Committee Member
Lorenz Cairns, Depute Principal (Academic)
Veronica Lynch, Vice Principal (External Engagement)
Deborah Lally, Head of Student Experience
David Gourley, Head of Learning & Teaching Enhancement
Rosalind Bryce, Chair of Scholarship & Research Committee

In attendance: Penny Davis (Minutes)

Apologies: Fiona Martin, Board Member
Sheena Devlin, Board Member
Catherine Etri, Associate Principal (Academic)

Chair: **Margaret Cook**
Minute Taker: Penny Davis
Quorum: 7

Perth College is a registered Scottish charity, number SC021209.

University of the
Highlands and Islands
Perth College

Summary of Current Action Items			
Ref	**Action**	**Responsibility**	**Time Line**
5	**Matters Arising from Previous Meeting** Student Destinations info paper to be distributed when available	Head of Student Experience	Next Meeting
7.1	**HISA Perth Plan of Work 2021-22** Complete Plan for December Board meeting.	HISA Perth President	December Board
7.1	**HISA Perth Plan of Work 2021-22** Provide report to Principal on engagement with teaching staff; share with Committee as appropriate.	HISA Perth President/ Principal	Next meeting

Minutes:

Item		Action
1.	**Welcome and Apologies** Chair welcomed everyone to the first meeting of the Learner Engagement Committee, formerly the Academic Affairs Committee. Members noted apologies received from Fiona Martin, Sheena Devlin and Catherine Etri.	
2.	**Additions to the Agenda** There were no additions to the Agenda.	
3.	**Declaration of Interest in any Agenda Item** There were no declarations of a conflict of interest.	
4.	**Minutes of Meeting held on 8 September 2021** The minutes of the Academic Affairs Committee meeting on 8 September were confirmed as an accurate record.	
5.	**Matters Arising from Previous Minutes** **5. Matters Arising from Previous Meeting** **Action**: Student Destinations info paper to be distributed when available **Status**: Collation of information in progress; still to be circulated **Action**: Link to be circulated to Committee for SFC Benchmark Report on KPIs **Status**: Confirmed report published on website; link will be shared with Committee Members if requested **6.4 Student Funding Update** **Action:** Report to next meeting of Committee. **Update:** Verbal report provided at meeting. Different processes had been introduced during lockdown. Systems had been enhanced, were more joined-up, and applications processing had been improved. Changes had been well-received. **6.5 External Verification Overview Report** **Action**: Add report to Committee agenda on annual basis. **Update**: Principal confirmed arrangements were in place for annual reporting.	Head of Student Experience

	7.1 Student Completion and Progression **Action:** Circulate indicative progression KPIs **Update**: On agenda **Action:** Raise use of SAAS +1 funding for students affected by COVID restrictions with Colleges Scotland **Update:** Complete; Principal reported that a range of actions that were being progressed. **8.1 Risk Register** **Action:** Bring executive report on mitigating actions to next meeting. **Update**: In progress; Director of Finance taking forward review of Risk Register. **9.1 Addressing Racism** **Action:** Final draft report to be taken to October Board. **Update:** Complete	
6.	**Terms of Reference** Principal introduced Paper 2. Changes to the previous Terms of Reference had been minimal, but the new Committee would have a greater focus on the learner experience. Committee confirmed that it was content with its remit.	
7	**Learner Experience**	
7.1	**HISA Perth Plan of Work 2021/22 - Update** HISA Perth President presented Paper 3, advising that work on the Plan was not complete but was underway and good progress had been made against some objectives. He confirmed that this would be complete before the next Board meeting. Areas where progress was ahead of plan included: • registration of Student Voice Reps - a total of 175 were expected and 131 had been registered; work was ongoing with Quality to provide training and support; • sustainability objectives, including progress with recycling, disposable face-masks and Gumdrop bins. Head of Student Experience stressed the importance of the Student Voice Rep role in making students aware of available resources and services. HISA Perth President confirmed that next steps were in place for training to support this. Board Member enquired about HISA engagement with academic staff to provide for student input into how they are being taught. HISA Perth	HISA Perth President

