

Board of Management

Agenda

Meeting reference: Board 2021-22/01
Date: Thursday 14 October 2021 at 5.00pm
Location: Online
Purpose: Scheduled meeting

* Denotes items for discussion/approval.

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

| | Agenda Items | Author | Led by | Paper |
|------|---|------------------------------------|------------------------------------|---------------------|
| 1 | Welcome and Apologies | | Chair | |
| 2 | Additions to the Agenda | | Chair | |
| 3 | Declaration of a Conflict of Interest in any Agenda Item | | Chair | |
| *4 | Minutes of the Board meeting held on 10 June 2021 | Clerk | Chair | Paper 1 |
| *5 | Actions arising from previous minutes | | Chair | Verbal |
| 6 | Items for Approval | | | |
| *6.1 | UHI HE Curriculum Review | Depute Principal Academic | Depute Principal Academic | Paper 2 |
| *6.2 | Tay Cities Deal/Aviation Academy for Scotland | Vice Principal External Engagement | Vice Principal External Engagement | Paper 3 |
| *6.3 | UHI Branding | Vice Principal External Engagement | Principal | Verbal |
| *6.4 | Strategy Development & Board Development Sessions AY21-22 | Principal | Principal | Verbal |
| *6.5 | Associate Trainers – Contract Strategy and Award Report | Vice Principal External Engagement | Vice Principal External Engagement | Paper 4 |
| 6.6 | Recruitment Numbers | Head of Student Experience | Depute Principal Academic | Verbal |
| *6.7 | Addressing Racism Plan | Andrew Comrie | Andrew Comrie | Paper 5 (to follow) |
| 7 | Audits & Financial Reporting | | | |

| | Agenda Items | Author | Led by | Paper |
|------|--|------------------------------------|------------------------------------|----------------------|
| 7.1 | Audit Action Plan - update | Project and Planning Officer | Vice Principal (External) | Paper 6 |
| *7.2 | Finance Update | Director of Finance | Director of Finance | Paper 7 |
| *7.3 | AST Gift Aid | Vice Principal External Engagement | Vice Principal External Engagement | Verbal |
| 8 | Compliance, Risk & Performance Monitoring | | | |
| *8.1 | Strategic Risk Register | Clerk | Principal | Paper 8 |
| *8.2 | Health & Safety Policy – Statement of Intent | Health, Safety & Wellbeing Adviser | Depute Principal Academic | Paper 9 |
| *8.3 | Balanced Scorecard – update | Project and Planning Officer | Principal | Paper 10 |
| 9 | Policies & Strategies | | | |
| 9.1 | Summary of Policies & Procedures scheduled for review 2021/22 | Quality Manager | Depute Principal Academic | Paper 11 |
| | Standing Reports | | | |
| 10 | Chair's Report | Chair | Chair | Paper 12 |
| 11 | Principal's Report | Principal | Principal | Paper 13 |
| 12 | HISA Perth Report (including 2021/22 Plan of Work and Draft Perth Partnership Project) | HISA Perth | HISA Perth President | Paper 14 |
| 13 | Quarterly UHI Partnership Update | UHI | Principal | Paper 15 |
| 14 | Minutes of Board Standing Committees <i>For the Board of Management to note.</i> | | | |
| 15.1 | Engagement Committee – 26 August 2021 | Principal's PA | Chair - Engagement | Paper 16 |
| 15.2 | Academic Affairs Committee –8 September 2021 | Clerk | Chair – Academic Affairs | Paper 17 |
| 15.3 | Chairs' Committee – 7 September 2021 | Clerk | Chair – Chairs' | Paper 18 |
| 15.4 | AST Board – 23 September 2021 | Clerk | Chair – AST | Paper 19 |
| 15.5 | Finance & General Purposes Committee – 28 September 2021 | Clerk | Chair – F&GP | Paper 20 (to follow) |
| 15.6 | Audit Committee – 4 October 2021 | Clerk | Chair – Audit | Paper 21 (to follow) |

| | Agenda Items | Author | Led by | Paper |
|----|--|---------------|---------------|--------------|
| 16 | Date & Time of Next Meeting <ul style="list-style-type: none"> Monday 13 December 2021, 5:00pm | Clerk | | |
| 17 | Review of meeting (Committee to check against the Terms of Reference to ensure all competent business has been covered) | | Chair | Paper 22 |

Board of Management

DRAFT Minutes

Meeting reference: Board 2020-21/04

Date and time: Thursday 10 June 2021 at 5.00pm

Location: Online

Members present: Brian Crichton, Board Member (Chair)
Andrew Comrie, Board Member
Heather Cormack, Board Member (until Item 10)
Jim Crooks, Board Member
Sheena Devlin, Board Member
Katrina Hodgson, Board Member (until Item 7)
Debbie Hutchison, Board Member
Fiona Martin, Board Member
Craig Ritchie, Board Member
Linton Scarborough, Board Member
Charlie Shentall, Board Member
Graham Watson, Board Member
Margaret Cook, Principal & Chief Executive
John Dare, Staff Board Member (until Item 10)
Patrick O'Donnell, Staff Board member
Alex Wilson, Student Board Member
Michaela Asisten, Student Board Member
Miranda Landale, Board Co-Optee

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

Apologies: Ann Irvine, Board Member

Observing: Todor Pavlov-Kennedy, HISA President-elect
Madeleine Brown, HISA VP Activities & Welfare-elect
Rebecca Wallace, VP Education & Engagement-elect

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

| Summary of Current Action Items | | | |
|---------------------------------|---|---------------------|----------------------------------|
| Ref | Action | Responsibility | Time Line |
| 6.4 | Revised Sector Ambition Principal to inform Colleges Scotland that this paper had been approved in principle by the Board. | Principal | End June |
| 7.2 | Perth College UHI Draft Budget 2021/22 Director of Finance to provide updated versions of Budget to F&GP and Board in the next Board cycle. | Director of Finance | September F&GP/ October Board |
| 8.1 | Strategic Risk Register Clerk to work with Risk Owners to review the Register to ensure actions proposed and taken impacted on risk levels. | Clerk | October Board |
| 8.2 | In-Year KPIs Clerk to add section on sustainability issues linked to climate change to KPIs | Clerk | October Board |

MINUTES

| Item | | Action |
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| 1. | Welcome and Apologies Chair welcomed everyone to the meeting and noted that the new HISA student officer team were observing the meeting as part of their induction process. | |
| 2. | Additions to the Agenda There were no additions. | |
| 3. | Declaration of Interest in any Agenda Item There were no declarations of interest advised. | |
| 4. | Minutes of Board Meeting held on Wednesday 24 March 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 24 March 2021 <u>6 – Perth College Revised Budget 2020/21 & Financial Forecast Return</u> Action: Action Plan for mitigating actions with outline timescales to be prepared for consideration by Board. Action Update: Issued <u>8 – Strategic Risk Register</u> Action: SMT/Clerk to conduct review of Risk Register and discuss revised version in detail at each subsequent sub-Committee meeting before bringing back to next Board meeting. Action Update: Tabled under Item 8.1 | Complete |
| | <u>Historic Actions</u> Matters Arising from Board Meeting of 20 July 2020 <u>7 – AST Revised Budget 2020/21</u> Action: Budget to be presented to Board at earliest opportunity depending on external environment Action update: Presented at December Board within AST Business Plan | Complete |

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| | <p><u>16 – Business Development Strategy</u> Action: Strategy to be tabled at December Board</p> <p>Action Update: Strategy tabled under Item 6.2</p> <p>24.6 – Audit Committee, 10 March 2020 Action; SMT to liaise with other Academic Partners prior to engaging external consultants to draw up a specification for an integrated finance/payroll/HR system that meets the College’s current and future needs.</p> <p>Action Update: Still work in progress, and remains a matter of concern. Board AGREED that Audit Committee would monitor progress and report to Board on significant developments/proposals in due course.</p> | <p>Complete</p> <p>Remove</p> |
| | Items for Approval | |
| 6.1 | <p>Tay Cities Deal/Aviation Academy for Scotland – Business Plan</p> <p>Vice Principal presented Paper 2, which provides an update to the Board on the current status of the Aviation Academy for Scotland within the Tay Cities Deal (TCD) bid, together with refreshed Income and Expenditure projections for the project.</p> <p>Vice Principal noted that the Paper had been amended since recent F&GP Committee meeting, due to a change to the payback period for bridging finance following clarification that the TCD Innovation Hub grant has been defined as being revenue rather than capital funding. In addition, a reduced target re research revenue has been revised from the original bid, which will be more achievable within the duration of the project.</p> <p>Vice Principal drew attention to risk surrounding commercial rent on Tayside Aviation building. It is intended to proceed with a scope change process should agreement not be achieved.</p> <p>Director of Finance noted the inclusion of some information around “maximum estimates” and advised that the worst-case scenario was noted in risks; this scenario would still be profitable, albeit with impact on payback period. Risks around potential movement in build costs had been included in contingency.</p> <p>Chair of F&GP advised Board that lengthy scrutiny of the Paper had taken place at the previous F&GP meeting, and the endorsement of the Plan there. F&GP was very comfortable that the funds available at this stage via Strategic Investment Funding allowed the production of a full business case at no substantial financial risk.</p> <p>Board Member queried how far down the line progress was re PKC loan funding. Vice Principal advised that both parties were agreed</p> | |

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| | <p>on bridging finance rather than a loan agreement due to the College's legal status. Indications were that an agreeable rate was achievable, however this and payback periods require to be finalised, and would be based on final fee levels.</p> <p>Following a query from a Board Member re AST projections, Director of Finance advised that there would be no direct income benefit for AST, however benefit would arise from reduction in rent relating to Scone site. Rental amounts for AAS would need clarified, however it would be the Perth College Group accounts that would show financial benefits.</p> <p>Board Member sought clarification regarding 2 differing interest rates noted in Paper. Director of Finance confirmed this related to the differing rates for bridging finance and those for any additional borrowing which may be required.</p> <p>Board APPROVED the recommendations as laid out in Item 8.0 of Paper 2, and notes thereon.</p> | |
| 6.2 | <p>Business Development Strategy</p> <p>Vice Principal presented Paper 3, which provided an update on progress towards capitalising upon the opportunities to widen and deepen the College's commercial business, measuring and tracking profitability of such initiatives, and the testing alternative business models to improve commercial competitiveness. Vice Principal noted that changes had been implemented since the approval in principle of the Strategy, and feedback received at a follow-up discussion during a Board Development Session.</p> <p>Vice Principal advised that the tender for Associate Trainers would shortly be issued, and clarified that any commercial subsidiary creation under Scenario 4 would be linked to new projects/staff only, and no staff would be transferred over to new subsidiaries.</p> <p>Board Member sought clarification around how the relationship between the Business Engagement team and Sector Managers would work. Vice Principal advised that the intention was for joint creation, with relevant expertise being used to build customer relationships at initial stages.</p> <p>Student Board Member queried the position around pensions. Vice Principal advised that Associate Trainers would be employed as independent contractors rather than as employees of the College, therefore not entitled to join staff pension scheme.</p> <p>Board ENDORSED Paper 3, and SUPPORTED Scenario 4 within this Paper.</p> | |

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| <p>6.3</p> | <p>Addressing Racism Plan</p> <p>Board Member presented Paper 4 to Board, providing a progress update on progress of the Short-Life Working Group to date.</p> <p>Board Member noted that key principles had been agreed and a Draft Action Plan had been produced consisting of 4 themes and associated actions designed to promote positive change. Board Member noted that the Action Plan would be revised at the next SLWG meeting with a view to tabling a final proposal at the next Board Meeting.</p> <p>Board Member queried where final adjudication would lie in terms of what might be deemed a potential PR issue. It was clarified that if an item was considered to fall into this area, then the College's Comms procedures would be followed.</p> <p>Chair noted that ultimately it is the Board's responsibility to be comfortable that the College is on the front foot, although work needs to be done to address demographics issues, including on the Board.</p> <p>Chair thanked those involved for their time and input so far.</p> | |
| <p>6.4</p> | <p>Revised Sector Ambition</p> <p>Principal presented Paper 5, noting that the Paper had recently been prepared by Colleges' Scotland as part of the review of its Board and its operations. Principal noted that all Boards in Scotland have been asked to approve the document so that it can be used as part of engagement with the new government Ministers and other key stakeholders in this time of change.</p> <p>Board Member queried where Perth College were weakest in terms of alignment, and what might be done to bridge gaps. Principal advised that a mapping exercise would require to be prepared and brought back to the Board, and this exercise would be helpful in the development of the next College Strategy. Chair noted that the mapping/alignment process would be useful to be included as part of a Board Development Session.</p> <p>Principal advised that the Board that one of the key areas being promoted in line with Scottish Government initiatives is that of the "20 minute neighbourhood", which might be challenging to achieve across the Highlands & Islands, and is likely to jar with UHI and Colleges' concepts of delivery.</p> <p>Board ENDORSED Paper 5 in principle, and Colleges Scotland to be informed accordingly.</p> | <p>Principal</p> |

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| 6.5 | <p>AST Strategic Review</p> <p>Chair of AST presented Paper 6, which requested that Board consider the ownership and development options for AST to allow the College to determine a clear strategy for AST ownership and future decisions on investment and AST/College interactions are taken.</p> <p>Chair of AST noted that the AST Board had concluded that Option 4 of those options presented allowed most mutual benefit, and, although AST had held its own over the last 12 months and is in a position to flourish, significant work is still required to achieve intended results. Board's endorsement of Option 4 within the AST Strategic Review was sought.</p> <p>Chair of Board advised that cast-iron guarantees of continuance would be required in any agreement around conditions of sale, which could prove problematic. Chair of Board supported Option 4 as the correct option, but AST would have to look at ways to generate incoming investment outwith the College in the future, and a Joint Venture with minority shareholders might make sense further down the line.</p> <p>Staff Board Member queried whether any approaches had been made regarding minority shareholders. Chair of AST advised that there had been some discussions pre-COVID, but potential interest had cooled somewhat in the interim period.</p> <p>AST Board Member stated that Option 4 was not about taking potential developments off the table, but allows AST to focus energies on the bet current solution to allow a better position in the future.</p> <p>Chair of F&GP noted that Option 4 is obvious choice for the College, however this wasn't initially obvious from an AST viewpoint, hence the detail on other options available and the significant time and scrutiny this project has received from AST Board.</p> <p>Board APPROVED the recommendations noted within the AST Strategic Review.</p> | |
| | <p>Audits & Financial Planning</p> | |
| 7.1 | <p>Perth College UHI Management Accounts to April 2021</p> <p>Director of Finance presented Paper 7, noting the more positive position shown due mainly to significant additional funds received from SFC that had not been spread throughout the year.</p> <p>Board were advised that the current position is unlikely to be reflected at year end due to additional expenditure due to take place in Q4, however some level of surplus was anticipated, and the cash</p> | |

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| | <p>position was much improved reducing the likelihood of requiring an advance from UHI.</p> <p>Board NOTED Paper 7.</p> | |
| 7.2 | <p>Perth College UHI Draft Budget 2021/22</p> <p>Director of Finance presented Paper 8, which showed some changes to the previous version presented at F&GP. Director of Finance noted that the overall priority is to achieve a break-even position excluding any staff restructuring costs, should these be required.</p> <p>Director of Finance advised that UHI is looking to increase credit targets – with only a small increase in HE numbers expected, this is likely to impact on FE funding within a flat income budget position. In addition, UHI have amended the top-slice mechanism. Principal advised Board that the changes to the top-slice mechanism had not resulted in any change to EO income levels, therefore there was no perceived benefit to the College.</p> <p>Chair queried whether the draft proposals were expected to be solidified by September. Director of Finance confirmed this was the case, and would bring updated versions to F&GP and Board in the next Board cycle.</p> <p>The Draft Budget 2021/22 was ENDORSED.</p> | Director of Finance |
| 7.3 | <p>Perth College UHI Financial Forecast Return</p> <p>Director of Finance presented Paper 9, noting that, at the time of writing, the guidelines for completion of the FFR had not been published by the SFC. The FFR presented assumes 2% growth, which is close to that presented last year. Director of Finance noted that the FFR was due to be submitted by the end of June.</p> <p>Board APPROVED the Financial Forecast Return.</p> | |
| 7.4 | <p>Audits Action Plan – summary update</p> <p>Vice Principal presented Paper 10, which was now being produced as an exception report due to the significant levels of actions completed.</p> <p>Vice Principal advised that 4 actions will be completed on approval of Financial Regulations and the Aviation Academy for Scotland I&E proposals.</p> <p>Board NOTED progress on the Audits Action Plan.</p> | |

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| | Compliance, Risk & Performance Monitoring | |
| 8.1 | Strategic Risk Register Clerk presented Paper 11 which showed amendments in 9 risk areas. Following a discussion around overdue completion dates and unchanged risk scores, Board requested that Clerk work with Risk Owners to review the Register to ensure actions proposed and taken impacted on risk levels. | Clerk |
| 8.2 | In-Year KPIs Clerk presented Paper 12. Board Member suggested adding a section on sustainability issues linked to climate change be added (eg, recycling stats, energy efficiency levels). Board AGREED to this proposed change. | Clerk |
| 8.3 | Board External Evaluation Review June 2020 – progress update Clerk presented Paper 13, which was NOTED by the Board. Following on from discussions under Item 8.2, Board Member queried whether sustainability should be incorporated into Committee remits. Chair stated that this could be explored during the annual review meetings with Board members. | |
| 8.4 | Equalities Mainstreaming Report Depute Principal tabled Paper 14, noting that this Report was a statutory obligation, and full information was provided within the links provided. Depute Principal advised that 5 new measures had been added with regard to equality outcomes, resulting in local actions. Chair commended those involved in the preparation of the Report. Board NOTED the Equalities Mainstreaming Report. | |
| | Standing Reports | |
| 9.1 | Chair's Report Chair Presented Paper 15. Chair noted in particular that notes had been issued around the Partnership Agreement, however discussions were still ongoing, Chair proposed that Chair, Vice Chair and Principal take the matter forward and report back to Board on progress made towards signing | |

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| | the Agreement as the matter is evolving quickly. Board AGREED with this course of action and NOTED the Chair's Report. | |
| 9.2 | <p>Principal's Report</p> <p>Principal presented Paper 16.</p> <p>Chair queried there being no deferrals into next year. Principal advised this was currently the case, and that the same position was being adopted at other Colleges. Associate Principal confirmed that there were very low numbers of deferrals due to staff and students working hard within additional hours provided, although some courses (eg related to hairdressing, construction and motor vehicles) may have to work over summer to clear any backlog.</p> <p>Chair asked whether money had been allocated for deferrals no longer required would be clawed back. Director of Finance advised that these funds had not been allocated or received, and were not included in accounts.</p> <p>Board NOTED the Principal's Report.</p> | |
| 9.3 | <p>HISA Perth Report</p> <p>HISA Perth President presented Paper 17, and formally introduced the 2021-22 HISA Perth Officer Team to the Board.</p> <p>HISA Perth President noted overall satisfaction with levels of achievement shown within the Plan of Work during such a challenging year, and noted the final update for the Perth Partnership Project included a careers and employability event held on 7th June. The 2021-22 Perth Partnership Project was undergoing a consultation with student representatives.</p> <p>Board NOTED the HISA Perth Report and expressed thanks to all involved for the considerable achievements made this year.</p> | |
| 9.4 | <p>HISA Perth Elections Report</p> <p>HISA Perth President tabled Paper 18 for information only. Board NOTED the Report,</p> | |
| 10 | <p>Minutes for Board Standing Committees</p> <p>Board received and NOTED Draft Minutes and Chairs' Reports for the following Committees:</p> <ul style="list-style-type: none"> • Engagement Committee (22 April 2021) • Academic Affairs Committee (28 April 2021) • Chairs' Committee (05 May 2021) • AST Board (20 May 2021) | |