	President advised that there had been some engagement with teaching staff. He would bring a report to the Principal in the next week, which could be shared with the Committee as appropriate. Depute Principal (Academic) reminded Members that curriculum indicative content is fixed, to ensure relevance and alignment to policy, but there would always be a willingness to consider potential enhancements to delivery. Committee noted the update report.	HISA Perth President/ Principal
7.2	**HISA Perth Update** HISA Perth President presented Paper 4, reporting good progress. Freshers events had gone very well, with a good level of participation. The focus had now shifted to Student Voice Reps and on supporting student who needed advice and support. A calendar of events was in place, the first of which was a Library Day on 17 November. Committee noted the update report.	
7.3	**National Student Survey** Head of Student Experience provided a verbal report on the Early Student Experience Survey 2021-22, which was an important barometer for the College. There had been a 36% response rate overall at this stage but the survey was still open for a few days. Last year's response rate was 42%; the target this year was 50%. She advised Members that while there were no specific points of concern to report, the data showed a downward trend in satisfaction with teaching on courses. This remained marginally higher than UHI overall, and the impact of the pandemic and reduced access to learning facilities may be a factor. She provided an outline of results as follows. • Overall satisfaction was 77.4% (77.6% for UHI); • Areas where results were disappointing included the level of satisfaction with HISA and with opportunities to provide feedback on courses; • Some practical subject areas such as Engineering had been affected by pandemic restrictions. Other areas, such as Music, Business, and Sports & Fitness remained consistently strong. Committee noted the report.	

7.4	**Student Satisfaction & Engagement Survey** Head of Student Experience provided a verbal report, advising that Perth College had received relatively good results in the Student Satisfaction and Engagement Survey 2020-21 in comparison with other colleges. Student uptake of surveys was always challenging, and the response rate had been in decline since the introduction of individual electronic links. The methodology was under review to increase the response rate. Perth College could decide how it collected data to share with the SFC. Further discussion was taking place via the Quality Forum. Board Member suggested it may be helpful to look at how other surveys in the sector were conducted. HISA Perth President advised that HISA was also looking at alternative voting systems. Principal advised that the focus should be on improving uptake of the electronic survey. Committee noted the report.	
7.5	**Postgraduate Taught Experience Survey** Head of Student Experience provided a brief verbal report, highlighting a higher level of satisfaction on UHI Taught Postgraduate courses than the rest of the Scottish and UK sectors. Committee noted the report.	
8	**Curriculum**	
8.1	**Student Completion and Progression Update** Head of Student Experience provided a verbal update based on data which was now available for 2020-21. She highlighted challenges including: • the difference between the first year of the pandemic, when students had commenced courses and face-to-face teaching prior to lockdown, and the second year, when teaching had been online from the outset; • the difficulty in completing courses with practical elements; • the varying impacts of the pandemic on students' circumstances and ability to complete their studies; the SFC's funding for mental health counsellors had recognised the need for additional support. There had been a drop in success rates from 67% in 2019-20 to 62.6% in 2020-21. Part-time completion rates were better than full-time.	

Progression rates had also been lower.

Changes were highlighted in the following areas:

- school pupils' success rates had dropped (school pupils had not been allowed on campus);
- success rates had remained high among Modern Apprentices and others in employment;
- part-time females had been less likely to succeed than males; but this position was reversed for full-time courses;
- there had been a decline in success rates among students from SIMD10/20 areas, minority ethnicity students, those who had a disability and those who were care-experienced.

Sector data would be released by the SFC later in the year, which would allow for further analysis and comparison.

Committee noted the report.