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| | <ul style="list-style-type: none"> • Finance & General Purposes Committee (24 May 2021) • Audit Committee (20 May 2021) | |
| 11 | Calendar of Meetings 2021/22 Clerk presented Paper 25, which was APPROVED by the Board. | |
| 12 | Date & Time of Next Meeting <ul style="list-style-type: none"> • Thursday 14 October 2021 @ 5:00pm | |
| 14 | Review of Meeting Members AGREED the meeting had covered Board business. | |

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

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

Status of Minutes – Open ☒

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

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

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

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

Perth College UHI

Paper No. 6

| | |
|--|---|
| Committee | Board of Management |
| Subject | Audit Action Plan/By Exception Progress Update |
| Date of Committee meeting | 14/10/2021 |
| Author | Kirsty Campbell, Project & Planning Officer |
| Date paper prepared | 24/09/2021 |
| Executive summary of the paper | <p>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.</p> <p>Carrying out the actions identified by the college's external and internal auditors ensures the college processes and systems are compliant and effective.</p> <p>The outstanding actions will continue to be monitored for progress and the current timeline for completion is December 2022.</p> <p>NB This extended timeline for completion is factoring in the change in approach to the action "Implement a documented set of financial procedures for the Finance Team" as outlined in the update provided in the By Exception Progress Table September 2021.</p> |
| 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 | <input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion |

Perth College UHI

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| | <input type="checkbox"/> For endorsement <input type="checkbox"/> Strongly recommended for approval <input type="checkbox"/> Recommended with guidance (please provide further information, below) |
| Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details. | The majority of actions sit with the Finance team and although implementing the actions has put extra pressure on the resources of this team they should see the benefit in increased efficiency and effectiveness. |
| Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details) | The college is at risk of non-compliance or poor performance in the areas where actions have been identified. Implementing the actions mitigates against this risk. Click or tap here to enter text. |
| Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information | Compliance |
| <u>Equality and diversity</u> Does this activity/proposal require an Equality Impact Assessment? If yes, please give details: | No |

Perth College UHI

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

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

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

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

Perth College UHI

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

Audit Action Plan

Progress Update



23 September 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**

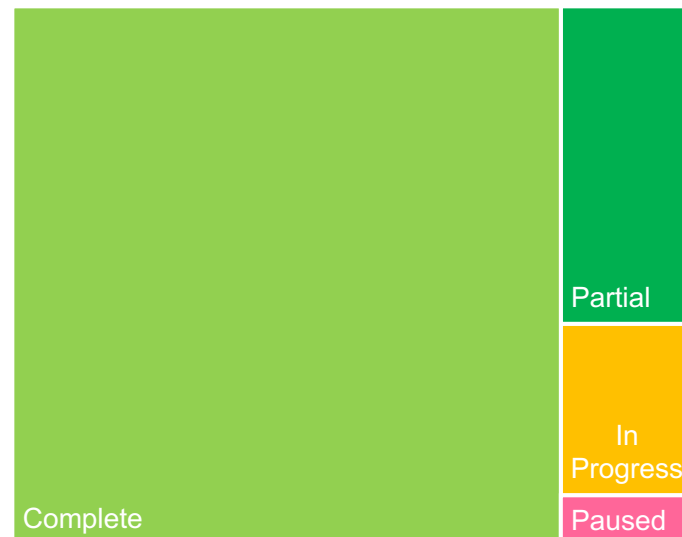
- **Perth College Annual Audit Report to the Board of Management and the Auditor General for Scotland – year ended 31 July 2019**

- **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 previously mentioned and contains

115 Activities

- 109 or 95% of actions are fully or partially complete
- 2 or 2% are in progress
- 4 or 3% are paused



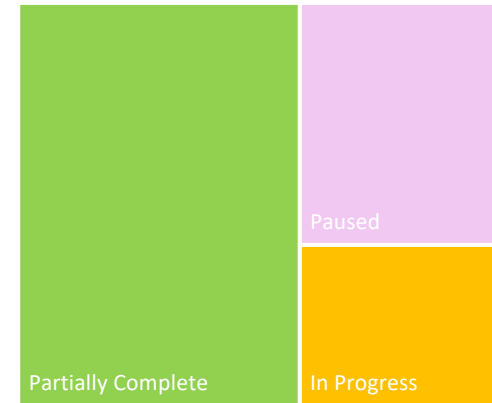
By Exception Overview

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

12 Actions

* The actions still to be completed in September 2021

- 8 or 67% of the 12 actions partially complete
- 1 or 8% in progress
- 3 or 25% paused



The actions in progress..

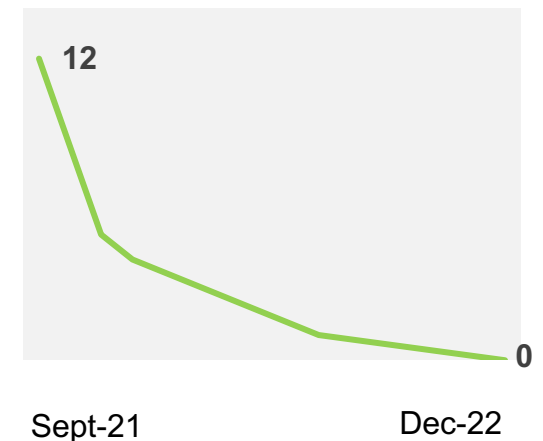
| | |
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| Payroll | 1 |
| Comms | 1 |

The paused actions ..

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| Finance | 1 |
| Equalities | 2* |

*Currently recruiting for Equality, Diversity & Inclusion Adviser who once in post will take these actions forward

Expected Completion Timeline..



Appendix 1

Complete

The activity is complete, no further action required

Complete-Monitoring

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

Partial Completion

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

In progress

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

Paused

The activity will start on completion of dependant actions / paused due to circumstances

| Audit Action Plan By Exception Status Table 2021-22 | | | | | | | | |
|---|---------------------|---|-------------|--------------|---------------------------|-----------------------|--------------------|---|
| Action Plan | Theme | Activity | Lead | Account able | Expected Completi on Date | Source | Current Status | September 2021 Progress Update |
| Finance Action Plan | | | | | | | | |
| Finance | 3. Manual Processes | Implement a documented set of financial procedures for the Finance Team | FD | VPEE | Dec-22 | UHI Action Plan: 2.70 | Paused | Approval recived from EO to replace this with recommendation with a review of processes and once the processes are effective and efficient then document procedures. A new appointment within the Finance team will focus on implementing appropriate control measures to take forward and complete this action in a timely manner. |
| Procurement | | | | | | | | |
| Procurement | 3. Manual Processes | Implement greater supplier management systems | FD/FinA sst | VPEE | Dec-21 | VPEE | Partial completion | Finance Director meeting with Procurement to review processes and communicate with staff making it easier and ensuring compliance. |

| Payroll Systems | | | | | | | | |
|---------------------------|---------------------|---|--------------|------|--------|----------------------------|--------------------|---|
| Payroll Systems | 3. Manual Processes | Provide formal training to the Payroll Finance Assistant | Payroll/HROD | VPEE | Jun-22 | Internal Audit 2019/06: R5 | Pending | A training plan has been drafted with the Payroll Assistant as part of the 2020/21 Professional Review process and the FD has written to Henderson Loggie to confirm what form the formal training at Assistant level should take |
| Payroll & Pension Systems | 2. Compliance | Undertake review of the calculation of employee and employer pension contributions over the period 2013/14 to | FD | VPEE | Nov-21 | Internal Audit 2020/04: R1 | Partial completion | FD wrote to Henderson Loggie on 16/9/21 requesting clarification on this action. A 4yr review has been carried out with only £1k of error found ie a lack of materiality that would indicate no need to go back any further. |

| | | | | | | | | |
|---|---------------------|--|-------------------|------|--------|------|--------------------|--|
| Payroll Systems | 3. Manual Processes | Rectify errors of pension overpayments on work over 35 hours | Payroll | VPEE | Nov-21 | VPEE | Partial completion | FD wrote to Henderson Loggie on 16/9/21 requesting clarification on this action. A 4yr review has been carried out with only £1k of error found ie a lack of materiality that would indicate no need to go back any further. |
| Governance and Board of Management | | | | | | | | |
| Governance & BOM | 3. Manual Processes | Review Business Continuity Plan | SMT/ Clerk to BOM | P&CE | Mar-20 | VPEE | Partial completion | <p>Review and updating currently being undertaken by Clerk to BOM and sits with SMT.</p> <p>Recent events impacting on business continuity include Covid19 and the cyber security incident and there is an awareness of current development regarding the global energy crises</p> |

| Equalities Mainstreaming | | | | | | | | |
|--------------------------|---------------|--|-----------------------|----|--------|-------------------------------|--------|--|
| Equalities | 2. Compliance | Clarify and implement role of Equality Champions | HROD, EDI Adviser | DP | Jun-22 | Internal Audit 2018/06: R7 | Paused | <p>Paper setting out Equality Champion role/purpose presented to SMT and EDIT autumn 2019. Discussions have taken place at staff conference, at EDIT and with HISA.</p> <p>This action remains on hold pending the recruitment of a new Equality, Diversity & Inclusion Adviser.</p> |
| Equalities | 2. Compliance | Embed equality actions are built into self-evaluation and operational objectives processes | SMT/PP O/ EDI Adviser | DP | Jun-22 | Internal Audit 2018/06: R3 | Paused | <p>This action remains on hold pending the recruitment of a new Equality, Diversity & Inclusion Adviser.</p> |

| Health and Safety | | | | | | | | |
|-------------------------|---------------|--|---------------------|-----|--------|-------------------------------|--------------------|---|
| Health & Safety | 2. Compliance | Conduct hazard surveys in all areas to identify missing Risk Assessments | HROD | DP | Dec-21 | Internal Audit 2013/07: R1 | Partial completion | <p>The Health, Safety & Wellbeing Adviser has delivered online Risk Assessment training sessions throughout academic year 2020-21.</p> <p>Risk Assessments are in place for safe return to campus and related to specific areas for COVID purposes.</p> <p>Action re hazard surveys delayed until physical return of the majority of staff to campus.</p> |
| Policies and Procedures | | | | | | | | |
| Policies & Procedures | 2. Compliance | Rationalise and combine the number of college policies and procedures | Quality Manager/CMT | APC | Apr-22 | APC/VPEE | Partial completion | <p>This will form part of the Phase 2 work of the Policy & Procedure SLWG which is scheduled to restart in November 2021.</p> |

| Communications | | | | | | | | |
|----------------|---------------------|--|----------------|------|--------|------|-------------|---|
| Communications | 4. Culture | Develop a Communications Strategy for internal and external stakeholders | VPEE/Marketing | VPEE | Dec-21 | VPEE | In progress | This is a key objective for VPEE and is being taken forward together with other key college ICT and Digital strategies through the ICT Strategy Group. The KPIs built into the draft ICT Strategy include completion of the aligned Communications Strategy by December 2021. |
| Communications | 3. Manual Processes | Take forward staff Intranet Project | PPO | VPEE | Jun-22 | VPEE | In progress | <p>Cyber incident has emphasised and accelerated UHI wide is the need to move away from shared drives and should be using the Sharepoint/Cloud.</p> <p>Paper to review options for platforms went to September ICT Strategy Group with decision made to move away from PerthNet to using Sharepoint as the college's Staff Intranet platform.</p> |

| | |
|--|---|
| Committee | Board of Management |
| Subject | 20/21 Management Book & 21/22 Budget |
| Date of Committee meeting | 14/10/2021 |
| Author | Iain Wishart, Finance Director |
| Date paper prepared | 21/09/2021 |
| Executive summary of the paper | Management Book for 20/21 reflecting financial performance across key areas of the college. Balancing 21/22 Budget. |
| Consultation How has consultation with partners been carried out? | Discussions with budget holders and discussions throughout the year with the Board and SMT. |
| Action requested | <input type="checkbox"/> For information only <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval |
| Resource implications (If yes, please provide details) | Yes/ No This outlines the performance and use of resources. |
| Risk implications (If yes, please provide details) | Yes/ No Gives an insight into areas of financial risk. |
| Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: | Provide a summary of the how the paper links to key College priorities and what they are This project supports the delivery of the strategic aim Financial sustainability |

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

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

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

For how long must the paper be withheld? Until the OBC and FBC are approved and funding awarded to begin the project. This would be for an estimated 12 months.

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

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

and

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

Financial Review

FY 2021 (as at 20/09/21)



Overview

Headlines: Actual v Budget

- The FY Group surplus for 20/21 is currently £1.2M.
- The FY budget deficit was £(1.9)M which means that our profit improved by £3.1M versus budget.
- The reconciliation on the top right hand side of the page shows that income contributed £2.2M of the improvement, non-staff £812K and staff costs £78K.
- Although non-staff costs were better than budget in a number of areas e.g. travel, it was catering that contributed a significant proportion of the non-staff variance to budget due to the high budget versus a low actual.
- Furlough boosted commercial income by £283K.
- VS costs, in staff costs, were £(199)K.

| FY 20/21 | Academic | Business | Services | Elimination | FY Act | FY Budget |
|--------------------------|----------|----------|----------|-------------|--------|-----------|
| Funding | 16,301 | 0 | 1,610 | | 17,912 | 16,347 |
| Tuition Fees | 3,977 | 1,874 | 0 | | 5,851 | 4,761 |
| Commercial | 1,485 | 771 | 617 | (100) | 2,873 | 3,286 |
| Bursary/Hardship Funding | 0 | 0 | 2,424 | | 2,424 | 3,131 |
| Total Income | 21,764 | 2,645 | 4,651 | (100) | 29,060 | 27,525 |
| Staff Costs | 12,250 | 1,826 | 5,501 | | 19,576 | 19,655 |
| % Income | 56.3% | 69.0% | 18.9% | | 67.4% | 71.4% |
| Non-Staff Costs | 698 | 1,157 | 3,969 | (100) | 5,823 | 6,636 |
| Bursary/Hardship Funding | 0 | 0 | 2,424 | | 2,424 | 3,131 |
| % Income | 3.2% | 43.7% | 137.4% | | 28.4% | 35.5% |
| AOP Surplus/(Deficit) | 8,816 | (338) | (7,242) | 0 | 1,236 | (1,897) |
| % Income | 40.5% | (12.8)% | (24.9)% | | 4.3% | (6.9)% |

Headlines: Actual v Forecast

As can be seen from the bottom right corner of the page;

Income was ahead of forecast due to Commercial Skills £237K, Short Course income £270K and AST £82K.

We had asked staff to minimise their non-staff spend at the end of the year. This translated into being £566K better than forecast for the full year.

Act V Bud 20/21 AOP Reconciliation

| | |
|--------------------|-----------|
| Budget AOP | (1,897.4) |
| Current Actual AOP | 1,235.9 |
| Change | 3,133.2 |

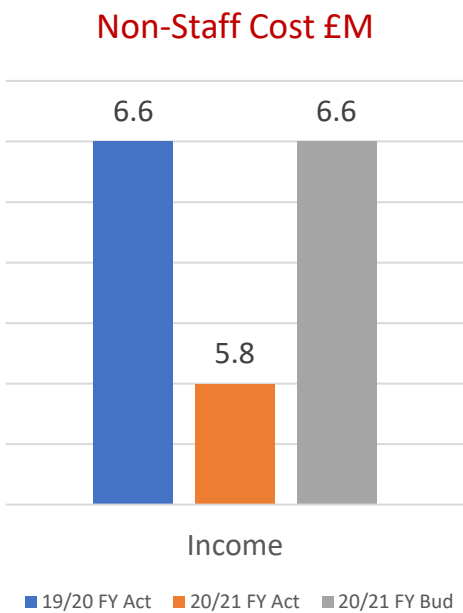
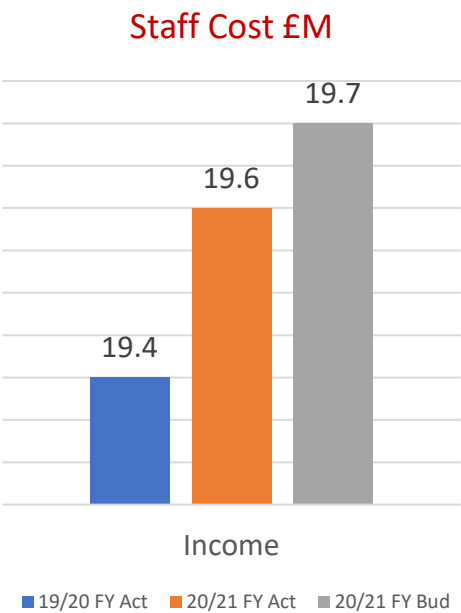
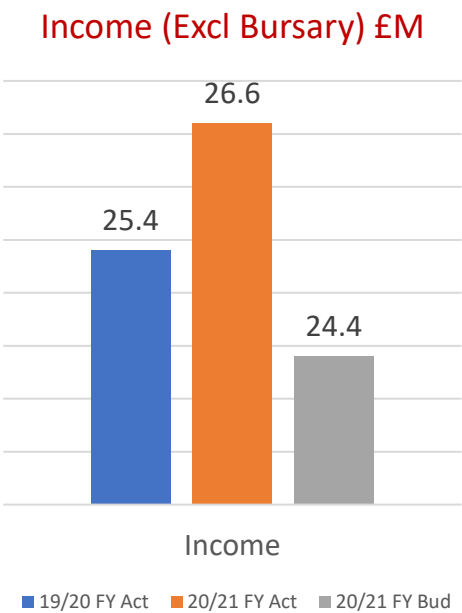
| | |
|---------------|---------|
| Add'l Funding | 1,564.8 |
| AST | 147.3 |
| Tuition | 942.9 |
| Commercial | (413.3) |
| Total Income | 2,241.8 |

| | |
|-------------|---------|
| Staff Costs | 78.5 |
| Non-Staff | 812.9 |
| Change | 3,133.2 |

Act V Forecast 20/21

| | Act | For | Delta |
|-----------|----------|----------|---------|
| Income | 26,635.6 | 26,046.0 | 589.6 |
| Staff | 19,576.4 | 19,654.8 | 78.4 |
| Non-Staff | 5,823.4 | 6,391.0 | 567.6 |
| Change | | | 1,235.7 |

Overview



Academic

Headlines

- FY AOP includes over £1M of additional funding.
- Tuition came in significantly higher than budget.

| FY 20/21 | Research | FY Act | FY Bud |
|--------------------------|----------|----------|----------|
| Funding | 0.9 | 16,301.3 | 15,448.4 |
| Tuition Fees | 241.3 | 3,976.9 | 3,034.0 |
| Commercial | (0.0) | 1,485.4 | 1,936.9 |
| Bursary/Hardship Funding | | 0.0 | 0.0 |
| Total Income | 242.2 | 21,763.5 | 20,419.3 |
| Staff Costs | 201.9 | 12,249.5 | 12,070.7 |
| % Income | 83.4% | 56.3% | 59.1% |
| Non-Staff Costs | 10.9 | 698.1 | 949.1 |
| % Income | 4.5% | 3.2% | 4.6% |
| AOP Surplus/(Deficit) | 29 | 8,816 | 7,399 |
| % Income | 12.1% | 40.5% | 36.2% |

Business

| FY 20/21 | AST | Canteen | Residences | ASW | Nursery | FY Act | FY Budget |
|------------------------------|----------------|----------------|---------------|----------------|----------------|----------------|----------------|
| Funding | | | | | | 0.0 | 0.0 |
| Tuition Fees | 1,874.3 | | | | | 1,874.3 | 1,727.0 |
| Commercial | | 83 | 182 | 289 | 216 | 770.7 | 1,349.2 |
| Bursary/Hardship Funding | | | | | | 0.0 | 0.0 |
| Total Income | 1,874.3 | 83.1 | 182.4 | 289.0 | 216.2 | 2,645.0 | 3,076.2 |
| Staff Costs | 1,069.3 | | 2.8 | 427.8 | 326.4 | 1,826.3 | 1,899.1 |
| % Income | 57.1% | 0.0% | 1.5% | 148.0% | 151.0% | 69.0% | 61.7% |
| Non-Staff Costs | 517.6 | 227.4 | 224.5 | 172.8 | 14.3 | 1,156.7 | 2,049.1 |
| % Income | 27.6% | 273.6% | 123.1% | 59.8% | 6.6% | 43.7% | 66.6% |
| AOP Surplus/(Deficit) | 287.4 | (144.3) | (44.9) | (311.6) | (124.5) | (338) | (872) |
| % Income | 15.3% | (173.6)% | (24.6)% | (107.8)% | (57.6)% | (12.8)% | (28.3)% |

Headlines

- COVID impacting income across all our Businesses.
- AST surplus was over £200K ahead of budget.
- Furlough income is included in a number of areas and detailed on the following pages.

Business - AST

AST

| FY 20/21 | Act YTD | FY Budget |
|------------------------------|----------------|----------------|
| Funding | 0.0 | 0.0 |
| Tuition Fees | 1,874.3 | 1,727.0 |
| Commercial | 0.0 | 65.4 |
| Bursary/Hardship Funding | 0.0 | 0.0 |
| Total Income | 1,874.3 | 1,792.4 |
| | | |
| Staff Costs | 1,069.3 | 1,083.0 |
| % Income | 57.1% | 60.4% |
| | | |
| Non-Staff Costs | 517.6 | 710.0 |
| % Income | 27.6% | 39.6% |
| | | |
| AOP Surplus/(Deficit) | 287.4 | (0.6) |
| % Income | 15.3% | (0.0)% |

Income includes £76K of furlough funding.

Non-Staff savings included travel, heat light & power, zero bad debt charge versus a budget of £12K

Catering

| FY 20/21 | Act YTD | FY Budget |
|------------------------------|----------------|----------------|
| Funding | 0.0 | 0.0 |
| Tuition Fees | 0.0 | 0.0 |
| Commercial | 83.1 | 496.0 |
| Bursary/Hardship Funding | 0.0 | 0.0 |
| Total Income | 83.1 | 496.0 |
| | | |
| Staff Costs | 0.0 | 0.0 |
| % Income | 0.0% | 0.0% |
| | | |
| Non-Staff Costs | 227.4 | 918.0 |
| % Income | 273.6% | 185.1% |
| | | |
| AOP Surplus/(Deficit) | (144.3) | (422.0) |
| % Income | (173.6)% | (85.1)% |

The budget non-staff cost was in error as we assumed breakeven.

Business - Residences

Residences

| FY 20/21 | Act YTD | FY Budget |
|------------------------------|---------------|---------------|
| Funding | 0.0 | 0.0 |
| Tuition Fees | 0.0 | 0.0 |
| Commercial | 182.4 | 217.0 |
| Bursary/Hardship Funding | 0.0 | 0.0 |
| Total Income | 182.4 | 217.0 |
| Staff Costs | 2.8 | 0.0 |
| % Income | 1.5% | 0.0% |
| Non-Staff Costs | 224.5 | 247.6 |
| % Income | 123.1% | 114.1% |
| AOP Surplus/(Deficit) | (44.9) | (30.6) |
| % Income | (24.6)% | (14.1)% |

Income includes £26K of additional funding support

ASW

| FY 20/21 | Act YTD | FY Budget |
|------------------------------|----------------|----------------|
| Funding | 0.0 | 0.0 |
| Tuition Fees | 0.0 | 0.0 |
| Commercial | 289.0 | 345.8 |
| Bursary/Hardship Funding | 0.0 | 0.0 |
| Total Income | 289.0 | 345.8 |
| Staff Costs | 427.8 | 425.0 |
| % Income | 148.0% | 122.9% |
| Non-Staff Costs | 172.8 | 158.5 |
| % Income | 59.8% | 45.8% |
| AOP Surplus/(Deficit) | (311.6) | (237.7) |
| % Income | (107.8)% | (68.7)% |

Income includes £77K of furlough funding

Nursery

| FY 20/21 | Act YTD | FY Budget |
|------------------------------|----------------|----------------|
| Funding | 0.0 | 0.0 |
| Tuition Fees | 0.0 | 0.0 |
| Commercial | 216.2 | 225.0 |
| Bursary/Hardship Funding | 0.0 | 0.0 |
| Total Income | 216.2 | 225.0 |
| Staff Costs | 326.4 | 391.1 |
| % Income | 151.0% | 173.8% |
| Non-Staff Costs | 14.3 | 15.0 |
| % Income | 6.6% | 6.7% |
| AOP Surplus/(Deficit) | (124.5) | (181.1) |
| % Income | (57.6)% | (80.5)% |

Income includes £8K of furlough funding

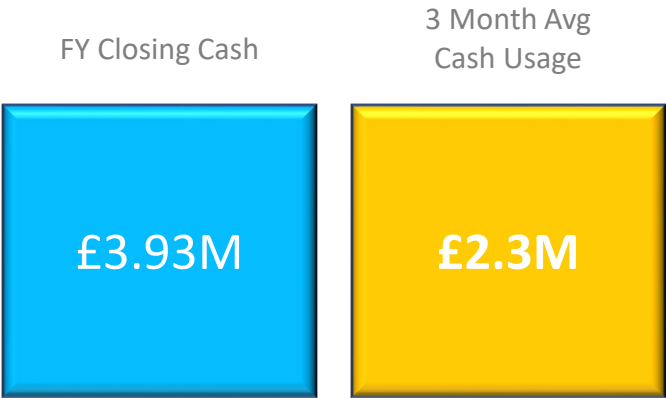
Services

| FY 20/21 | Student Services | Estates | ICT | Business Services | FY Act | FY Budget |
|------------------------------|------------------|----------------|------------------|-------------------|------------------|------------------|
| Funding | 379.6 | 980.8 | 250.0 | 0.0 | 1,610.4 | 898.4 |
| Tuition Fees | | | | 0.0 | 0.0 | 0.0 |
| Commercial | 131.4 | 359.4 | 2.8 | 123.1 | 616.7 | 0.0 |
| Bursary/Hardship Funding | 2,424.0 | | | | 2,424.0 | 3,130.8 |
| Total Income | 2,935 | 1,340 | 253 | 123.1 | 4,651 | 4,029 |
| Staff Costs | 1,188.0 | 783.1 | 452.9 | 3,076.6 | 5,500.6 | 5,685.1 |
| % Income | 4.1% | 2.7% | 1.6% | 10.6% | 18.9% | 20.7% |
| Non-Staff Costs | 524.3 | 1,410.3 | 967.5 | 1,066.4 | 3,968.6 | 3,638.1 |
| Bursary/Hardship Funding | 2,424.0 | | | | 2,424.0 | 3,130.8 |
| % Income | 1.8% | 4.9% | 3.3% | 3.7% | 13.7% | 90.3% |
| AOP Surplus/(Deficit) | (1,201.3) | (853.2) | (1,167.6) | (4,020.0) | (7,242.1) | (8,424.8) |
| % Income | (4.1)% | (2.9)% | (4.0)% | (13.8)% | (24.9)% | (209.1)% |

Headlines

- Actual ICT non-staff includes £250K unbudgeted spend on digital poverty, although this is offset by £250K of funding from Estates.
- 20/21 actual Estates non-staff spend includes the following unbudgeted spend: £210K for insurance related incidents (we have received £180K of income which is included in Estates commercial income), £63K on PPE and £120K on COVID related alterations to campus (we have been fully funded for this).
- Were over £700K were underspent on our bursary/childcare .

Cash Flow

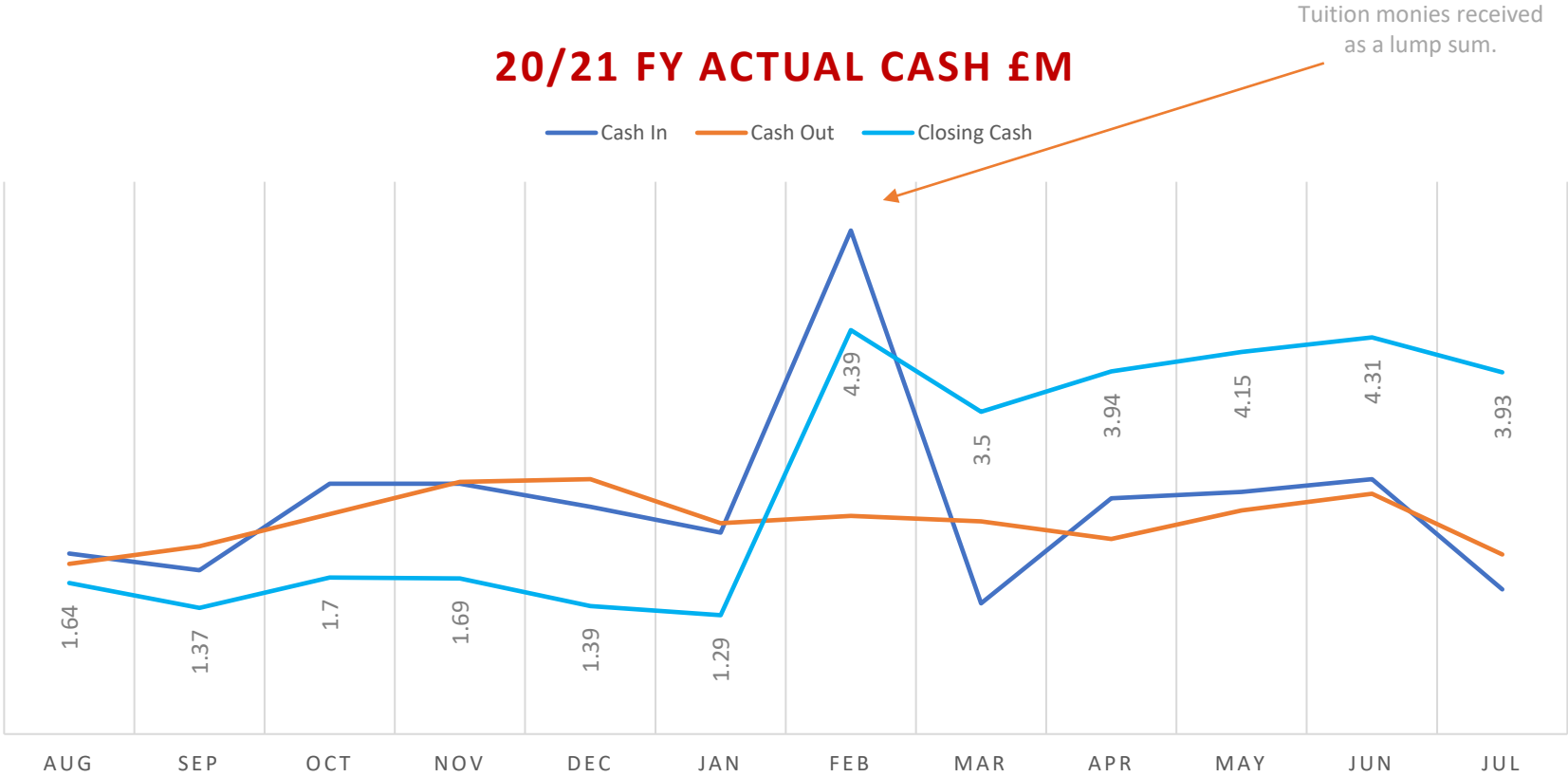


Cash Make-Up

| | |
|---------------------|-------|
| - AST | £151K |
| - ASW Fund Raising | £168K |
| - Overdrawn bursary | £707K |
| - Perth College | £2.9M |

Cash Reconciliation

| | |
|------------------------|---------------|
| - Opening balance | £1.53M |
| - Est AOP | £1.23M |
| - Bursary overdrawn | £0.71M |
| - Other cash movements | <u>£0.46M</u> |
| | £3.93M |



The SFC are reviewing what all Colleges spent their additional funding on.

21/22 Budget Update

21/9/21



Overview

The first roll up of the budget showed a deficit AOP of just under £(2)M.

After review of each department the deficit was reduced to £(1.1)M

Different Financial View From 21/22

In 20/21 we started on a new management information journey which was always expected to evolve as we move forward. The 21/22 budget allowed us to take the next step on that journey and the table below shows how we will look at AOP in 21/22.

| New AOP Structure 21/22 | |
|-------------------------|--|
| Income | Can now be split across all our income streams (mostly) |
| less | |
| Delivery Cost | Costs directly associated with income streams. |
| = | |
| Gross Profit (GP) | £ (Income less delivery costs) |
| Gross Margin (GM) | % (GP/Income) |
| less | |
| Services | Activities that are required but do not (as their key objective) deliver income. |
| = | |
| AOP | GM less Services |

21/22 Budget as at Sept 21

| | ALS | BMCL | CCI | STEM | Research | International | AST | ASW | Nursery | Residences | Unallocated | Total |
|---------------|---------|---------|---------|---------|----------|---------------|---------|---------|---------|------------|-------------|-----------|
| Income | 6,920.1 | 4,676.1 | 4,425.4 | 3,771.3 | 185.9 | 896.2 | 1,966.0 | 514.4 | 217.5 | 351.3 | 259.6 | 24,183.7 |
| Delivery Cost | 4,441.2 | 3,428.7 | 2,591.6 | 3,339.1 | 171.2 | 731.3 | 1,714.0 | 529.7 | 361.9 | 212.0 | 0.0 | 17,520.7 |
| Gross Profit | 2,478.9 | 1,247.3 | 1,833.8 | 432.2 | 14.7 | 164.9 | 252.0 | (15.3) | (144.4) | 139.3 | 259.6 | 6,663.0 |
| Gross Margin | 35.8% | 26.7% | 41.4% | 11.5% | 7.9% | 18.4% | 12.8% | (3.0)% | (66.4)% | 39.7% | 100.0% | 27.6% |
| GP @ 32.1% | 2,223.6 | 1,502.6 | 1,422.0 | 1,211.8 | 59.7 | 288.0 | 631.7 | 165.3 | 69.9 | 112.9 | 83.4 | 7,770.9 |
| Delta | 255.3 | (255.2) | 411.8 | (779.6) | (45.0) | (123.1) | (379.7) | (180.6) | (214.3) | 26.4 | 176.2 | (1,107.9) |

Services (Net)

| | | |
|-----------------------|-----------|-------|
| Student Support | 1,623.7 | |
| Estates | 1,563.3 | |
| ICT | 1,104.5 | |
| Catering | 0.0 | |
| Professional Services | 3,479.4 | |
| Total Services | 7,770.9 | 32.1% |
| AOP | (1,107.9) | |

ALS: Applied Life Sciences

BMCL: Business, Management, Computing & Leisure

CCI: Cultural & Creative Industries

STEM: Science, Technology, Engineering, Mathematics

Balancing the Budget

We have opportunities across a number of areas to balance our budget. The Non-staff target has already been achieved.

| Income | £ | Non-Staff Cost | £ | Staff Cost | £ |
|---|-------|-------------------------------------|-------|--------------------------|---------|
| Estates monies (higher than originally indicated) | £57K | Reduce Non-Staff Costs by x% | £222K | Reduce new head requests | £313.9K |
| Deferred course funding (£906K in UHI) | £150K | | | | |
| Digital funding (£324K in UHI) | £65K | Digital poverty – funded by bursary | £150K | | |
| ESIF | £100K | | | | |
| Skill Seekers | £50K | | | | |
| | | | | | |
| Total | £422K | | £372K | | £313.9K |

Key Risk

The key risk to achieving a breakeven budget in 21/22 is any potential clawback of funds due to actual student numbers being lower than target.

Perth College UHI

Paper No. 8

| | |
|--|--|
| Committee | Board of Management |
| Subject | Review of the Risk Register |
| Date of Committee meeting | 14/10/2021 |
| Author | Principal & Chief Executive |
| Date paper prepared | 07/10/2021 |
| Executive summary of the paper | <p>Please outline the follow elements of this paper:</p> <ul style="list-style-type: none"> i) Purpose – what is it for ii) Impact – what are the intended outcomes iii) Course of Action – what happens next & by whom <p>The Audit Committee at its meeting on 4 October 2021 expressed some reservations about the currency of some of the actions detailed in the risks associated with their parts of the Risk Register. After discussion it was agreed that the risk owners would do an initial scan/amendment of the actions they have responsibility for and that this would come to this Board meeting.</p> <p>As part of the ongoing management of the Risk Register Iain Wishart will take responsibility for it and look to integrate the resister into the improvements he is making in our processes going forward, greater detail of this will be presented to the Board at a future meeting.</p> <p>The Board are asked to consider the revised register and note the proposed way forward.</p> |
| Consultation Please note which related parties, stakeholders and/or Committees have been consulted | Audit Committee & SMT |

Perth College UHI

| | |
|---|---|
| Action requested | <input type="checkbox"/> For information <input checked="" type="checkbox"/> For discussion <input checked="" type="checkbox"/> For endorsement <input type="checkbox"/> Strongly recommended for approval <input type="checkbox"/> 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) | Not undertaking this activity poses a greater risk to the College than managing the process as outlined above. Click or tap here to enter text. |
| Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information | Compliance |
| <u>Equality and diversity</u> Does this activity/proposal require an Equality Impact Assessment? If yes, please give details: | No |

Perth College UHI

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

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

Perth College UHI

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

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

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|-----|-------------|--|---|--|---|--|------------|--------|------------|---|-----------------|-------|---|---|--|
| | | | | | | | | | | | | | Actions to minimise risk TO DO | Action Owner | Completion Date |
| 1 * | Active | Working in partnership to meet the needs of our local economy and beyond. Providing a progressive curriculum which meets economic and social needs and aspirations. | Control over strategic environment Operations limited due to outcome of central or remote decision making reducing local impact and focus. Lack of understanding or clarity of the academic partnership within our external operating environment. Engagement | <ul style="list-style-type: none"> Collective reporting Dilution of local need within decision making Changes to Partnership structures/ organisation. | <ul style="list-style-type: none"> Reduced student numbers. Declining performance. Loss of commercial potential. SFC Coherence Review of Colleges & Universities UHI Academic Partner discussions re internal structures | Principal | 4 | 4 | 16 | <ul style="list-style-type: none"> College Board of Management and Chair kept informed of arising issues. UHI Vice Principal Further Education and Chair of Regional Strategy Committee made aware of issues. SMT proactive in decision making forums. Perth & Kinross CPP single outcome agreement embedded in ROA. Create positive working relationships with Colleges Scotland, Scottish Government and SDS. Engagement with Board members on key issues with regular discussions in appropriate Committees | 16 (4,4) | ↔ | <ul style="list-style-type: none"> Continue to highlight as appropriate. Continue to work on and implement recommendations of current Programme Board Work proactively within partnership and beyond. 7/10/21 Be proactive in discussions re. future integration Review metrics for measuring local engagement | Principal Principal Principal Chair | 7/10/21 Ongoing 7/10/21 Ongoing 7/10/21 Ongoing Ongoing |
| 2 * | Active | Working in partnership to meet the needs of our local economy and beyond. | Achievement of Student Numbers Non-achievement of numbers. Low allocation of funded Student Numbers from the region. Adverse impact of Regional funding and allocation Low allocation of funded student numbers from the region Academic Affairs | <ul style="list-style-type: none"> Lack of marketing focus Intra regional competition Curriculum offered does not meet demand Slow conversion of application to acceptance Impact of school profile and jobs market Likely impacts of Brexit, eg ESIF, reduction in FTE funding <p>COVID-19 impact</p> <p>Extension of any further lockdown and its impact on the delivery models. Clear evidence of disengagement of FE learners when switch to online</p> <p>Impact of grade inflation in SQA exams</p> | <ul style="list-style-type: none"> Financial. Reputation. National appetite for increased funded numbers. Reduction in EU students. £3m funding not guaranteed Implications for students without settled/pre-settled student status Fall in enrolments related to UCAS 2nd choice institutions Increase in SDS 16+ dataset remaining in school or going straight into employment | Depute Principal Academic / Vice Principal External/ Associate Principal | 4 | 4 | 16 | <ul style="list-style-type: none"> Curriculum Review completed. Maintaining engagement with applicants. Well informed with strong/robust evidence/business case for local demand. Strong representation on PPF for FE and HE and on the Regional FE Strategy-Committee. Clear understanding and management of criteria within the ROA. Endorsement of Community Planning Partnership. Liaise with adjoining regions, colleges and providers for out of region provision. Strategic discussions with PKC Education Department on Schools/College volume. Ensure student numbers align to strategic plans. Effective marketing plan in place. Student Number Planning using more robust data EREP Action Plan Implementation – in suspension due to COVID Develop collaborative transitions programmes with schools Analyse gaps in regional labour markets and focus on mid semester/academic year | 16 (4,4) | ↔ | <ul style="list-style-type: none"> Revised Marketing Strategy – transitioning to digital Involvement with Tay Cities Deal (24 additional HE FTE places) Implementation of effective messaging system Identify courses with highest EU student cohorts. Learner Journey Strategic Group implementation | Vice Principal External Vice Principal External Associate Principal Associate Principal Associate Principal | Ongoing Complete Completed Complete |