8.2	**Student Recruitment Update** Head of Student Experience provided a verbal report, advising that analysis was being undertaken of FE and HE recruitment data. FE and HE recruitment figures for September were both around 200 short of target, which would have a severe impact on the College and which could not realistically be made up with part-time recruitment. The focus would be on maximising January intake. She reported that the October break was a critical juncture for students deciding whether to continue on a course, and the College would not be able to draw down funding for any students who left at that stage. Effective, early intervention and appropriate support was essential. Principal confirmed that this was a common picture across the sector. Paperwork had been submitted to the Scottish Government and SFC via Colleges Scotland requesting that there should be no clawback this year for not meeting targets. The financial impact otherwise would be significant. Teaching Staff Member raised the question of the potential impact of clawback on staff, which Principal agreed would need to inform the debate with Scottish Government and SFC. Members discussed the previously anticipated increase in demand for upskilling as a result of furlough ending. It was noted that this had not happened. Factors were discussed, including the increase in university places, the availability of jobs, and more pupils remaining in school for 6th year. It was confirmed the College was prepared for a	

	demand for upskilling if this transpired. Committee noted the report.	
8.3	**Digital Poverty** Head of Student Experience presented Paper 5, advising Members that the scheme had been renamed the Digital Support scheme further to student feedback. Procedures had improved since the scheme was first introduced and demand was being measured for incoming and progressing students and the expectation that demand with the January intake would be manageable. Laptops and dongles were provided free of charge, but students were also encouraged to buy their own equipment where possible, and arrangements were in place for return and recycling of equipment to ensure demand could be met and to minimise exclusion. 579 laptops had been loaned to date; 93 students were waiting to receive available laptops; and 112 students had still to return laptops. 57 dongles were presently on loan; a further 40 were in the process of being loaned; there was no waiting list for dongles. Board Member enquired about the legal status of lending agreements. Head of Student Experience advised that contracts were put in place by UHI. It was assumed that these had been subject to legal review, but there may be scope to make it more explicit that equipment must be maintained and returned, and that students should be given a copy of the agreement. Committee noted the report and the positive impact of the initiative.	
9	**College Policies and Strategy** There were no reports for this meeting.	
10	**Committee Minutes** Committee noted the following. • Paper 6 – Scholarship and Research Committee, 21 October 2021 • Paper 7 – Student Engagement Group, 15 September 2021	
11	**Date of Next meeting** 2 February 2022 at 2.30 pm	

12	**Review of Meeting**	
	Committee confirmed the business of the meeting had been consistent with 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 2018?   **Yes ☐   No ☑**

Audit Committee

DRAFT Minutes

Meeting reference: Audit 2021-22/01

Date and time: Monday 29 November 2021 at 5.00pm

Location: Online

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

In attendance: Margaret Cook, Principal
Lorenz Cairns, Depute Principal (Academic)
Veronica Lynch, Vice Principal (External)
Iain Wishart, Director of Finance
Katy Lees, Head of HR & Organisational Development
David Archibald, Henderson Loggie
Rachel Wynne, Ernst & Young
Patrick O'Donnell, Staff Board Member

Apologies: Grace Scanlin, Ernst & Young
Stephen Reid, Ernst & Young
Andrew Comrie

Chair: **Jim Crooks**

Minute Taker: Trudy Guthrie

Quorum: 3

University of the Highlands and Islands
Perth College

Summary of Historic Action Items			
Ref	Action	Responsibility	Time Line
	Carried Forward from Meeting of 11 March 2021 and meeting of 29 November 2021		
5	**Matters Arising** Issues surrounding safe use of personal devices to be raised at next H&S Committee meeting; Original action to be clarified and progressed as appropriate.	Head of HR & OD	Next Meeting
12	**Review of Meeting** Clerk to update Terms of Reference to clarify that membership of F&GP Committee precludes membership of Audit Committee, and vice versa; Principal to confirm completion of action.	Principal	Next Meeting
	Carried forward from Meeting of 31 May 2021 and meeting of 29 November 2021		
8.1	**Audit Action Plan** Chair to inform joint Audit Chairs Committee re proposals for circulation and approval by Finance & Audit Committees.	Chair	Next Audit Chairs Meeting