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| | | | | | | | | | | | | | Actions to minimise risk TO DO | Action Owner | Completion Date |
| | | | | <ul style="list-style-type: none"> Adverse publicity Negative external perceptions due to internal processes (eg Consultation) | <ul style="list-style-type: none"> Increase in referrals to ICO related to College activity | | | | | | (2,4) | | | | |
| 5 * | Active | <p>Inspiring and supporting our students to achieve their potential.</p> <p>Developing a successful and sustainable organisation.</p> <p>UHI Common Risk</p> | <p>College Estate</p> <p>College estate not fit for purpose.</p> <p>F&GP</p> | <ul style="list-style-type: none"> Reduction of Capital Grant. Backlog of essential maintenance. Uncertainty of future Governance model. Lack of available funds. Age of current campus Priority to increase classroom accommodation. | <ul style="list-style-type: none"> Estate poorly maintained Inability to deliver a new improved estate fast enough. Availability of classrooms and academic equipment does not match demand. Immediate and recurring costs associated with COVID, eg PPE | Depute Principal Academic | 4 | 3 | 12 | <ul style="list-style-type: none"> Attracting external investment. Backlog maintenance risk register has now been developed. Weekly 'Walk the Campus' and engage staff – Visible Management. Approval of identified major building projects. Update estates planning to ensure optimum use of space freed up by completion of ASW Ensure additional funding allocated by SFC for backlog maintenance is spent appropriately. Tender process to commission outline plans for campus options re Estates Strategy under way Average £650k pa ring-fenced for spring & summer works | 9 | ↔ | <ul style="list-style-type: none"> Commission of Conditions Survey & prioritisation of required work Commission tender process for Estates Strategy Next phase of Estates strategy - Consultation | <p>Head of Estates</p> <p>Head of Estates</p> | <p>Completed</p> <p>Completed</p> <p>June 2022</p> |
| 6 * | Active | Inspiring and supporting our students to achieve their potential. | <p>IT infrastructure & implementation</p> <p>Technology not fit for purpose.</p> <p>No replacement or upgrade of critical ICT and academic equipment.</p> <p>Heightened risk of cyber attack</p> <p>Licenses for specialist software classroom-based rather than individual</p> <p>F&GP</p> | <ul style="list-style-type: none"> Changes in ICT development and technology. Changing in Learning and Teaching practices. Increase in network delivery of teaching. Increased use of social networking. Inadequate VC facilities/ digital platforms to support larger classes. Additional requirements from curriculum development and growth. In-equitable digital access for students (equipment and connectivity) Technological innovation. Lack of Integrated | <ul style="list-style-type: none"> Higher investment in resources required. Need to continually alter accommodation. Available resources limit delivery options. Digital/ cloud-based services inadequate for curriculum and professional needs. Poor student and staff feedback. Lack of knowledge of system design Duplication of data and processes | Vice Principal External | 4 | 3 | 12 | <ul style="list-style-type: none"> Developed robust Curriculum Development Plan. Link ICT changes in L&T practice to Estates Planning. Review and implement working practices to optimise available space and working times through use of CELCAT Management Reports. Operational Planning process and resource commitments system in place. Prioritise investment required for resources for key curriculum areas. Ongoing evaluation of VC capacity and teaching space in line with curriculum delivery plan.- complete ICT rolling programme of replacement – focus changed from classroom-based PCs to provision of laptops and BYOD for students Shared licence purchases with UHI UHI Wi-Fi Service upgrade: Continue existing Wi-Fi network service until the new service has been proved through a pilot Bright Space consolidation Staff training sessions available on demand | 9 | ↔ | <ul style="list-style-type: none"> ICT Budget and replacement influenced by curriculum needs. Commission tender process for integrated Finance/Payroll/ HR system Migration of online training to Webex MS Teams/ Sharepoint/ OneDrive ICT Strategy Group to develop ICT Strategy Updated ICT Asset Register Implement Common UHI Information Security Framework Policy Implement agreed priorities from College Sector Digital Ambition | <p>ICT Manager</p> <p>Vice Principal</p> <p>Associate Principal</p> <p>Vice Principal</p> <p>ICT Manager</p> <p>Vice Principal</p> <p>Vice Principal</p> | <p>Ongoing</p> <p>June 2022</p> <p>Dec 2020</p> <p>July 2021</p> <p>July 2021</p> <p>September 2021</p> <p>September 2021</p> |

| | | | | | | | | | | | | | | CURRENT ACTION PLAN | | |
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| Ref | Risk Status | Strategic Category | RISK AREA, Risk Description & Primary Sub-Committee | Causes | Impacts/ Evidence | Owner | Likeli-hood | Impa ct | Gross Risk | Actions to minimise risk IN PLACE | Residu al Risk | Trend | | Actions to minimise risk TO DO | Action Owner | Completion Date |
| | | | | Information Systems | | | | | | <ul style="list-style-type: none">• VC Application change to Webex and MS teams.• GDPR Training sessions: Awareness of issues around transferring data• New Operational Planning Process• Change tracker for Payroll Process• Communicate changes to staff and students• Opportunities/impetus presented by Scottish Government Digital Strategy• Digital Poverty transition project• ICT rolling programme transitioning from desktop renewal to RAM upgrade and staff laptop allocation. | | | | Digital strategy | | |
| 7 | Active | Developing staff to successfully deliver our Vision. UHI Common Risk | (Senior) staffing levels Disruption to services/projects and/or partnership working resulting from loss of a key staff member. F&GP | <ul style="list-style-type: none">• Poor performance management of competence issues.• Fast pace of curriculum development.• Excessive demand on CPD.• Lack of staff capability.• Poor workforce planning.• Affordability/cost of staff | <ul style="list-style-type: none">• Inability to compete.• Loss of business and reputation.• Potential requirement to buy in specialist staff• High staff turnover.• Poor staff satisfaction. | Principal | 3 | 3 | 9 | <ul style="list-style-type: none">• CPD reports to SMT re progress against CPD targets for professional reviews, mandatory training etc• Prioritise an appropriate level of CPD investment linked to financial sustainability.• Assessment Action Plan in place and monitored• Maintain Healthy Working Lives accreditation• Succession Planning• Minimisation of single-person dependencies• Cross trainingRecruitment of Director of Finance provides additional resilience on SMT• Staff Survey completed and results distributed | 4 (2,2) | ↔ | | Improve completion levels for Mandatory Training 7/10/21 Percentage of completion of all mandatory training improved across all topics compared with 12 months ago but still work to be done. | Head of HR & OD | 7/10/21 Ongoing |
| 8 * | Active | Developing a successful and sustainable organisation. UHI Common Risk | Research outputs Research outputs are sub-standard. Overall number of Research activities/outputs are small. Insufficient momentum to build capacity in most curriculum areas. Academic Affairs | <ul style="list-style-type: none">• Low numbers of staff with relevant skill-set to conduct research• Lack of time permitted/ incentives provided for research activities• Research not integral part of staff contractsInadequate support for bidding for research contracts | <ul style="list-style-type: none">• Inability to identify and agree appropriate projects• Research strategy not clear• REF delay = impact on funding feeding through• Small number Perth college staff contributing to UHI Education Unit of Assessment in REF | Principal | 4 | 3 | 12 | <ul style="list-style-type: none">• Annual Review of R&KE strategy.• Develop relationships with wider UHI colleagues.• Prioritise R&KE research activities where appropriate for REF income.• Investigate SFC Innovation Funding and maximise• Work with University SMT, Research Clusters and PKC• Tay Cities Deal developments.• Effective and purposeful operation of R&KE Committee and links to UHI structures.• Active & ongoing engagement with research organisations• Research Strategy updated and approved | 9 | ↔ | | Link with KE specialists in UHI. Vision 2021 and City Development Plan implementation. Review EO funding streams for fostering and supporting research at AP | Principal Principal Principal | 7/10/21 Ongoing 7/10/21 Ongoing 7/10/21 Ongoing |

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| | | | | | | | | | | | | | Actions to minimise risk TO DO | Action Owner | Completion Date |
| | | | | <ul style="list-style-type: none"> Funding methodology <p>COVID-19</p> | <p>Delay of Research Excellent Framework 2021 affects future funding levels</p> | | | | | | | | | | |
| 9 * | Active | <p>Working in partnership to meet the needs of our local economy and beyond.</p> <p>Developing a successful and sustainable organisation.</p> | <p>Growth opportunities</p> <p>Missing viable opportunities for development and growth</p> <p>F&GP</p> | <ul style="list-style-type: none"> Insufficient research. Lack of horizon scanning. Lack of ability to invest in opportunities. Insufficient planning. Being too risk averse. Failing to develop at the required pace. Funding allocations Resource limitations Changes to ESIF Funding. | <ul style="list-style-type: none"> Loss of share of potential market/earnings. Loss of reputation. Miss the market. Stagnation of product offering. Missed opportunities for staff. Missed opportunities for students. Funding criteria changes. | Vice Principal External/ Associate Principal | 4 | 4 | 16 | <ul style="list-style-type: none"> Effective new product development processes/reviews. Clear review of product development processes / communication International and Home. Collaborative UHI Partnership process in place. Scanning and planning cycles and process communicated. Collecting staff ideas by their involvement. Encouraging a staff culture of enterprising behaviour. Legislative change mapping for new courses. Tayside RSA + H & I RSA to be used as baseline intelligence. Flexibility in approval Cycle and proportionate responses. Liaison with UHI re ESIF and LUPS. Monitor and review international opportunities and costs. International Strategy. Continuous collaboration with Learner Journey Strategic Group re school/college curriculum to achieve objectives re apprenticeships & employability Contracting of Associates to overcome shortage of lecturing staff <p>Perth College PLs and curriculum managers to participate in full in UHI curriculum review</p> <p>Analyse the impact of any divestment on PC programmes</p> <p>Reengage in face to face meetings with employers, professional bodies and associations.</p> <p>Tay Cities Deal: Proposal passed by Board: 5-year Plan = £320k new revenue (net of allowances for costs)</p> | 16 | ↔ | <ul style="list-style-type: none"> Curriculum Review FE and HE - completed Target international developments towards such areas where product is requested, e.g... Business Degrees Schools Strategic Group to plan curriculum 2018-19 onwards DYW Strategy Group implementation (Associate Principal on group, no longer separate SDS group) PPF UHI Curriculum Plan <p>Enact Business Development Strategy following Board approval</p> <p>Review presentation of financial reporting to reflect margins rather than revenues</p> <p>Tay Cities Deal • maintain dialogue with strategic partners</p> <p>Final OBC submitted for approval</p> <p>Financial plan to ensure sustainability of AAS including leveraging of £1.2m donor contributions</p> | <p>Associate Principal</p> <p>Vice Principal External</p> <p>Finance Director</p> <p>Vice Principal External</p> <p>Vice Principal External</p> | <p>Completed</p> <p>Dec 2020</p> <p>Jan 2020</p> <p>Ongoing</p> <p>Feb 2021</p> <p>Ongoing</p> |

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|------|-------------|---|---|---|---|-----------|------------|--------|------------|--|-----------------|-------|---|--|---|
| | | | | | | | | | | | | | Actions to minimise risk TO DO | Action Owner | Completion Date |
| | | UHI Common Risk | Academic Affairs | between online and face to face. • ESIF changes • Not fully within gift of PC UHI, need others/UHI to contribute • UHI curriculum strategy proposals COVID-19 | responsibility for failings. PKC Learner Strategy now recommenced | | | | | impact of changed delivery methodologies. • Work with UHI, SDS and local stakeholders to enhance demand analysis. • Regional Outcome Agreement development and implementation. • Depute now sits on SMCT. • Vice Principal now sits on EPSC. • Associate Principal now sits on PPF • Curriculum Review complete • In liaison with PKC re Learner Strategy • Continuous review of FE Curriculum • Associate Principal on UHI HE/ FE Curriculum Review groups | (3,3) | | | | |
| 12 * | Active | Developing a successful and sustainable organisation. | Business Continuity Threat to Business Continuity Audit | • Major incident. • Pandemic. • Major fire. • Terrorist Activity. • Cyber Incident UHI ICT loss of service. • Radicalisation | • College closure. • Reduced/loss of service. • Potential financial implications, eg fines imposed by ICO | Principal | 5 | 5 | 25 | • Annual Reviews of Business Continuity Plan. • Fibre ring installed. • ICT Risk Register developed and dynamic review. • Live ICT shutdown test. • Desktop exercise with CMT successfully completed. • UHI wide live exercise concluded • All actively involved in Single Policy Work Environment. • Significant increase in input to the UHI L&T Review documentation. • Business Continuity Plan reviewed around Coronavirus • Resilience team formed and meeting regularly • Regular Partnership-wide crises management meetings | 20 (5,4) | ↔ | Review non-COVID Business Continuity Plans to absorb learning from recent approaches/ Solutions and cyber incident Review protocols re back-up systems utilised to identify at-risk non-Cloud systems following cyber incident Complete transition of data from network to cloud platforms Encourage staff to identify and report cyber risk incidents | Clerk ICT Manager ICT Manager SMT | July 2022 7/10/21 Complete Apr 2021 7/10/21 Complete May 2021 7/10/21 Ongoing July 2021 |
| 13 * | Active | Developing a successful and sustainable organisation. | Shared services Lose control of critical processes and systems through Shared Services Shared Service Model controlled by UHI EO and UHI Finance & General Purposes and University Court. F&GP | • Insufficient planning. • Inadequate backup. • Poor training and inadequate communications. • Loss of control of direct employees. • Reduced service level. • Additional cost. • Lag in service improvement. • Loss of control over capital investment. | • Disruption to business systems and student learning. • Increased costs. | Principal | 3 | 3 | 9 | • Involved in thorough planning. Members of the LIS Shared Service Board. • Member of the Shared Service Programme Board. • Maintain Perth College input into development of shared services. | 9 | ↔ | • Agree principle of Service Level Agreements with UHI Access SLA from LIS to ensure clarity of central functions and local ICT responsibilities • Proactive within commissioning board. | SMT Vice Principal SMT | 7/10/21 Ongoing 7/10/21 Complete June 2021 7/10/21 Ongoing |

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| | | | | | | | | | | | | | Actions to minimise risk TO DO | Action Owner | Completion Date |
| 14 * | Active | Developing a successful and sustainable organisation. | Financial sustainability Unable to achieve a breakeven Adjusted Operating Profit (AOP) on a sustainable basis. F&GP | <ul style="list-style-type: none"> Significant fall in income. Staff costs + non-staff costs are higher than income. Local consequences of National bargaining Occurrence of event on disaster recovery plan. | <ul style="list-style-type: none"> College does not have enough cash to operate and or grow. Accounts show a deficit AOP for more than one year. | Director of Finance | 4 | 5 | 15 | Continued development of cashflow forecasting model | 15 (3,5) | ↔ | <ul style="list-style-type: none"> Development of Management Accounting Information. Development of financial forecasting models. Development of cash flow forecasting. Development of budget process. | Director of Finance | Ongoing – will evolve and develop over next 9 months. Ongoing – in place from September 2021 Ongoing – in place from Jan 2021 Ongoing – new process from Jan 2021, live from Aug 2021 |
| 15 * | Active | Developing a successful and sustainable organisation. UHI Common Risk | Internal controls Internal controls do not exist or are not effective in preventing a significant issue/event. F&GP | No ERM strategy in place. Existing controls not tested regularly. Risk not identified, therefore controls not in place. Staff have not been trained in risk identification and control development. COVID-19 | Significant events occur where no controls are in place. Significant events occur where controls are in place. Financial impact of reduced student numbers, delayed Consultation process, commercial income, etc Additional COVID-related costs (IT, PPE, etc) | Director of Finance | 3 | 5 | 15 | Number of relevant policies in place. Regular Internal Audit programs. Annual External Audit. | 15 (3,5) | ↔ | Design an ERM strategy and implement a system of control e.g. SOX 404 or ISO31000 | Director of Finance | Dec 2021 |
| 17 | Active | Developing a successful and sustainable organisation. | Statutory compliance Non-compliance of Statutory Health and Safety Legislation and Equality Legislation Audit | <ul style="list-style-type: none"> Introduction of amendments to existing legislation or new unforeseen and unplanned legislation. Failure to comply with Equalities Duties and contingent statutory reporting | <ul style="list-style-type: none"> Introduces financial and staffing resources to administer. Legal Action. Risk to Business Continuity. Financial fines. Reputational damage. | Depute Principal Academic | 5 | 4 | 20 | <ul style="list-style-type: none"> Produced and implemented a detailed Health and Safety Operational Risk Management Register. Updated quarterly and reviewed by Audit Committee every 6 months. Produce Annual Report on Health and Safety. Equalities Outcomes and Mainstreaming Report – Action Plan completed. Regular review of HSE publications, website and notifications. Health and Safety Management System annual review Equality & Diversity lead appointed July 2019, with specific | 16 (4,4) | ↔ | <ul style="list-style-type: none"> Plans in place to enforce completion of Compulsory H&S training New E and D officer appointment | Head of HR | Completed October/ November 2021 |