Summary of Current Action Items			
Ref	Action	Responsibility	Time Line
6.1	**Audit Action Plan** Update Committee on progress with completion of Equalities actions.	Vice Principal	Next meeting
6.1	**Audit Action Plan - Documenting Finance Processes** Provide Committee with report on completion timescales and context including Sarbanes-Oxley principles.	Director of Finance	Next meeting
6.2	**Code of Good Governance – Compliance Template** Incorporate any comments received from Members and include comment on outstanding Equalities actions in final compliance report to Board.	Principal	Next Board Meeting
6.3	**Review of Risk Register** Risk 17 – Update register to reflect current position.	Principal	Next Board Meeting
6.3	**Review of Risk Register** Risk 26 – Provide update to Committee on progress with integrated systems.	Director of Finance	Next meeting

6.3	**Review of Risk Register** Risk 29 - Review information provided on asset management risk.	Director of Finance	Next Board meeting
6.3	**Review of Risk Register** SMT to undertake overall review and update of Risk Register to reflect current deadlines, mitigating actions and residual risks.	Principal	Next Board meeting
6.4	**Annual Health & Safety Report** Forward internal audit plan by e-mail to Members for information.	Head of HR & OD	Post-meeting

MINUTES

Item		Action
1.	**Welcome and Apologies** Chair welcomed everyone to the meeting and noted apologies.	
2.	**Declaration of Conflict of Interest in any Agenda Item** There were no declarations of interest.	
3.	**Minutes of Meeting of Audit Committee, 4 October 2021** The minutes were approved as an accurate record of the meeting.	
4.	**Matters arising from previous minutes**	
	<u>Ref 6.1 – Audit Action Plan</u> Vice Principal (External) drew attention to page 16 of the Plan and advised that we are now sitting at 93% of actions complete since last reporting period. Took Committee through the remainder of the items which still need actioning including the Comms Strategy which will now be moved to an April 2022 completion date. Head of HR & OD advised that a new EDI advisor will be starting on 20th December. A change of wording would be made on p19 of the report regarding training having taken place (this had been agreed by the Chair in consultation with a member of the Committee and Vice Principal (External)	
	<u>Matters arising from 11 March 2021</u> <u>Ref 5 – Matters Arising</u> **Action 1:** Head of HR & Organisational Development to compare KPIs in H&S Annual Report with other Academic Partners **Action Update:** Complete; Head of HR&OD confirmed other APs did not have a specific report; report had been reduced and modified. **Action 2:** Issues surrounding safe use of personal devices to be raised at next H&S Committee meeting **Action Update:** Deferred to next meeting; original action to be clarified and progressed as appropriate. <u>Ref 12 – Review of Meeting</u> **Action:** Clerk to update Terms of Reference to clarify that membership of F&GP Committee precludes membership of Audit Committee, and vice versa.	Head of HR

	Action Update: Deferred to next meeting; Principal to confirm and report back.		Principal
	Matters arising from 31 May 2021		
	Ref 8.1 – Audit Action Plan **Action 1:** Director of Finance to compose a paper outlining proposals for circulation and approval by F&GP and Audit Committees.		
	Action Update: Complete; report on financial procedures on agenda.		
	Action 2: Chair would inform joint Audit Chairs Committee re proposal reference above.		
	Action Update: Deferred to next meeting.		Chair
	Ref 8.2 – Review of Risk Register **Action 1:** Clerk to liaise with HR Manager re mandatory training around Health & Safety (Risk 17) and update accordingly.		
	Action Update: Risk register on agenda; action transferred to current actions.		
	Action 2: Clerk to update Risk 26 based on discussion around integrated HR/Finance/Payroll systems		
	Action Update: Risk register on agenda; Perth College in discussions with Inverness and Moray Colleges re integrated Financial and HR systems; no plan to use Tech One system used by EO; action transferred to current actions.		
	Action 3: Clerk to revise risks around Asset Management (Risk 29) based on Audit Report.		
	Action Update: Risk register on agenda; action transferred to current actions.		
4.	**Audit Action Plan – Progress Update** DA of Henderson Loggie presented this summary of work completed in 2021. He reiterated to the Committee that he is independent from the College which complies with the Public Standards Body. Discussed two reports which have significant issues and require improvement, these are the Asset Management Report and the Staff Skills Report. The Committee discussed how these can be improved and appreciated that this will not be able to looked at until next year. Also discussed progress and updated what has been done around implementing the recommendations from areas highlighted for improvement last year. DA stated he		