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| | | | | | | | | | | | | | Actions to minimise risk TO DO | Action Owner | Completion Date |
| | | | | | | | | | | initial focus on statutory reporting requirements <ul style="list-style-type: none"> • Improvement in Mandatory Training stats – 90% Completion Rate target established • New reporting mechanisms for Health & Safety • Increase in prevalence of risk assessments across organisation • COVID Response Group codified as sub-committee of H&S Committee | | | | | |
| 18 | Active | Developing a successful and sustainable organisation. | Brexit Implication of outcome of EU Referendum Leading to: Loss of EU Funding. Decrease in overseas (EU) students. Loss of EU national staff. F&GP | <ul style="list-style-type: none"> •Lack of numbers. •Students wishing to study within EU •Economic and fiscal uncertainty over EU exit. •Staff uncertainty | <ul style="list-style-type: none"> •Reduced numbers of students/staff •Loss of commercial potential. •Loss of EU funding •Withdrawal of EASA accreditation for pre-Brexit AST qualifications | Principal | 5 | 4 | 20 | <ul style="list-style-type: none"> • Keep up to date with info flow. • Lobby through Colleges Scotland and Universities Scotland to increase funding to compensate. • Understanding the status of EU residents. • Use next two years productively as planning. • Look at opportunities, e.g. Increased fees. • Scottish Government Extension of free tuition for EU students • Trend analysis for student targets • AST lobbied appropriate bodies within UK/EU to seek legislative change | 15 (5,3) | ↔ | <ul style="list-style-type: none"> • Scottish Government looking to protect Erasmus + programme Target replacement EU funding sources | | 7/10/21 Ongoing Ongoing |
| 19 | Active | UHI Common Risk | HE student numbers College does not achieve allocated HE student number targets Academic Affairs | Failure to recruit sufficient students due to various factors such as: over ambitious PPF target, poor marketing, curriculum gaps, poor NNS results etc. Impact of COVID-19 Delivery methods Grade inflation associated with SQA qualifications Increase in university places | Reduction of income from UHI, regional student number target at risk resulting in possible claw back to SFC from UHI in year or reduction in future years grant. Financial impact of reduced student numbers | Depute Principal Academic / Associate Principal | 5 | 4 | 20 | <ul style="list-style-type: none"> •Review curriculum to ensure robust and up to date complete •Continue close partnership working within UHI. •Ongoing dialogue with PPF and academic partners. •Plan, monitor and review student numbers/applications. •Improved marketing has reduced curriculum gap •Improved NSS scores •Trend analysis for student targets | 20 (5,4) | ↔ | <ul style="list-style-type: none"> • Implementation of Curriculum Review complete and continuous review in process UHI Curriculum Review 1st phase September 2021 | Associate Principal UHI, Depute and Associate Principal | Complete Ongoing |
| 20 | Active | UHI Common Risk | FE student numbers | Failure to recruit sufficient students due to various factors such as: | Reduction of income from UHI, regional student number target at risk | Depute Principal Academic / | 5 | 4 | 20 | <ul style="list-style-type: none"> •Review curriculum to ensure robust and up to date complete •Develop external partnerships with schools. DYW and employers – | 20 | ↔ | • Implementation of Curriculum Review | Depute Principal Academic | Complete |

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| | | | | | | | | | | | | | Actions to minimise risk TO DO | Action Owner | Completion Date |
| | | | College does not achieve allocated FE Credit targets. Academic Affairs | over ambitious target, curriculum gaps, ineffective marketing and engagement with local schools/ employers. Impact of COVID-19 No curriculum linkage to regional skills assessment Failure to produce an ROA Increase in school returners Increase in employability opportunities | resulting in possible claw back to SFC from UHI in year or reduction in future years grant. Financial impact of reduced student numbers Potential for specific courses to be paused/ Discontinued | Associate Principal | | | | Associate Principal sits on DYW Strategy Group. •Plan, monitor and review student numbers/applications. | (5,4) | | Continue progress made with partnerships developed through Learner Journey Strategy Group Focus marketing activities on p/t FE courses Ensure curriculum meets demand linked to increased unemployment rates UHI curriculum review | Associate Principal | Ongoing Jan 2022 October 2021 - ongoing September 2021 – 1 st phase |
| 21 | Active | UHI Common Risk | Statutory Compliance Non-compliance with relevant statutory regulations. Audit | Lack of awareness of relevant laws and penalties. Management failures. E.g. UK GRPR (Data and Information Security), Health and Safety Regulations, PREVENT legislation etc. | Failure to meet appropriate legislative standards likely to result in significant reputational damage and/or possible legal action. Additional scrutiny from statutory bodies such as Auditor General, HSE, OSCR, Information Commissioner, etc | Depute Principal Academic | 4 | 3 | 12 | <ul style="list-style-type: none"> •Robust governance policy. •Robust management policies, procedures and systems in place. •Dedicated Health & Safety officer. •IT/Data Protection staff in place. •Mandatory staff training. •Close working relationship within UHI. • Policies & procedures produced and published, including Model Publication Scheme and Privacy Notices • Work with/respond to ICO and OSIC to minimise risk of breaches where appropriate | 9 (3,3) | ↑ | <ul style="list-style-type: none"> • Continuous update and reinforcement of GDPR policies and procedures. Ensure compulsory training is conducted across organisation Introduce mandatory cyber and information security training to increase awareness of cyber risks Information security embedded in all job roles Review Work From Home practices around remote access of sensitive data Review protocols re back-up systems utilised to identify at-risk non-Cloud systems following cyber incident | Principal Head of HR Head of HR SMT Head of ICT Head of ICT | Ongoing Completed but ongoing monitoring December 2021 December 2021 Aug 2021 Apr 2021 |
| 22 | Active | UHI Common Risk | Governance Governance Failure. | Governing body does not have an appropriate | Challenge to recruit new Board Members | Chair, BoM | 3 | 3 | 9 | <ul style="list-style-type: none"> •Recruitment process robust, transparent and open. •Skills matrix approach in place. | 3 | ↔ | Audit Action Plan in place with robust monitoring system | Chair BoM | Ongoing |

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|-----|-------------|--------------------|---|--|--|---------------------------|------------|--------|------------|--|-----------------|-------|--|---|--|
| | | | | | | | | | | | | | Actions to minimise risk TO DO | Action Owner | Completion Date |
| | | | Audit | balance of skills and experience. Role of a governor/director is onerous and it is difficult to attract a broad range of high calibre individuals to serve for non-remunerated roles. Board members not provided with enough support or information to fully discharge their responsibilities | High turnover of Board Members Action Plans arising from recent Audits are not sufficiently monitored and reported Failure to comply with Code of Good Governance | | | | | <ul style="list-style-type: none"> •Networking/proactively encouraging diversity of applicants • Robust Action Plan falling out of various Audit Reports produced • Board External Effectiveness Review completed June 2020 • Successful recruitment & induction of new Board Members summer 2020 • Review of Committee membership summer 2020 • Code of Good Governance Compliance Checklist reviewed Oct 2020 | (1,3) | | Board Effectiveness Review Action Plan | Clerk | Completed |
| 23 | Active | UHI Common Risk | Student Experience Poor Student Experience Engagement | Poor college estate. Dispersed campus with limited facilities for social interaction. Technology failures. Limited teaching/library resources. Societal issues around Digital Poverty Cyber-Security Incident Poor recruitment & development of student-facing staff COVID-19 | Poor performance in national student satisfaction surveys. Reputational damage. Impact on ability to recruit future cohorts. Risk to core income streams. Impact on students of Cyber-Security response measures on risk minimisation of systems, eg restrictions on availability of hardware and software affected Likely down-turn in Survey scores due to lack of contact time from March 2020 | Depute Principal Academic | 4 | 3 | 12 | <ul style="list-style-type: none"> •Partnership approach with HISA •Continuous student engagement, feedback and dialogue. •Ongoing Estate Maintenance and minor Refurbishments • Completion of Scottish Government information survey around COVID local outbreak responses • Student Survey re VLE/Brightspace conducted and shared with SDDs • Significant investment re availability of laptops and WiFi access for students during COVID (versus potential limitations caused by Cyber-Security incident response measures) • Improved CPD (Per Risk 7) | 12 (4,3) | ↔ | <ul style="list-style-type: none"> • Commission of Conditions Survey & prioritisation of required work • Commission tender process for Estates Strategy • Action Plan re outcomes of VLE/Brightspace Survey to be devised | Head of Estates Head of Estates Head of L&T | Completed Completed Aug 2022 |
| 24 | Active | UHI Common Risk | Data protection Institutional, personal and | Poor IT security measures. Equipment with security holes. | Information Commissioner fine of up to £500k. Adverse press coverage. Loss | Principal | 3 | 4 | 12 | <ul style="list-style-type: none"> •Firewalls and filters updated regularly. •Anti-virus software on all corporate devices. | 12 | ↔ | • Monitoring of UHI wireless network hardware and process | ICT Manager | 7/10/21 Ongoing |

| Ref | Risk Status | Strategic Category | RISK AREA, Risk Description & Primary Sub-Committee | Causes | Impacts/ Evidence | Owner | Likelihood | Impact | Gross Risk | Actions to minimise risk IN PLACE | Residual Risk | Trend | CURRENT ACTION PLAN | | |
|-----|-------------|--|---|---|--|-------------------------|------------|--------|------------|--|---------------|-------|---|--|---|
| | | | | | | | | | | | | | Actions to minimise risk TO DO | Action Owner | Completion Date |
| | | | sensitive data is corrupted, lost, stolen or misused or services are disrupted through malicious and illegal activities by external individuals or bodies. F&GP | Poor patching regime. Anti-virus is not up-to-date/ comprehensive. Firewalls are configured incorrectly. Coordinated DDOS attack on university infrastructure. Increasing number of security alerts. DDOS attacks on UK academic institutions up to 527 in 2015 - Janet CSIRT. Increase in cyber-attacks such as ransomware reported in national media. | of confidence by regulators, stakeholders and HE sector. Ransomware encryption has been detected on UHI network. | | | | | <ul style="list-style-type: none"> •UHI protocols applied and adhered to. •Passwords changed regularly. • Dual authentication processes rolled out | (3,4) | | Review Work From Home practices around remote access of sensitive data Review protocols re back-up systems utilised to identify at-risk non-Cloud systems following cyber incident Embed data and information security within all job roles | ICT Manager ICT Manager SMT | 7/10/21 Complete Aug 2021 7/10/21 Complete April 2021 7/10/21 Ongoing December 2021 |
| 25 | Active | Developing a successful and sustainable organisation | Commercial subsidiary Financial failure of commercial subsidiary F&GP | Deterioration in economic viability of subsidiary COVID-19 | Poor outlook due to worldwide collapse in aviation market | Vice Principal External | 4 | 5 | 20 | <ul style="list-style-type: none"> • AST management structure reviewed. • Policies identified • Best practice adhered to • College Governance applied. • Advice given to AST Management Team • General Manager appointed • Going Concern work prioritised leading to increased focus on cash management & projections • Job Retention Scheme/Salary Holidays/Rent Reduction to reduce costs while not trading • Growth Plan agreed | 20 (4,5) | ↔ | <ul style="list-style-type: none"> • 2020/21 Business Plan reviewed once return dates are confirmed • Implement robust cashflow forecasts | Vice Principal External Finance Director | Complete Ongoing |
| 26 | Active | Developing a successful and sustainable organisation | Payroll Failure of payroll systems & procedures results in non-compliance with standards Audit | Lack of integrated HR, Payroll and Finance systems | Recorded instances of erroneous NI payments Incorrect reporting of pensions liabilities and tax payments arising from erroneous NI payments Staff dissatisfaction with issue and/or steps taken to rectify | Director of Finance | 5 | 3 | 15 | <ul style="list-style-type: none"> • Internal Audit Action Plan commissioned and partially actioned • Affected staff informed of issue and steps being taken to rectify and recompense • Amended the payroll system user access rights to ensure that that these are appropriate for user roles and remove all generic users from the payroll system • Strengthened controls around variations to staff salaries on the payroll system to reduce the opportunity for unauthorised entries to be added to the tracker and inadvertently processed • Introduced mechanisms to ensure that payroll checklists are always | 3 (1,3) | ↔ | <ul style="list-style-type: none"> • Review recruitment & induction processes • Compliance with relevant areas of Audit Action Plan | Head of HR & OD Head of HR & OD | June 2020 Ongoing |

[illegible]

| Ref | Risk Status | Strategic Category | RISK AREA, Risk Description & Primary Sub-Committee | Causes | Impacts/ Evidence | Owner | Likelihood | Impact | Gross Risk | Actions to minimise risk IN PLACE | Residual Risk | Trend | CURRENT ACTION PLAN | | |
|-----|-------------|--------------------|---|---|---|-------|------------|--------|------------|-----------------------------------|---------------|-------|--------------------------------|--------------|-----------------|
| | | | | | | | | | | | | | Actions to minimise risk TO DO | Action Owner | Completion Date |
| | | | | including classroom capacity levels and Residences occupancy levels | (Ref 10) Future students recruited at inappropriate levels (Ref 10) Potential for specific courses to be paused/ Discontinued (Ref 20) Postponement of Research Excellent Framework 2021 affects future funding levels (Ref 8) PKC Learner Strategy delayed post-COVID (Ref 11) Uncertain future for development activities and appetite for external engagement post-Outbreak, including Tay Cities Deal (Ref 9) Financial impact of reduced student numbers, delayed Consultation process, likely reduction of international income/AST surplus/etc (Ref 15, 19,20) Poor outlook for AST due to worldwide collapse in aviation market (Ref 25) | | | | | | | | | | |

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

LIKELIHOOD CRITERIA **TIMESCALE 3 YEARS**

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

IMPACT CRITERIA **TIMESCALE 3 YEARS**

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

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

RISK MAP (for Gross risk & residual risk)

TIMESCALE 3 YEARS

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

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

Perth College UHI

Paper No. 9

| | |
|--|---|
| Committee | Board of Management |
| Subject | Health and Safety Statement of Intent |
| Date of Committee meeting | 14/10/2021 |
| Author | Ian Bow, Health, Safety and Wellbeing Adviser |
| Date paper prepared | 01/10/2021 |
| Executive summary of the paper | <p>Please outline the follow elements of this paper:</p> <ul style="list-style-type: none"> i) Purpose – what is it for ii) Impact – what are the intended outcomes iii) Course of Action – what happens next & by whom <p>This Statement of Intent is reviewed on an annual basis by the Board of Management to endorse their commitment to Health and Safety for the coming year.</p> <p>If endorsed it is then signed off (physically) by the Chair of the Board and the Principal/CEO prior to being published</p> <p>No changes are recommended in this year's Statement of Intent.</p> |
| Consultation Please note which related parties, stakeholders and/or Committees have been consulted | |
| Action requested | <input type="checkbox"/> For information <input checked="" type="checkbox"/> For discussion <input checked="" type="checkbox"/> For endorsement <input type="checkbox"/> Strongly recommended for approval <input type="checkbox"/> Recommended with guidance (please provide further information, below) |

Perth College UHI

| | |
|--|---|
| <p>Resource implications</p> <p>Does this activity/proposal require the use of College resources to implement?</p> <p>If yes, please provide details.</p> | <p>No</p> |
| <p>Risk implications</p> <p>Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk?</p> <p>(If yes, please provide details)</p> | <p>Yes</p> <p>Outline of actions taken by the college</p> |
| <p>Link with strategy</p> <p>Please highlight how the paper links to the Strategic Plan, or assist with:</p> <ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information | <p>Click or tap here to enter text.</p> |
| <p><u>Equality and diversity</u></p> <p>Does this activity/proposal require an Equality Impact Assessment?</p> <p>If yes, please give details:</p> | <p>No</p> |
| <p><u>Data Protection</u></p> <p>Does this activity/proposal require a Data Protection Impact Assessment?</p> <p>If yes, please give details:</p> | <p>No</p> <p>Click or tap here to enter text.</p> |
| <p>Island communities</p> | <p>No</p> |

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

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

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

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

and

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

Perth College UHI
Health and Safety Policy Statement

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

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

To meet these criteria, the College will:

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

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

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

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

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

Signature:

Date:

Margaret Cook, Principal and Chief Executive

Signature:

Date:

Brian Crichton, Chair of the Board of Management

Title: Health and Safety Statement of Intent part of the Health and Safety Policy

Version/Status:

Approved By/Date: Board of Management

Effective Publication Date:

Owner: Principal and Chief Executive

Lead Author: Health, Safety & Wellbeing Adviser

Review Timing/Date:

Perth College UHI

Paper No. 10

| | |
|--|--|
| Committee | Board of Management |
| Subject | Balanced Scorecard |
| Date of Committee meeting | 14/10/2021 |
| Author | Kirsty Campbell, Project & Planning Officer |
| Date paper prepared | 20/09/2021 |
| Executive summary of the paper | <p>The attached paper is the Vision 2016 Balanced Scorecard, showing KPI data aligned with the aims of the college Strategic Plan 2016-21</p> <p>The Balanced Scorecard tracks performance against the KPIs identified by the Strategic Plan</p> <p>The data tracked by the Balanced Scorecard should help inform the success of the current strategy and where relevant, inform future strategy.</p> <p>This reports on the Quarter 1 KPIs for Year 5 of the current strategic plan which is the final year this set of KPIs will be reported on.</p> <p>For note, for Board Cycles 2, 3 and 4 the Balanced Scorecard will be presented to the full Board only. This decision was taken in order to reduce the number and duplication of papers going to Board sub-committees.</p> |
| Consultation Please note which related parties, stakeholders and/or Committees have been consulted | Data owners provided data and commentary for the following KPIs: The Head of HR&OD: KPI 12 |
| Action requested | <input checked="" type="checkbox"/> For information |

Perth College UHI

| | |
|---|--|
| | <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input type="checkbox"/> Strongly recommended for approval <input type="checkbox"/> 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. | Potentially if intervention is required to turn around poor KPIs |
| Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details) | Yes KPIs show how the college is performing against key indicators. Poor performance puts the sustainability of the college at risk |
| Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information | KPIs Vision 2016-2021 Balanced Scorecard |

Perth College UHI

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

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

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

Perth College UHI

| | | | |
|---|--------------------------|--|--------------------------|
| Its disclosure would constitute a breach of the Data Protection Act | <input type="checkbox"/> | Other [please give further details] Click or tap here to enter text. | <input type="checkbox"/> |
|---|--------------------------|--|--------------------------|

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

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

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

and

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



Strategic Plan Targets and KPIs: Progress Report: Q1 Year 5 2020-21

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

Key: KPI performance status





| | |
|----------------------------|--|
| Target achieved | |
| Target progress maintained | |
| Target missed | |
| No 2020/21 data available | |

| Measure | Key Performance Indicator or Target | Metric 2020/21 | Performance |
|---------|--|----------------|-------------|
| | Students and Staff Achieving their Potential | | |
| 3 | Staff | | |
| | a) Number of staff days spent on CPD/year (average per head) | 3.8 days | ↓ |
| | b) Percentage of permanent staff with TQFE or equivalent | 55% | ↓ |
| | Student Satisfaction | | |
| 4 | Track FE and HE Student Satisfaction through national student surveys | | |
| | The proportion of students overall satisfied with college experience in: a) Student Satisfaction and Experience Survey | 82% | ↓ |
| | b) National Student Survey | 77.4% | ↓ |
| 6 | Proportion of Students that agree or mostly agree with the statements from the Student Satisfaction and Experience Survey (SSES): | - | - |
| | a) Course / Achievement i. I feel this is the right course for me (prev. The course was what I expected) ii. I feel prepared to take my next steps (prev. I am achieving what I set out to do) | - | - |
| | b) Destination i. My time at college has helped me develop knowledge and skills for the workplace | 84% | ↓ |
| | c) College i. Overall I am satisfied with my college experience (prev. I would recommend the College to a friend) | 82% | ↓ |
| | | | |
| | Sustainability | | |
| 11 | Staff rates of: a) Turnover | 13% | ↓ |
| | b) Sickness absence | 4.5 days | ↓ |

| | | | |
|----|---|-----|---|
| 12 | Number of accidents reported to HSE | 0 |  |
| 13 | Number of businesses that engage with Perth College UHI | 345 |  |

Section 2: Detail of Performance by Measure

Detail of Performance: Measure 3a and b

| Students and Staff Achieving their Potential | | | |
|--|--|---|---|
| Measure | Key Performance Indicator or Target | Performance | Trend |
| 3 | Staff | | |
| | a) Number of staff days spent on CPD/year (average per head) |  |  |
| | b) Percentage of permanent staff with TQFE or equivalent |  |  |

Baseline: a) 5.3 days b) 84%

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

Actual 2020-21: a) 3.8 days b) 55%

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



Difference (+/-): a) -50% b) -8%

Trend: a) Sharp decline following previous steady improvement
b) Steady decline

Note on performance for measure 3 a and b

- a) Due to the ongoing challenges for staff working in a pandemic there has been a significant decrease in the amount of CPD undertaken as staff have focused on the challenges in continuing to deliver their role. Incorporated into this was the cancellation of 2 staff conference days as a supportive measure for staff
- b) We continue to see numbers of qualified staff leaving and being replaced by staff who do not have their TQFE or equivalent. We are supporting 21 staff to complete their TQFE during 2021/22 and will continue to support similar numbers for a number of years to ensure that our academic staff hold a TQFE or equivalent.