	met with members of the SMT to draft a 3 year strategic plan and will bring this to the next meeting.	DA
5.	**Internal Audit Annual Report 2020-21**	
6.	**Internal Audit Reports**	
6.1	**Internal Audit Report No: 2021/06 – Student Recruitment & Retention** DA of Henderson Loggie stated that an overall high level of recruitment and retention has been maintained after the recovery from the cyber incident. Students are engaging with their studies well and are happy with the revised way of working. Procedures need to be reviewed along with a couple of minor recommendations. The Chair asked about the absence of the central monitoring process. Board member wanted further discussion about retention rates of students in the college and would appreciate an update. Depute Principal (Academic) updated the Board with recent results from detailed information and advised that we are currently at 92% of our target for this year. Depute Principal (Academic) to ask DL to share this data with this Committee. The Principal advised that the Governance for all these areas is very much a focus. A discussion also took place around how we monitor recruitment and retentions in Board Inductions.	Depute Principal (Academic)
6.2	**Internal Audit Report No: 2021/07 – Follow Up Reviews** DA of Henderson Loggie stated that good progress has been made. Partially implemented reviews will be picked up as part of future follow up reviews, in particular the Procurement Report is Jan 2022 and the Health & Safety risk assessments should also be completed on Jan 2022. DA reassured the Committee that work is continuing and is close to completion. Director of Finance advised that they should hit the time frame regarding procurement changes but is keen to ensure this is done to the highest standard.	
6.3	**Internal Audit Report No: 2021/08 – Staff Skills Report – November 2021** DA of Henderson Loggie advised that this is a very detailed report and from his perspective he would split recommendations into two groups. The first relates to weaknesses in page 4 of the report. The second is the system issue which was flagged and shown to have a loss of functionality. Recommended an independent overview to make sure the programme re training needs is then carried out. Head of HR & OD advised that workforce planning has always been carried out outside the system. In terms of CPD we have seen it harder this last year due to the upgrade to CIPHR and	

	resulting loss of functionality. HR are creating an organisational training plan which will help us move in the right direction. Head of HR & OD stated that HR will be starting the tender process for a new HR system in January 2022. All discussed potential risks if a new system is not in place by the end of next year. A further discussion took place regarding concerns with funding for the new system.	
6.4	**Internal Audit Report No: 2022/01 – Student Activity Data** DA of Henderson Loggie took the Committee through the report in detail and stated it is a positive report with only a couple of minor recommendations. The recurring issues will be followed up next year.	
6.5	**Internal Audit Report No: 2022/02 – Student Support Funds** DA of Henderson Loggie advised there were a couple of minor issues around EMA and this was just stated in the covering letter.	
13	**Date & Time of Next Meeting** • **9 March 2022, 5.00pm**	
14	**Review of Meeting** Committee confirmed that the meeting had been conducted in line with its Terms of Reference.	

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

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

Joint F & R & Audit Committee

DRAFT Minutes

Meeting reference: Joint F & R & Audit Committee 2021-22/01

Date and time: Monday 29 November 2021 at 5.00pm

Location: Online

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

In attendance: Margaret Cook, Principal
Lorenz Cairns, Depute Principal (Academic)
Veronica Lynch, Vice Principal (External)
Iain Wishart, Director of Finance
Katy Lees, Head of HR & Organisational Development
Grace Scanlin, Ernst & Young
David Archibald, Henderson Loggie
Rachel Wynne, Ernst & Young
Patrick O'Donnell, Board Staff Member
Brian Crichton, Chairman, Board of Management

Apologies: Grace Scanlin, Ernst & Young
Stephen Reid, Ernst & Young
Andrew Comrie