Detail of performance: Measure 4

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

Baseline: a) 93% b) 76%

Target: Improve on previous year's performance

Actual 2020/21: a) b)

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

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

Trend: a) Steady decline
b) Steady decline

Sector Average: 85%
(+/-)





Note on performance for measure 4 a, b

- a) The overall response rate for the SSES was 35%, which is disappointing and lower than 43% For the ESES despite, as noted in previous years, the same methodology being used across both surveys. The low response rates are still of concern since moving to an online platform.

The Overall Satisfaction for Q1 from the SSES was 82%, which is a 9% drop from 92% in 2018/19. Although this is still a high satisfaction rate, the uptake from students to complete the survey was low and possibly a reflection on the current circumstances on the past academic year.

- b) Overall response rate was 75%, up from 71% last year, an increase of 4% from last year but satisfaction has decreased -3.7% (this is a -8% from 2019).

Detail of performance: Measure 6

| Student Activity Measures | | | |
|---------------------------|-------------------------------------|---|---|
| Measure | Key Performance Indicator or Target | Performance | Trend |
| 6 | End of Year Student Survey Outcomes | | |
| | b) Destination |  |  |
| | c) College |  |  |

Target: Improve on previous year's performance

Actual
2020-21: b) 84% c) 82%

Actual
2018-19: b) 91% c) 91%

Percentage difference
(+/-): b) -7% c) -9%





Trend: Sharp decrease from previous year data was available (see notes below).

Note on performance for measure 6

The overall response rate for the SSES was 35%, which is disappointing and lower than 43% for the equivalent survey carried out at the beginning of the academic year - the Early Student Experience Survey, despite, as noted in previous years, the same methodology being used across both surveys. The low response rates since moving to an online platform are an area of concern.

The Overall Satisfaction for Q1 from the SSES was 82%, which is a 9% drop from 92% in 2018/19. Although this is still a high satisfaction rate and above the sector average, the uptake from students to complete the survey was low and possibly a reflection on the circumstances of the past academic year.

Detail of Performance: Measure 11

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

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

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

Actual 2020/21: a) 13% b) 4.5 days

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


Difference (+/-): a) **-50%** b) **-3.3 days**

Trend: A sharp downward trend after previous years of sustained upward trend

Note on performance for measure 11

- a) Staff turnover for all staff (permanent and fixed term) was 13%, with turnover for permanent staff being at 6%.
- b) There has been a drop in sickness absence however this has been seen across the sector and can be attributed to the requirement for home working.

Detail of Performance: Measure 12

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

Baseline: 3

Target: Improve on previous year and maintain safe working environment

**Actual
2020/21:** 0

**Actual
2019/20:** 0


**Difference
(+/-):** 0

Trend: Maintaining good safety record and a safe working environment

Note on performance for measure 12

For the second year running no accidents were required to be reported under RIDDOR during 2020-21.

Detail of Performance: Measure 13

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

Baseline: 300 (new metric used from 2018/19)

Target: Improve on previous year's performance

**Actual
2020-21:** 345

**Actual
2019-20:** 300

**Percentage
difference
(+/-):** **+15%**

Trend: Upward trend with significant year-on-year improvement

Note on performance for measure 13

Overall general engagement remains similar to previous years' figures.

What should be highlighted is that "meaningful engagement" has increased this year within the BET. Over the last year we have looked to engage more strategically with business partners and we have improved our communication, marketing and general engagement processes.

This has resulted in increased traction for FWDF with levy paying companies and SMEs, resulting in approx. £350k worth of training to be delivered in 21-22 financial year. This also gives us a platform for further growth with approximately 20 levy paying companies and 45 SME's to work with, an additional 45 companies.

Perth College UHI

Paper No. 11

| | |
|---|---|
| Committee | Board of Management |
| Subject | Policy & Procedures Summary 2021/22 |
| Date of Committee meeting | 14/10/2021 |
| Author | Jessica Borley, Quality Manager |
| Date paper prepared | 01/10/2021 |
| 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 | <input checked="" type="checkbox"/> For information only <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval |
| Resource implications (If yes, please provide details) | No |
| Risk implications (If yes, please provide details) | No <small>Click or tap here to enter text.</small> |
| Link with strategy | <small>Click or tap here to enter text.</small> |

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

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

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

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

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

and

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

| Comments | Academic year cfwd from | Academic Year to be Reviewed | Committee Meeting Date | Policy Reference | Policy Title | Current Owner (Senior Manager) | Current Head of Dept /Lead Author | Lead Editor | Name | Key Staff for Consultation (eg. Head of Resources) | Related Policies and Procedures | Awarding / Legislative Body | Approval Route (BOLD denotes final approval board) | Version | Equality Impact Assessment Approval Date | Last Date Approved | Review Period Requested by Owner |
|---|----------------------------|---------------------------------|---------------------------|---------------------|---|---|---|---|-------------------------------------|---|--|--|---|---------|--|-----------------------|--|
| | | 2021/22 | | QUAL030 | Health and Safety Policy | Depute Principal | Head of Human Resources and Organisational Development | Health, Safety & Wellbeing Adviser | Ian Bow | H&S Committee | QUAL 059 - Fire and Emergency Evacuation Procedure QUAL 088 - First Aid Policy QUAL085 - Smoking Policy QUAL 067 - Stress Management Policy. QUAL 045 - Safeguarding Policy and Procedure | Health and Safety at Work etc Act 1974 Management of Health and Safety at Work Regulations 1999 | Health and Safety Committee BOM | 11 | Oct-17 | May-21 | 1 Year |
| | 2020/21 | 2021/22 | | QUAL035 | Health and Safety Procedure | Depute Principal | Head of Human Resources and Organisational Development | Health, Safety & Wellbeing Adviser | Ian Bow | H&S Committee | | | Health and Safety Committee BOM | | | | 1 year |
| | | 2021/22 | | QUAL082 | GDPR Subject Access Request Procedure | Depute Principal | Data Protection Officer | | Ian Mcartney (Clerk to Board) | Head of Marketing & International Data Protection Officer Student Services Manager Sector Development Directors Sector Managers/Subject Leaders Head of Business Engagement UHI Data Protection Officer | QUAL029 - Data Protection Policy QUAL041 - Records Management Policy | None | CMT BoM | 5.1 | 31 October 2016 | May-18 | 2 Years |
| | | 2021/22 | | QUAL116 | Access and Inclusion Strategy 2017- 2022 | Depute Principal | Head of Student Experience | Student Services Manager | Gerald McLaughlin | cross college UHI (VP FE) feeds into ROA | Perth College UHI Strategic Plan 2016-21 UHI Strategic Plan Highlands and Islands Regional Outcome Agreement QUAL047 - Learning, Teaching and Assessment Strategy 2017-22 SS170 - Student Engagement Strategy 2017-22 QUAL117 - Corporate Parenting Plan Gender Action Plan Equalities Mainstreaming Outcomes 2017-20 QUAL098 - BRAG Attendance and Performance Monitoring Procedure HR033 - CPD Strategy, Policy and Procedure QUAL023 - Discretionary and Childcare Funds Policy QUAL022 - Discretionary and Childcare Funds Procedure QUAL053 - E-safety Policy QUAL079 - Equality and Diversity Policy HR106A - Equality Mainstreaming Report 2015 QUAL018 - Extended Learning Support Policy QUAL 019 - Extended Learning Support Procedure QUAL094 - Fitness to Study - Staff Guidelines QUAL020 - Guidance Policy QUAL051 - ICT Acceptable Use Policy for Staff and Students (ARCHIVED) QUAL102 - Mitigating Circumstances Procedure QUAL037 - Protecting Vulnerable Groups Scheme Policy QUAL038 - Protecting Vulnerable Groups Scheme Procedure QUAL045 - Safeguarding Policy Protecting Children, Young People, Adults at Risk and Staff | SFC | CASE BOM | 1.1 | Apr-17 | Jun-17 | 5 years |
| No future plans to be reviewed at present. Discussions taking place to potentially produce another plan. | 2020/21 | 2021/22 | | QUAL117 | Corporate Parenting Plan | Depute Principal | Head of Student Experience | Student Services Manager | Gerald McLaughlin | SDDs | Perth College UHI Strategic Plan 2016-21 UHI Strategic Plan Highlands and Islands Regional Outcome Agreement QUAL047 - Learning, Teaching and Assessment Strategy 2017-22 SS170 - Student Engagement Strategy 2017-22 QUAL116 - Access and Inclusion Strategy Gender Action Plan Equalities Mainstreaming Outcomes 2017-20 QUAL098 - BRAG Attendance and Performance Monitoring Procedure HR033 - CPD Strategy, Policy and Procedure QUAL023 - Discretionary and Childcare Funds Policy QUAL022 - Discretionary and Childcare Funds Procedure QUAL053 - E-safety Policy QUAL079 - Equality and Diversity Policy HR106A - Equality Mainstreaming Report 2015 QUAL018 - Extended Learning Support Policy QUAL 019 - Extended Learning Support Procedure QUAL094 - Fitness to Study - Staff Guidelines QUAL020 - Guidance Policy QUAL051 - ICT Acceptable Use Policy for Staff and Students (ARCHIVED) QUAL102 - Mitigating Circumstances Procedure QUAL037 - Protecting Vulnerable Groups Scheme Policy QUAL038 - Protecting Vulnerable Groups Scheme Procedure QUAL045 - Safeguarding Policy Protecting Children, Young People, Adults at Risk and Staff | SFC | CMT BOM | 1.1 | TBC | Jun-17 | 4 Years |

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Paper No. 12

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|--|--|
| Committee | Board of Management |
| Subject | Chair's Report for BoM October 2021 |
| Date of Committee meeting | 14/10/2021 |
| Author | Brian Crichton |
| Date paper prepared | 30/09/2021 |
| Executive summary of the paper | Paper summarises key activities of the Board Chair or end September 2021 |
| Consultation How has consultation with partners been carried out? | n/a |
| Action requested | <input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval |
| Resource implications (If yes, please provide details) | No |
| Risk implications (If yes, please provide details) | No Click or tap here to enter text. |
| Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: | Click or tap here to enter text. |

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

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

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

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

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and

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

Chair's Notes for BOM 14/10/21:PC UHI BOM Chairs Committee

- Paper developed over the summer on re-alignment of standing sub-committee structures. Reviewed by Chairs committee, and two board members – conclusions recommended for adoption at this meeting.
- With impending loss of 3 board members, and likely changes to committee structures board membership under active review and revisions should be implemented for next board cycle.

Colleges Scotland/Employers Association

- CS and EA remain proactively engaged in working sector issues on behalf of members. Active areas include
 - o Pay and conditions for lecturing staff
 - o Pay and conditions for Professional services staff
 - o Liaison with SFC and SG on College sector needs
- Chair and Principal actively engaged in CS and EA meetings.

Regional Strategic Committee (14/09)

- VC addressed RSC re the “vanity course” interview and accepted lessons to be learned from this unfortunate experience.
- RSC agreed branding project should advance to implementation stage, while recognising that there are still unresolved issues on naming with a couple of partners, including PC UHI.
- Financial Stability – recognised that situation is still both precarious and unpredictable and that focus must be continued on containing and ideally reducing costs so that partners and UHI can live within our means.
- SFC Review was discussed, and noted that it was difficult to know how to respond in detail in the absence of a formal SG view emerging – this expected shortly.
- FE/HE Numbers – down in both cases with FE at -10% and GE ca 250 full time equivalents down. Situation changing as we move forward, but some effort required particularly for FE on in-year recruiting.
- Change Management/UHI Blue Print. The new RAM allocation and institutional charge proposals were discussed. I requested a check that we check whether UHI in its role as RSB has a mandate/permission to institute the institutional charge changes as this differs from ‘normal’ RSB practices.
- Overall a good meeting chaired for the present by new chair of court. There was some support from all on chair's intent that court and all sub-committees focus on big ticket issues. Also some discussion around Executive/non-Executive delegation and chair agreed better clarity may be required on this.

Court (22/09)

- New chair of court re-iterated desire to work big strategic issues, welcomed by all. Meeting went very well and it is clear that we have the potential to make great progress on important issues.
- Branding – Court approved way forward as per RSC agreement.
- Arctic Gateway-briefed by Donna Heddle that we shall be up and running from Jan '22 with UHI Arctic gateway activity.
- Sub Committee Minutes
 - o Audit and F&GP still very concerned at continued lack of full functionality of Tech One financial systems project – not a happy story.
 - o Further educational Regional lead still not appointed. Fallout from this includes that UHI does not have a non-executive voice at College Scotland table – needs fixed quickly.
- VC Report
 - o Further discussion and apologies around “vanity course” interview
 - o Recruitment down as per RSC discussion.
 - o VC confirmed that 6 big strategic items will be brought to Court for ongoing review – it is to be hoped this happens soon, so we can see intent turn to action.

SRUC/UHI

- Consultant report reviewed. Concluded that a relatively small effort should be allocated to follow up with SRUC. No strong body of opinion that compelling case for action yet presented, and general recognition that in some ways report begs more questions than it answers.

Change management/Blueprint

- Curriculum review
 - o Some discussion around de-emphasising HNC/HND numbers in favour of Degree entry. Garry Campbell responded this was not the intention but there may be very specific examples where this makes sense. This continues to be a live topic, and verbal updated may be given at this meeting.
- Challenge around FE as an “inward attractor”. GC conceded could not think of any examples..... so why is this still in strategic thinking ?.
- EO reorganisation continues, but still with no costings. VC stated unequivocally that costs would be lower than current structure – but unquantified as yet. Given stringency that APs are treating financial sustainability we should expect similar focus on EO, and indications are that new chair in same place.

Academic Partner Agreements

- First workshop slated for early November. “Mutuality” recognised as a very important part of the mix, so we are progressing from the last wholly unsatisfactory proposals. I am optimistic we can get something that works this time round.

Moray Growth Deal

- Aviation activity progressing well. Court agreed funding of ca 500K as seed money to get to the outline plan stage. This is also good for PC UHI as AST may well pick up some interim business along the way to completion. I noted that the city deal funding is not inflation proof, so speed of execution shall be important.

Merger of Smaller College

- Confirmed WHC/NHC/LC will merge but Argyll will not sign up to this. A shadow board has been established and current estimates are for completion Jan 23. A governance group has also been established and I shall be on it. It is to be chaired by an external appointee, and we shall take a general overview of governance issues as the project evolves.

Brian Crichton
Chair of Board of Management

Perth College UHI

Paper No. 13

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|--|--|
| Committee | Board of Management |
| Subject | Principal's update |
| Date of Committee meeting | 14/10/2021 |
| Author | Dr Margaret Cook, Principal & Chief Executive |
| Date paper prepared | 07/10/2021 |
| Executive summary of the paper | This paper provides an update on current & recent work undertaken by the Principal |
| Consultation How has consultation with partners been carried out? | N/A |
| Action requested | <input type="checkbox"/> For discussion <input checked="" type="checkbox"/> For information <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval |
| Resource implications (If yes, please provide details) | No |
| Risk implications (If yes, please provide details) | No Click or tap here to enter text. |
| Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: | Click or tap here to enter text. |

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

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

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

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Perth College UHI

Principal's Report – Board Meeting 14 October 2021

Introduction

Clearly COVID continues to be a significant issue for the college. At present we are teaching largely one third of each programme online with two thirds face to face, this is not consistent across the board as it is dependant on need. This blend is proving popular with the majority of our students and staff members.

Our student numbers and those of the majority of the partnership have not reached target and this will have potential implications going forward, there is uncertainty about whether we will receive COVID funding going forward and there is discussion on this at Scottish Government level.

At present the majority of staff have been on campus at least once with many staff having now returned 3 or 4 days per week, the emphasis for staff returning to campus is to support our students and aid the student retention. More staff will return to campus after the October break and we are discussing flexibility with the Trade Unions. Our COVID controls continue to be in place and these have worked well for us over the last 18 months. We have seen an increase in cases on campus but not at levels which are causing alarm and many of the cases are not linked to the college.

Voluntary Severance/Redundancy

We opened the VS Scheme for the month of September, we had very few applications and the process is ongoing with a small number of individuals.

The Board approved our application to SFC to use compulsory redundancy to reduce the number of Leisure Tutors we have, the consultation process is ongoing and we are hoping to be able to reduce the number using VS but we may have to resort to compulsory, EIS indicated that there will be action should we have to resort to compulsory.

Chair of Court/Vice Chancellors Visit

We had a visit from Todd and Alistair on 6 September, this was a successful visit from the perspective of the staff and students that they met, this was a good opportunity for them to see our campus and the facilities we have at Perth, SMT took the opportunity to highlight the good and the more problematic areas of the college.

The second part of the visit was a meeting between our visitors, Perth's Chair and SMT. This was an opportunity to discuss our perspective on the partnership looking at the way forward and the issues for Perth within the partnership. It was disappointing that there appeared to be no new/innovative ideas for the future coming from the Vice Chancellor in spite of him being in post for 7 months at that point.

CMS Conference

The Centre for Mountain Studies held a 2-day conference in Perth Concert Hall on 5/6 October on Upland Futures, the conference was well attended with very good speakers and has received good feedback.

It was good to meet the delegates and see the face-to-face interaction between them.

Other issues

This is a very busy time and members will see a number of papers in the Board pack which relate to complex and potentially contentious issues and these issues have been the focus of the SMT work over the last few months.

Perth College UHI

Paper No. 14

| | |
|---|--|
| Committee | Board of Management |
| Subject | HISA Perth Update, October 2021 |
| Date of Committee meeting | 08/10/2020 |
| Author | Anna Templeton – Student Voice Manager |
| Date paper prepared | 07/10/2021 |
| Executive summary of the paper | <p>Paper collates 3 documents to update Board on HISA Perth activities and plans:</p> <ol style="list-style-type: none"> 1. HISA Perth Update 2. Draft Perth Partnership Project Agreement (PPP) 3. HISA Perth Indicative Plan of Work – Full Plan of Work to follow due to Staff Shortages |
| Consultation Please note which related parties, stakeholders and/or Committees have been consulted | Partnership Project and Indicative Plan of Work are iterations of documents presented to Engagement Committee, September 2021 |
| Action requested | <input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input type="checkbox"/> Strongly recommended for approval <input type="checkbox"/> Recommended with guidance (please provide further information, below) |
| Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details. | No |

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

Perth College UHI

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

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

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

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and

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

HISA Perth Update 1st July – 30th September 2021

New Team

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

- HISA Perth President – Todor Pavlov-Kennedy
- HISA Vice President of Activities and Welfare – Maddie Brown
- HISA Vice President of Education and Engagement – Rebecca Wallace

Induction

The new HISA Perth officer team have received significant training and induction meetings since starting their roles. They have attended Executive Training with the collective local and regional HISA officers, SPARQS That's Quality, NUS Scotland's Lead and Change and SPARQS (student partnerships in quality Scotland) inspired HISA-led Train the Trainer as a team. They have also had induction meetings with all members of the Senior Management Team, Corporate Management Team, Sector Development Directors, Student Engagement Staff, Clerk and Chair of Board of Management and Education Scotland. The team have also received specific skills training around IT, working from home, time management and governance to name a few.

Partnership Project

Consultation on the Perth Partnership Project closed on 30th June and received 102 responses from students across Perth College UHI. Based on the top three most voted for themes – Mental Health, Extra Curricular Opportunities and Building the Student Community - HISA Perth have now created a proposed action plan with support from the Head of Student Experience and the Perth College Student Engagement Group for implementing and embedding into regular reporting for the committee. Each officer will take responsibility for a theme – Todor has Building the Student community, Maddie has Mental Health and Rebecca has Extra Curricular Opportunities – and will work with relevant departments across PCUHI to create specific actions and implement the Partnership Project.