Chair: **Jim Crooks**

Minute Taker: Trudy Guthrie

Quorum: 3

University of the
Highlands and Islands
Perth College

MINUTES

Item		Action
1.	**Proposed Risk Management Framework Combining the Balanced Scorecard** Director of Finance took the Committee through this proposal in detail. He stated that the Audit on the College accounts will start on January 10th when Ernst & Young will come into Perth College. He advised that the reason this is later than normal is due to unusual circumstances including Brexit etc. The Director of Finance discussed the documents in detail and gave an example of how this combination works in practice and how this could influence the Risk Management Framework going forward. He also shared a presentation on the Balanced Scorecard and took the Board through it in detail followed by the Risk Register document and how the two processes could work together. All discussed at length and the direction of travel on these documents and processes was agreed and the Director of Finance was tasked with taking this initiative forward.	
2.	**Double Salary Payment Update** The Director of Finance presented a comprehensive document of how the incident had arisen and been addressed. He highlighted that £76k is still to be collected from over 50 people and Head of HR & OD has been writing to these individuals in relation to this. Director of Finance will send the Bank a paper and questions outlining Perth College's position. The Bank will come along to speak to the Board on the 13th December. All discussed how this double salary payment happened and concerns and implications around this. It was agreed that AST would also be invited to this meeting. The Principal advised the Committee that the UHI Court has asked for an internal audit to take place re this incident and a formal process will now take place. The Chairman of the Board asked The Director of Finance to pass on his appreciation to all concerned in addressing the issue so promptly. The Chairman asked if the Joint Committees of Audit and F&R were content that we commission our own internal audit service to conduct an investigation into the incident? Henderson Loggie agreed to undertake the work. For clarity UHI are asking that Perth College UHI commission and undertake the audit and then report back to them on the findings.	

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 2018?   **Yes ☐   No ☑**

Finance & Resources Committee

DRAFT Minutes

Meeting reference: Finance & Resources 2021-22/01

Date and time: Monday 29 November 2021 at 5.00pm

Location: Online

Members present: Craig Ritchie, Chair
Todor Pavlov-Kennedy, HISA Perth President
Heather Cormack, Board Member
Brian Crichton, Board Chair
John Dare, Staff Board Member

In attendance: Margaret Cook, Principal
Lorenz Cairns, Depute Principal (Academic)
Veronica Lynch, Vice Principal (External)
Iain Wishart, Director of Finance
Katy Lees, Head of HR & Organisational Development
Trudy Guthrie, Minutes

Apologies: Andrew Comrie, Board Member

Chair: **Craig Ritchie**

Minute Taker: Trudy Guthrie

Quorum: 3

University of the
Highlands and Islands
Perth College

MINUTES

Item		Action
1.	**Welcome and Apologies** Chair welcomed everyone to the meeting and noted apologies.	
2.	**Declaration of Conflict of Interest in any Agenda Item** There were no declarations of interest in any item on the agenda.	
3.	**Minutes of Meeting of F & R Committee, 28 September 2021** The minutes were approved as a true and accurate record of the meeting, with the exception of Todor Pavlov-Kennedy advising that his title should be HISA Perth President.	
4.	**Actions from Previous Minutes** Ref 6.2 Budget 2021/22 **Action:** Principal to advise Committee of final position on EO claw-back of FWDF **Action Update:** Principal gave an update on the clawback. Also advised that no response has been received from Sports Scotland on their application but is hopeful of a decision in December. Ref 6.3 Pension Deficit **Action:** Director of Finance to give an update on the progress of the establishment of SLWG **Action Update:** IW stated this is in progress and will bring update to next meeting Ref 8.1 HR Update **Action:** Chair to speak to Board Chair about asking Members to complete mandatory training **Action Update:** Chair and Board Chair will liaise to discuss this further. HC suggested that for future meetings all actions are completed before the Committee meeting so no detailed discussion is required.	