Freshers 2021

Freshers 2021 took place from Monday 30th August until Friday 3rd September with a combination of online and regulated on campus events to ensure our students' safety. A range of activities were planned including a BBQ for the Residencies, a campus Treasure Hunt, On-line and in-person socials, Support for Student information event, meet your officers/goodies give-away and a Freshers Fayre with fete style games. This year HISA moved to advertising all Freshers events regionally via a new link on the HISA website supported by an events specialist website called Native. This promotional tool was combined with local communication via HISA's social media and college channels. The level of engagement received during the week was encouraging and steady, particularly as this year HISA Freshers was a 'blended' approach. Unfortunately, due to staffing shortages, HISA is not currently able to provide detailed social media statistics for Freshers engagement - further reporting will be given when details from the Early Student Experience Survey are available. HISA Perth has also actively supported student inductions, working with academic staff and PATs to meet with new students and raise awareness of what HISA can offer student members. An officer of HISA Perth was also able to speak to students at Induction sessions in the Brahan Lecture Theatre, Goodlyburn Theatre, in classrooms and also via video conference. During Freshers Week, we spoke at 57 inductions to approximately 550 students. This was a significant increase on previous years

Planning our Year

HISA Perth student officers and HISA Perth staff have finalised our plan of work for academic year 2021/2022. This consists of individual officer objectives linked to their manifesto, team objectives, an operational plan of work and a list of events that will take place. This will be taken to the first SRC meeting for Student Voice Reps to ratify the officer's plan of work for the year. The HISA Perth President and Vice President of Activities and Welfare have also been in communication with the SDDs in regard to working together to set up a Mentoring Programme for new students.

Returning to Campus

HISA Perth have been working in partnership with the college in preparation for students and staff returning to campus, contributing to the staff and student guides that have been created, having membership on the various short life working groups attributed to this line of work and contributing to discussions around communicating with students in the run up to returning to campus. HISA Perth have been on campus throughout the summer vacation with a rota system in place so that no more than 2 people will be in the office at one time. Arrangements have also been made for students wishing to come and speak to HISA Perth on campus. The HISA Perth team has also been actively encouraging students to follow government guidelines regarding face coverings and vaccinations. This and all measures are being kept under regular review in line with Scottish Government guidelines.

Facebook Group

Following discussions, HISA Perth and the Marketing Team made changes to the Welcome to Perth College UHI 20/21 Student group on Facebook. The group changed its name to Perth College UHI Student Group (Official) Students. This group is open to all students - current, prospective, and alumni as a place to make friends, chat about courses, get advice, and more. Students are accepted onto the group after answering set questions about their student status, what they are studying and how they found out about the group as well as agreeing to the rules of the group that are linked to the Student Code of Conduct. The Marketing Team and HISA Perth are monitoring the group. We currently have 308 members.

Student Voice Reps

HISA Perth has once again started regular meetings with the Perth Quality Team and Student Engagement staff to look at Student Voice Rep recruitment and will start to review rep training for relevant updates this academic year for delivery online in a live webinar. Last year a pre-recorded session was created locally for those who could not attend, and this will be looked at regionally this year, as it was discussed at the regional Student Voice Rep Group and recognised as good practice that should be replicated. Training will take place from 25th October-5th November with HISA Perth and the Quality Team co-delivering. Recruitment is currently underway with communications being sent out to PATs and the role actively promoted on social media. HISA Perth Officers have also made an additional 30 class visits to promote the Student Voice rep role. The Student Voice Rep toolkit, created by HISA in partnership with APs across UHI through working groups has been updated over the summer, to with tools for promoting the role, recording rep details and a working agreement between the AP and HISA to ascertain who has responsibility for tasks relating to the class representative role. Current rep number are 82 and growing, following a big change this year asking

the reps to self-register via an online form to link with GDPR and data sharing. Registrations have been slower, but we hope this will reflect reps who are keen to self-register rather than PATs passing on a name, and that these reps are students who are enthusiastic and pro-active in the role.

Clubs and Societies

Our VP Activities and Welfare has communicated with all previous clubs and societies to confirm they are still running and to ask how they would like to be supported this year. Sign-up sheets were created during Freshers, and we received 18 sign-ups for existing societies and suggestions for new ones. There are currently 4 Perth clubs which have re-affiliated and potentially two existing clubs to re-affiliate and one new club to set up – Volleyball. Our VP Activities and Welfare and HISA Perth staff are working closely to assist in the continuation/creation of these. In addition, there are several Regional clubs and societies that are open to all UHI students.

Perth Partnership Project
between
HISA Perth
and
Perth College UHI

Part A 2019-21

Part B 2021-22



Part A of this agreement outlines the general approaches to student engagement and partnership working between Perth College UHI and the HISA Perth 2019-2021.

Part B of this agreement outlines specific project themes to be jointly undertaken during academic year 2021-22.

Introduction

The purpose of this agreement is to present the work being done to improve the student experience in partnership between Perth College ('the College') and the Highlands and Islands Students' Association ('HISA Perth'), and to show students how they can get involved in that activity. It does not replace other strategic documents, and students are not limited by this document – students are actively encouraged to tell us how we can make their education better in any way. This is complimentary to the University of the Highlands and Islands Student Partnership Agreement between UHI and HISA (Highlands and Islands Students' Association) which is an agreement between the University and all students across UHI and its academic partners. The College and HISA Perth will work collectively on understanding and enhancing the student experience of all its students.

Our College Community

Perth College UHI is very proud of our place within the University of the Highlands and Islands, within the local community of Perth and Kinross, and in all communities nationally and internationally where we have an impact through our business and students. Our success is shaped by the skills and talents of our students and our staff, and our commitment to working in partnership is key to understanding and developing shared aspirations and actions.

The College revised its Strategic Plan in 2016 to cover the period 2016-21 and has partnership, change, success and community at its core.

Vision

To be an inspirational partner in economic and social transformation.

Mission

To change lives through excellence in education, research and innovation, developing knowledge and skills and the experience to succeed.

Our student body is central to that purpose and vision. Both the College and HISA Perth value the diversity of our student population and work to make sure everyone feels welcome and supported. All staff and students should interact in a way which helps create an inclusive, pleasant and welcoming environment for everyone.

Students at the College are represented by HISA and are represented to the College by HISA Perth. HISA Perth represents the views and interests of all students through its Student Representative Council (SRC), Student Forums, the College Board of Management and its committees, and works in partnership with the College to secure the best possible student experience through a broad range of individual, collective, formal and informal routes.

HISA Perth also represents students of the College within the wider Highlands and Islands Students' Association. HISA represents all students within the Highlands and Islands region. HISA Perth officers sit on the HISA executive committee so that the voice of Perth College students feed into decisions on a regional and national level.

What is partnership?

The terms 'partner' and 'partnership' are used in a broad sense to indicate joint working between students and staff. Partnership working is based on the values of:

- Openness.
- Trust and honesty.
- Agreed shared goals and values.
- Regular communication between the partners.

It is not based on the legal conception of equal responsibility and liability; rather, partnership working recognises that all members in the partnership have legitimate, but different, perceptions and experiences. By working together to a common agreed purpose, steps can be taken that lead to enhancements for all concerned. The terms reflect a mature relationship based on mutual respect between students and staff.

Part A – Student Partnership and Engagement at the College

Formal Student Representation

The college is committed to involving students in the decision-making process and making sure that they have the best possible experience while studying with us. All students are automatically members of the Highlands and Islands Students' Association. The College and HISA Perth seek to work closely together to ensure that students are represented on all relevant college and Board of Management committees and are supported and trained to fulfil their roles.

Opportunities to become involved in student representation within the College structure include the following:

- Student representatives are present on all relevant college committees, including Board of Management and Engagement Committee, Academic Affairs Committee, Health and Safety Committee, Equality Diversity and Inclusion Team (EDIT) and Student Engagement Group.
- Each course should have a student voice representative who will attend Student Forums and make student views known on issues related to the learning experience. On-going communication will be encouraged outwith formal meetings.
- Focus groups and consultation events are arranged when major changes to curriculum, resources or wider student services are planned, and students are invited to take part in these groups.

Student representatives are trained and supported in their respective roles. There is also the opportunity to meet with other student reps to support each other.

Students' Association

The Highlands and Islands Students' Association (HISA) represents all students of UHI and its academic partners and provides a representation structure at Perth College UHI through HISA Perth.

HISA Perth is led by an executive of committee of three officers

- President (full-time, sabbatical position)
- Vice President Education and Engagement (part-time)
- Vice President Activities and Welfare (part-time)

HISA Perth is the representative voice of students at Perth College UHI. It advocates the views and rights of students, organises events and supports clubs & societies and works to influence change within the College and wider society to make the experience of being a student at Perth College UHI better.

There are various ways for students to influence the work of HISA Perth that the students' association provide:

- Standing for election as local officer of HISA Perth
- Standing for election as a regional officer of HISA
- Participating in HISA's regional bodies and events
- Becoming a course representative and undertaking training
- Attending the HISA Perth Student Representative Council, to discuss matters affecting the College student body.
- Attending HISA Con. HISA Con is an annual event which offers an opportunity for students from across the Highlands and Islands to influence the work of HISA.
- HISA Perth students shape student engagement on a national level through work with NUS Scotland, Sparqs, QAA Scotland, Education Scotland and other tertiary-education sector agencies.

Student Engagement in the Life of the College

Student involvement is not restricted to formal representative structures. All students are encouraged to become partners in shaping the life of the college. Opportunities include:

- Participating in HISA Perth events and student-life research activity
- Dropping in to the HISA Perth office and meeting the elected officers
- Participating in and developing activities and events within the Union Link space
- Participating in volunteering opportunities within and outwith College.
- Giving honest, constructive feedback by taking part in surveys, focus groups and other feedback opportunities.
- Becoming familiar with the UHI Learning and Teaching Enhancement Strategy Values and using it for students to consider their own learning and how they are taught.
- Sharing opinions with course representatives, or other student reps at SRC.
- Speaking directly with lecturing staff or a Personal Academic Tutor.
- Supporting class activities or activities in the Union Link or online.
- Developing and taking part in events, societies, clubs and groups.
- Working with other students, staff, Quality, and the Student Engagement Officer to discuss means of enhancing the ways in which we can work together to broaden the participation of students and staff in collectively progressing the student experience at the college.

College staff will seek to engage with students in both formal and informal structures and ensure that students are a central part of college decision making and informing of policy and practice. Means of ensuring clear and accessible communication between the wider student community and the college will be continually reviewed jointly to ensure that this is enhanced on an ongoing basis.

Part B - Perth Partnership Project

Context

As part of the development of a Perth Partnership Project between Perth College UHI and HISA Perth, discussions were held to inform priorities for 2021-22.

Feedback from students through student surveys, course committees and a wider student consultation also formed the basis of additional information to inform the three project themes. The three themes selected by students were:

1. Mental Health
2. Extra-curricular opportunities
3. Building the student community

The themes will be taken forward through joint work to be undertaken with relevant Students Association Officers, student representatives, and staff members who have responsibilities which encompass these themes.

An action plan specifying student representatives and staff membership will be agreed by each theme and reported through Student Engagement Group.

Joint Project Theme Overviews

1. Mental Health

- HISA Perth and the College will create spaces and host events where students can discuss mental health in a safe and supportive environment
- HISA Perth and the College will work together to highlight the support available within Perth College UHI and the wider community for mental health
- HISA Perth and the College will work to provide opportunities where students can learn more about mental health

2. Extra-curricular opportunities

- HISA Perth and the College will work more to raise awareness of different extra-curricular opportunities available to students
- HISA Perth and the College will look to increase the number of extra-curricular activities available to students
- HISA Perth and the College will work together to increase work placement opportunities available to students

3. Building the Student Community

- HISA Perth and the College will work together to raise awareness of spaces for students to socialise as well as exploring the creation of new spaces
- HISA Perth and the College will consult with students to ask them how we can build a stronger student community
- HISA Perth and the College will create events and activities where students can socialise safely

Perth Partnership Project

Part B: 2021/22

Signed on behalf of

HISA Perth

President

Date

Perth College UHI

Principal and Chief Executive

Date

HISA Perth Indicative Plan of Work 2021/2022

Introduction

Below is the indicative team and operational objectives for HISA Perth during academic year 2021/22. It will give indication of 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. A fuller plan of work with clearer timelines and objectives will be developed and shared in due course to be ratified by the Student Representative Council (SRC) in its first meeting of the academic year and to inform Perth College UHI of the organisation's intentions for the year.

The return to campus for a significant number of our students in wake of coronavirus restrictions being lifted presents a unique challenge to us as a students' association in offering a blended approach to our services and activities so the indicative plans below reflect work that we believe to be achievable in an online and face to face capacity with our students' safety at the heart of what we do.

Officer Objectives

Each officer has been working on developing preliminary objectives linked to the manifesto that they were elected on by the students at Perth College UHI. Below are the officers' main objectives for the year:

HISA Perth President

- Enhancing the Library – students being able to access the library and its resources when needed, increasing the resources available and working in partnership with the library team
- Promoting socialising outwith course – creating new social spaces and events for students so they can meet one another in a safe space
- Raising awareness of mental health – Hosting a dedicated event focusing on creating an awareness of mental health and its impact on students
- Promoting HISA Perth – increasing our presence across campus and making sure students are aware HISA Perth is there for them and a place to get involved

Vice President Activities and Welfare

- Clubs and societies – improving how clubs and societies can register with HISA, hosting regular meeting for leaders and improving the promotion of clubs and societies across campus
- Engaging and accessible events – planning a range of diverse and inclusive events that represent our student body that are engaging, and that our students are happy with. Promoting them widely through a monthly calendar of events
- Issues concerning students – gathering feedback on issues that have affected students (Brexit, impact of COVID-19, etc), providing more information around these issues and supporting national campaigning efforts



- Mental Health Services – promoting existing PCUHI/UHI services for students so they know where to get support and looking to implement a peer support system at PCUHI

Vice President Education and Engagement

- Student Employability post study – students being aware of the careers available to them and providing more workplace opportunities for students to help develop their skills in the workplace
- More control of learning – students having more of a say over what and how they are taught, exploring what influence students have over choices and looking at different ways students can be taught
- Student Voice Reps – getting reps recruited across PCUHI and trained as quickly as possible as well as having regular meetings with reps with good turnout
- Gathering Feedback from students – finding new ways of gathering the student voice and implementing these suggestions in order to improve engagement with students

Team Objectives

The HISA Perth student officer team have also developed three objectives that they wish to complete as a team. A summary of these objectives are as follows:

- Sustainability – working in partnership with PCUHI to make our campus greener by encouraging all to reduce, reuse and recycle all aspects of campus life
- Inclusivity – supporting all our students from diverse backgrounds, including our international students and continuing our work with PCUHI on the anti-racism and racial harassment action plan. Focusing on holding a short visual campaign at Perth College campus promoting Black Lives Matter and standing up to racism including holding Anti-Racism Workshops which would talk about what racism is and how we can come together to combat it.
- Communicating with students – creating a monthly HISA newsletter, and ensuring our online and in person communications share what HISA is up to for our students

Operational Plan

Along with the individual and team objectives, HISA Perth have developed an operational plan consisting of activities that occur yearly within the organisation – either pre-existing or new additions. These are detailed below:

- HISA Perth input during Inductions
- Freshers Week activities, working with local companies/organisations/charities and integration with regional Freshers' activity
- Promote the Early Experience Survey, Student Satisfaction and Engagement Survey & the National Student Survey to help improve participation and HISA Perth scores
- Promote and run HISA elections, having all local positions filled and contested as well as maintaining high turnout
- Achieving good attendance of PCUHI students to HISA Con



- OBI Awards – reviewing the nomination form and timeline of awards as well as achieving nominations from every sector in each category, improving nomination numbers and celebrating winners
- Increase nomination numbers in HISA Awards and Sporting Blues
- Promoting support from HISA Perth to students and monitoring/recording student queries

Events and Activities

Below is a list of the current events and activities HISA Perth wish to undertake during the current academic year in either a physical or online environment, depending on which is safe. A full calendar of events is to be confirmed but below are the events that are confirmed to be taking place this academic year:

- Freshers - September
- Black history Month - October
- Halloween event- October/November
- Christmas event - December
- Refreshers – January/February
- Chinese New Year - January
- LGBTQ History Month - February
- Women's History Month - March
- OBI Awards - May

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|--|--|----------------------------------|------------|
| Committee | Court | | |
| Date paper prepared | 15/09/2021 | Date of committee meeting | 22/09/2021 |
| Subject | Academic Partner Quarterly Status Updates | | |
| Author | Academic Partner Principals | | |
| Action requested | For information | | |
| Purpose of the paper | To update members of Court on activities across the University partnership. Period covered 01 June – 31 August 2021. | | |
| Brief summary of the paper | Routine reporting to UHI Court. | | |
| Consultation | Described in paper | | |
| Resource implications | Described in paper | | |
| Risk implications | Described in paper | | |
| <u>Equality, Diversity and Inclusion</u> | None | | |
| Paper status | <input checked="" type="checkbox"/> Open – The paper may be circulated to non-members of the committee and published online without restriction. <input type="checkbox"/> Restricted – The paper must not be circulated to non-members or published online until after the committee meeting. <input type="checkbox"/> Confidential - The paper must not be circulated beyond the committee members and should not be published online. [Please note papers may still be subject to Freedom of Information requests – see below]. | | |
| <u>Freedom of information</u> | Open If closed/ withheld, select date this will become 'open': Enter a date. | | |

University of the Highlands and Islands

| | |
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No reports received from Argyll Colleg UHI or Sabhal Mor Ostaig.

Highland Theological College

Prepared by Hector Morrison, Principal

Notable accomplishments

Andy Steiger (who founded Apologetics Canada in 2010) successfully defended his PhD viva (subject to minor corrections) on 26th August. His thesis was on Michael Polanyi's critique of reductionism.

Inverness College UHI

Prepared by Marketing and Communications, Inverness College UHI

Notable accomplishments

The Care and Learning Alliance (CALA) took the lease of our Early Learning Childcare Centre premises on Inverness Campus at the beginning of July and began providing an early learning childcare service on site for children aged 0 and upwards from 19th July.

Carrie Higgins and Sharon Macfarlane were appointed as Tertiary Education Leaders (TELs). We will also be recruiting internally for a new Head of School for Forestry and the Built Environment and Depute Head for Construction. There will also be new Depute Head role for Creative Arts to complement the existing Depute role and backfill.

Recruitment is underway for a Director of Research – Biodiversity and Freshwater Conservation.

Mark Sheridan has been elected as Interim Chair following Sarah Burton's decision to step down as Chair.

Significant events/ awards

Our staff conference took place on 28 and 29 June. The mandatory online events were attended by 174 members of staff, while 103 staff attended on-campus workshops. It was a good opportunity for us to introduce some of the themes we'd like to focus on next academic year, including distributed leadership and excellent learning and teaching.

Fifteen members of staff and five students from Inverness College UHI were recognised in the Highlands and Islands Students' Association (HISA) awards. More than 35% of the nominations this year came from Inverness College UHI students.

Our art and design, visual communication, drama, hairdressing and fashion make-up students exhibited their work at the Eastgate Community Gallery throughout July.

The full-time BEng (Hons) and Graduate Apprenticeship in Civil Engineering were accredited by the industry's professional bodies.

Open Day on campus, 10 August 2021: 102 visitors. Feedback suggested people were very happy to return to site and speak to staff face to face and tour facilities. Planning now for another Open Day on campus in early November, subject to case numbers and safety considerations.

Collaboration with other academic partners

Inverness College UHI, West Highland College UHI and North Highland College UHI won the "Outstanding use of technology to deliver remote teaching and learning" TES FE award in recognition of our collaboration on the Virtual School initiative.

Issues or concerns

In June, staff and students were upset by the death of one of our students in the residences. At the time, we provided additional support and counselling to students living in the residences. Inverness College UHI is carrying out an internal independent investigation and we are committed to ensuring improvements are made if our review identifies any failings on the part of Inverness College UHI.