5.	**Perth College Financial Update: Year to 31 October 2021** Director of Finance noted the positive financial position and cash position year-to-date, but noted the key risk in relation to the clawback of funding due to current student number forecasts being below target. Director of Finance discussed in detail what the process would be if the clawback went ahead. He believes the clawback will be between £1m and £1.25m from HE and believes that we can hit the target on the FE side. This is speculation as there has been no official announcement re clawback as yet. Reforecast will be carried out at a high level and the Director of Finance should have it ready for the next Board meeting. Board Chair asked Director of Finance to share projections at the next meeting so we can make the right choices.	
6.	**ICT and Digital Transformation Strategy** Vice Principal (External) discussed the Draft ICT Strategy which has been developed through the ICT Strategy Group. The aim is to create a high-level strategy which is succinct. This has included a consultation process which has taken place including Board members, students, staff and employers. Vice Principal (External) highlighted the themes in detail and the associated actions then asked for comments. Points of detail were discussed which Vice Principal (External) will incorporate. Board Member asked that a dashboard is brought here on a quarterly basis to cover the progress against targets stated in the strategy. Vice Principal (External) stated this would be embedded in a more centralised method. The Committee agreed to strongly recommend this strategy for Board approval, subject to the changes discussed.	
7.	**Draft Perth College UHI Development Trust Strategy** Vice Principal (External) stated that this paper has been developed in collaboration with our Development Trust Committee which is a subsection of the Development Trust. Chair queried whether this had been endorsed the Strategic Development Committee, and whether there were any resource implications as a result of the strategic proposals. Vice Principal (External) confirmed this has been developed with the Strategic Development Committee, and that this was focussed on where we deploy existing resources rather than increasing resource allocated to the Development Trust. Director of Finance separately noted that he intends to carry out a review on the appropriate ownership arrangement for the Trust to minimise the complexity from a reporting and governance perspective. The Committee agreed to strongly recommend this strategy document to the Board	
8.	**Aviation Academy for Scotland Update** Vice Principal (External) gave a brief verbal update. As agreed at	

	the Board we have had some initial discussions with the programme management office of the Tay Cities Deal in relation to Tayside Aviation, and we are seeking to undergo a change process before our project begins. Committee noted the continued progress on this matter and reiterated the desire to keep this moving at pace.	
9.	**Procurement Annual Report** Director of Finance gave a brief update on the report which goes through 4 years of Procurement spend. The key headline is APUC are saving us £120k a year and £40k through procurement skills, and we are compliant with the Scottish Government recommendations with spend going through frameworks. Committee noted the complexity and length of the document, and Director of Finance confirmed he has asked APUC to do a more relevant report to explain the Perth College position rather than across Scotland and UHI.	
10.	**Estates Update** The Estates update was noted, including the progress on the Estates strategy development. No questions were raised.	
11.	**HR Update** The HR update was noted. The levels of completion for Board member training was discussed during the actions update at the beginning of the meeting. Committee noted that Head of HR & OD is doing a good job and thanked her for all the hard work.	
12.	**AST Cash Flow to July 2023 and Potential Implications for Gift Aid** Vice Principal (External) stated this was discussed extensively at last weeks' AST Board meeting where they requested it be brought to this meeting for discussion before going to the College Board. The request is for Perth College not to take the gift aid payments from AST for the next 3 financial years, subject to an annual review. The rationale is that AST are constrained by not having any reserves to invest in training etc. The Committee also noted the cashflow requirements for AST as set out in the paper, and how they compared to available cash in the business without the retention of profits this year. The Committee agreed that there needs to be a balance of the needs of AST and the needs of the College. All agreed that it must include an annual review of the investment rather than committing to a full 3 years without review. Board Chair asked if we can look in detail into the impact of corporation tax as a result of AST retaining their profits. Director of Finance confirmed this would be reviewed and an update would be provided at the next meeting. The Committee agreed to strongly	

	recommend this forward to the Board.	
13.	**Date & Time of Next Meeting** • **28 February 2022, 5.00pm**	
14.	**Review of Meeting** Committee confirmed that the meeting had been conducted in line with 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 2018?   **Yes ☐   No ☑**

BOARD OF MANAGEMENT – TERMS OF REFERENCE

Membership

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

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

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

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

Terms of Reference

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

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

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

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

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

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

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

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