We were deeply saddened by the tragic loss of a valued colleague, Dr Anthony Luke. Anthony joined Inverness College UHI in August 2015 and was keen to promote science learning to all. Following Anthony's funeral, a celebration of his life took place at Inverness College UHI.

Lews Castle College UHI

Prepared by Sue Macfarlane, Principal

Notable accomplishments

The BA (Hons) in Applied Music team, led from LCC UHI, received the Collaborative Award for Teaching Excellence from Advance HE. The programme also received 100% overall student satisfaction rating in the NSS for the 3rd year running.

Significant events/ awards

Launch of the Uist Virtual Archaeology App in July, developed by the College's archaeology department in partnership with the local authority and Scottish Natural Heritage which provides a virtual reconstruction and working images of important archaeological sites

The College collaborated with Heb Celt during July and delivered a series of online Gaelic and music cultural workshops as part of the 2021 Survival Sessions. This took the form of a series of short instrumental and song sessions, exploring music from different Celtic nations.

The College hosted several visits from Scottish Government ministers and MSPs in August:

- Jaimie Hepburn, Minister for FE and HE
- Anas Sawar, Leader of Scottish Labour party
- Rhoda Grant, MSP for Highlands and Islands
- Alasdair Allan, MSP for Na h-Eileanan an Iar

Collaboration with other academic partners

The College continues to work with partners on a number of developments, of significance is:

- Joint steering and planning for potential rural and island colleges merger
- Joint steering and co-ordination of UHI-led Islands Deal projects
- UHI Islands Strategy

Working with the School of Nursing on transfer of students and staff to the Stornoway campus in September

Issues or concerns

The lack of payment of the Distant Islands Allowance remains a cause concern as a necessary contributor to the financial sustainability of the College.

Moray College UHI

Prepared by David Patterson, Principal

Notable accomplishments

The Scottish Funding Council (SFC) annual performance indicators for colleges in Scotland for 2019/20 were published in July and showed that achievement rates for Moray College full-time students for that year to be the highest in mainland Scotland. Full-time achievement rates increased by 6.4% on the previous year, and part-time rates by 8.5%. This reflects a combination of work undertaken in recent years to significantly improve student performance, and also the impact of prompt and effective actions taken in the face of the national lockdown due to the pandemic.

Significant events/ awards

The Summer was a busy period for our Employability Fund team working with local businesses and JobCentre Plus to deliver a number of 2-4 week courses designed to prepare and support participants back into employment. Each group gained practical skills and knowledge, relating both to job search, interview preparation and a number of general and industry-specific qualifications. Successful candidates have progressed into placements and employment in the manufacturing, construction, and food production sectors locally.

Collaboration with other academic partners

This year's annual showcase of final year art degree students displayed the work of artists studying at Moray School of Art and at our partner campuses Lews Castle College UHI, Orkney College UHI and Shetland College UHI. The artwork was on show at www.artnorth-magazine.com from 11th June until 9th July which brought it to a much wider (and more international) audience than usual.

Issues or concerns

While issues of serious concern are normally raised and addressed through the executive structures and processes of the university, we question whether there is an adequate feedback loop process in place for Court to respond to concerns raised by academic partners or to review and reflect on the patterns of issues raised in this way.

North Highland College UHI

Prepared by Debbie Murray, Principal

Notable accomplishments

North Highland College UHI opens new Centre for Golf Facility in Dornoch

North Highland College UHI were pleased to unveil their brand new Centre for Golf to a small group of stakeholders at their campus in Dornoch on 6th July 2021. The new purpose-built indoor golf facility is an extension to the college's Dornoch campus, previously known as Burghfield House, which has been designed to improve golf student's learning experience with the highest specification equipment in a state-of-the-art facility. See link for full details: [NHC UHI Centre for Golf Opening](#)

Significant events/ awards

BEng (Hons) Mechanical Engineering student Jonathan Fell was awarded with the 'Outstanding Student Engineering Project of the Year' from the Institute for Engineering and Technology (IET). On receiving the award Johnathan said "It means a great deal to me to have had my work recognised by both the university and the IET. I put a lot of effort into the project so I'm extremely proud to have that acknowledged".

(See full details here)

[NHC UHI Engineering Student wins Top Award](#)

Jonathan can be seen here with his supervisor, Dr Peter Hylton, outside the College's Engineering, Technology and Energy Centre in Thurso.



Collaboration with other academic partners

North Highland College UHI achieves top place on the Duke of Edinburgh 'Do it for Youth' August Team Fundraising Challenge

A small team of NHC UHI staff joined together to take part in a Duke of Edinburgh Fundraising challenge in August to raise much needed funds for the charity, as part of a 'Do-it-for-Youth' challenge. Each team member set themselves a variety of challenges over the course of the month, including litter picking, sea swimming, writing letters to the elderly, hill walking, learning to paint, skipping, going veggie and giving up bread. The team were absolutely delighted to see themselves achieve top status on the Team leaderboard by raising a whopping £2229. <https://events.dofe.org/fundraisers/northhighlandcollegeuhi/do-it-4-youth>

The team also climbed Ben Bhraggie in Golspie on a sunny Sunday morning as part of the physical challenge – here they can be seen at the top next to the foot of 'The Mannie' monument.



Orkney College UHI

Prepared by Jenna Harper, Jo Wallace

Notable accomplishments

12 August - Three Orkney-led programmes achieved an impressive 100% satisfaction rate in the [Postgraduate taught experience survey \(PTES\) 2021](#) (MA Contemporary Art & Archaeology, MLitt Scottish Heritage & MLitt Viking Studies)

13 August – Our Agronomy Insititute UHI boasts growing the bere for two products new to the market; Bruichladdich distillery's 2011 [Bere Whisky](#) and Swannay Brewery's [Scapa Bere beer](#). June 13: Analysis of fingerprints found on sherds of Neolithic pottery revealed they were made by two males - one in the adolescent age range and the other adult. In August, a third fingerprint was found and confirmed as belonging to another adult male. The prehistoric fingerprints were examined by Professor Kent Fowler, director of the [University of Manitoba's Ceramic Technology Laboratory](#).

June 28-August 13: Excavation resumed at the Ness of Brodgar for the first time since 2019. Although on a smaller scale, the Stenness dig attracted over 8,000 visitors over the period, recording over 82,000 website page views in July and August.

July 5-16: Excavation resumed at Skail, Rousay, again for the first time since 2019. Grant funding from the Castle Studies Trust allowed two exploratory trenches to be opened at the nearby structure, The Wirk.

June 26: The first public event of the new [Orkney Energy Landscapes project](#) took place at Burgar Hill. It was followed by recording sessions at Costa Head and Billia Croo, a "Uranium walk" in August and a walk around the Flotta Oil terminal. The lottery funded project is led by the [Orkney Research Centre for Archaeology \(ORCA\)](#), part of the University of the Highlands and Islands Archaeology Institute, in partnership with the European Marine Energy Centre (EMEC) and the Department of Social Anthropology at the University of St Andrews.

July 19: A smartphone app to allow visitors to experience some of the Western Isles' most significant archaeological sites was launched. The *Uist Unearthed* app is part of the three-year Uist Virtual Archaeology project, led by the University of the Highland and Islands Archaeology Institute's Dr Emily Gal and Dr Rebecca Rennell, based at Lews Castle College UHI.

July 30: Martin Carruthers, a lecturer at the University of the Highlands and Islands Archaeology Institute was voted the Most Engaging Video Conference Lecturer in the 2021 HISA Awards.

August 6-15: Preliminary excavation work took place in Shetland as part of the [Looking in from the Edge \(LIFTE\)](#) project looking at the Northern Isles place in the European trade networks of the 15th to 18th centuries. A second phase of excavation is due to take place in 2022.

August 13: Activity on the UHI Archaeology Institute website ([archaeologyorkney.com](#)) reached a record high, recording 70,000 page views (and 45,000 visitors) - the highest since the site was established in 2015. At the time of writing (September 8, 2021, the site has recorded 78,598 page views and 49,950 visitors)

August 23: Excavation resumed at the Burn of Swartigill, Caithness, led by Rick Barton of the Orkney Research Centre for Archaeology (ORCA) and UHI Archaeology Institute lecturer Martin Carruthers. The dig, which was cancelled in 2020 due to the pandemic, is a community project in collaboration with Yarrows Heritage Trust.

August 23: University of the Highlands and Islands Archaeology Institute research postgraduate student Hannah Genders Boyd was awarded her Masters by Research (MRes) – the institute's first.

Significant events/ awards

June - BA (Hons) Fine art student, Ruth Tait, was selected for the national platform Royal Scottish Academy of Art and Architecture new contemporaries

Collaboration with other academic partners

3rd June - In collaboration with [Art North](#), The 2021 BA (Hons) Fine art and textiles degree show was held online: [News - Student artists rise to the challenge embracing digital degree shows - Orkney College UHI](#)

Ongoing work surrounding the islands deal, namely with Shetland UHI and Lews Castle College UHI

Issues or concerns

Legacy of cyber incident still has impacted upon start of term and student experience at enrolment – exacerbated by printer delay and delays in new IT - manageable but not ideal
COVID challenges internal space requirements although is manageable at the moment with 1m distancing – COVID also is disrupting student and staff recruitment

Perth College UHI

Prepared by Margaret Cook, Principal

Notable accomplishments

Restarting the academic year with some face-to-face teaching, well received by students and staff, this includes all Sport and Fitness and Hospitality and Food Studies curriculum along with percentage of Computing, Business, Administration and Accounting.

Recruitment of Associate trainers to support FWDF delivery moving forward.

Continued collaboration with University of Akureyri, Iceland for the second year, 19 students have enrolled on the MBA programme.

Early stage discussion with Lapin University of Applied Science, Lapland around exchange programme in areas of Sport, Business and Hospitality.

Full summer works programme completed

Appointment of consultant to carry out an Estates Strategy

Refurbishment works completed for new catering provider

Re-opening of campus with adherence to Scottish Government Covid guidance

Four successful CPD Forest Kindergarten sessions have been completed. Each group have had Perth and Kinross Practitioners in attendance alongside participants out with the Perth and Kinross area.

Each course has included three full days in the woodland to gain significant experience to enhance the learning and development of their future roles in leading a Forest Kindergarten session within their settings. This ties in with Scot Gov's ambition as part of the Play Strategy for Scotland to enhance outdoor experiences for children, particularly outdoor free play with access to nature.

Perth College UHI was selected by (Scottish Wider Access Programme) SWAP to pilot the first online SWAP Humanities course marketed to the whole of Scotland. The concept was only broached for the first time in March and everything was in place to start marketing the course nationally. There is a very decent sized group (27) and the students come from Nairn to Port Patrick. We adopted a blended learning style with plenty online tasks and discussions coupled with synchronous classes for all units. As this is targeted at adult returners we felt the synchronous class provided that extra level of support as they work towards university entry qualifications. Although the UHI systems are best placed to pilot such a course it is still a great achievement to the staff in the sector that the material was ready for delivery within 3 months of the idea being mooted.

Significant events/ awards

Perth College UHI have recently been awarded from the Carers Trust Scotland, the 'Going Further for Student Carers: Recognition Award'. This award identifies the support mechanisms we have in place, for our carers, to help and encourage our students to be ambitious and do well in their studies, achieving their goals.

The college continues to take part in the voluntary Lateral Flow Testing.

The first online access course to service the whole of Scotland through SWAP allowing adult returners to achieve university entry without having to get to a college campus. This is in-keeping with the UHI and APs mission to bring first class education to students in remote communities as well as people who might have caring duties or any other reason that a journey to campus might be an obstacle to learning.

Collaboration with other academic partners

Sharing of information relating to Covid and reopening our campuses with the H&S Practitioner Group.

Issues or concerns

Curriculum review process – concerns about the only basis for discussion being efficiency and numbers with no discussion at this stage around stakeholders and regional/local needs. The data being used is not being made available to Programme Leaders/Managers by SNL which does not help in the transparency of the process.

Legacy Cyber incident issues – impacts still on telephony, printing, classrooms which is impacting student experience.

Concerns over providing full services if cases of Covid continue to rise.

SAMS UHI

Prepared by Euan Paterson

Notable accomplishments

Collaborated with the FAAM Airborne Laboratory – a 32-metre jet used to measure various atmospheric properties – to test our prototype autonomous surface vehicle and simultaneously survey the atmosphere and water surface of Loch Linnhe

For the first time in its 21-year history, the annual SAMS Newth Lecture was a virtual event, as people from around the world tuned in to a live broadcast. This year's lecture focused on Scotland's possible contribution to the UN Decade of Ocean Science for Sustainable Development

Received rating of 100% for both NSS undergraduate study and the Postgraduate Taught Experience Survey

A BBC interview with Prof Paul Tett on the emergence of an algal bloom off Scotland's west coast made news bulletins across the UK

Significant events/ awards

SAMS Enterprise won a gold award at the Scottish Council for Development and Industry (SCDI) Highlands and Islands Awards for its research and development into the UK's fledgling seaweed farming industry

Hosted a visit from David Duguid MP, Parliamentary Under Secretary of State for Scotland

Hosted a visit from Arianne Burgess MSP, Scottish Green Party

Collaboration with other academic partners

The university's Wind and Wave Club, which is based at SAMS won Sports Club of the Year in this year's Highlands and Islands Students' Association (HISA) Awards

Provided two of the 10 articles included in the 'History of the University of the Highlands and Islands Partnership in 10 Objects'

John Howe gave his inaugural professorial lecture on World Oceans Day (June 8)

Issues or concerns

Availability of accommodation for students in the Oban area remains a major concern

Shetland College UHI

Prepared by Jane Lewis

Notable accomplishments

Merger of Shetland College, Train Shetland and NAFC Marine Centre with vesting of Shetland UHI on 1st August 2021.

Significant events/ awards

In the Bradford Textile Society, a UK wide design competition, Contemporary Textile students, Dee Henderson-Haefner won the 1st prize and the 'Cloth of Kings Medal' and Rachel Birse won 2nd prize in the 'Year 1 Weave' category.

UKRI funded project 'Integrating diverse values into the sustainable management of marine resources in the UK', led by Professor Stephen Fletcher, University of Portsmouth. Rachel Shucksmith Shetland UHI lead. (£197,398 over three years)

Collaboration with other academic partners

Exploration of shared curriculum with Orkney College, including delivery of courses where training for staff (in Shetland) is delayed.

Collaboration with Lews Castle College over preparation of Campus redevelopment OBC for the Islands Deal.

Issues or concerns

Due to the model chosen for merger, all systems, processes, policies have to be determined and adopted for the new college. This is challenging for staff alongside operating for business as usual.

Uncertainty of funding with lack of clarity from SFC on support linked to the Merger Business Case.

West Highland College UHI

Prepared by Lydia Rohmer, Principal

Notable accomplishments

Covid 19 Management – Ongoing challenges

The college continues to engage with both UHI Crisis Management Group and in Colleges Scotland sector working groups to manage the ongoing challenges of the Covid-19 pandemic. The college has managed to meet and exceed its annual FE credit target and has worked hard to retain students in an extremely challenging year. Despite very high student satisfaction results in SESS and NSS surveys, a higher number of students than in previous years withdrew in year, including to take up employment. The college is operating a hybrid working and studying model for 2021-22, with students on practical courses on campus, students on online networked courses given bookable access to campus study facilities, and continuing on-campus enhanced support arrangements for vulnerable students. Staff are on campus based on business service need, with the remainder continuing to work from home.

UHI Cyber Incident – from 5 March 2021, ongoing

The UHI cyber incident placed additional significant pressures on staff to engage in a further business continuity programme of work whilst access to business data and systems was seriously curtailed for an extended period of time. The college has worked well with UHILIS and regional IT teams, but had to invest significant additional emergency resource to secure its 'S-Drive' into a brand-new SharePoint environment, with the new data rescue project continuing for the next few months to fully restore all data access. Work is also still ongoing to rebuild the college's 500 devices and restore campus IT network infrastructure fully. Whilst most of the initial work programme is now complete, the work to create a new Sharepoint infrastructure for the whole college and all departments replacing the previous shared drive continues and has created an additional strategic change project requiring resources and training, on top of the additional business continuity management required for Covid-19.

Research, Innovation and Knowledge Exchange [Centre for Recreation and Tourism Research \(CRT\)](#)

- We have started a new transnational tourism project on July 1st: a Northern Periphery and Arctic programme clustering project called **Ethical Tourism Recovery in Arctic Communities** (with two partners in Finland and the Centre for Mountain Studies), the aim being to enable short-term business recovery while exploring options for a more culturally and locally sensitive tourism future.
- We have started a new three-year project, **CULTIVATE**, led by the Centre for Mountain Studies and involving partners in Norway, Estonia and the Czech Republic. The project seeks to understand the role of cultural heritage in shaping sustainable landscapes and communities in the context of societal challenges such as the Covid-19 pandemic, the climate emergency and transitions required to meet the Sustainable Development Goals.
- An application has been made to the Trans-Atlantic Platform **Recovery, Renewal and Resilience in a Post-Pandemic World** programme, with the Centre for Remote and Sustainable Communities, the Institute for Northern Studies and the Centre for Mountain Studies and partners in Canada and South Africa for a three-year COVID recovery project.
- An academic paper has been published on **forest bathing**: Farkić, J., Isailović, G., & Taylor, S. (2021). Forest bathing as a mindful tourism practice. *Annals of Tourism Research Empirical Insights*, 2(2), DOI: 10.1016/j.annale.2021.100028.

[School of Adventure Studies](#) and CRT have collaborated with Scottish Wildlife Trust for the launch of a new Snorkel Trail in July 2021, which was the result of a professional studies project of a BA Marine and Coastal Tourism graduate. The trail was launched by Kate Forbes MSP, see [News - Scotland's newest snorkel trail reveals Lochaber's hidden depths - West Highland College UHI](#). [Advancing Manufacturing in the West Highlands](#); this is one of 12 national projects under the national Advancing Manufacturing Challenge Fund (ERDF). Total project value - £1.6M over 2.5 years. The college is currently completing capital works on the new Ocean Frontier building to house

the £1M resource centre for business which will form the core of the new Advanced Manufacturing Hub. Much of the [new equipment](#) is now in place, which will provide a currently unique and unrivalled resource centre in the Highlands, with some of the equipment a first in Scotland. A major business seminar to promote the new resource and services to support micro and SME businesses into industry 4.0 and advanced manufacturing was held in August with over 50 businesses in attendance. The project is connecting with all other strategic regional projects on advanced manufacturing via UHI's subject network. A formal opening of the building is planned with a Minister in autumn 2021.

Awards

The college's staff and student representatives were successful in this year's HISA awards, with 24 nominations. Lara Hinde, lecturer in the School of Adventure Studies, was winner of the category 'Above and Beyond', with another four staff members and a student representative 'highly commended' in the regional awards. Further details here: [News - College Staff and Student Recognised in Regional Student Association Awards - West Highland College UHI](#)

Dr Miriam Iorwerth received an Advance HE award as part of the teaching team for BA Applied Music;

College Merger

The Board of West Highland College UHI formally accepted the recommendations of the previously commissioned Rockborn Options Appraisal report, and to seek to explore merger with Lews Castle, Argyll and North Highland Colleges. The college is joining the new Partnership Board set up to support development of the merger proposal document. The Principal is working as Chair of the Executive Steering Group which has been set up to support the Partnership Board. A first Visioning Event has been planned for 10 September to bring Board members, staff and students together to develop the vision and aims for the new college.

Collaboration

- The college is working UHI and HIE on securing capital funding for the Fort William Centre for Science Technology Health and Engineering. It is formally working with NHS Highland and HIE on securing maximum benefits from the two capital projects which will sit on adjacent sites in Fort William.
- A number of Curriculum Managers are leading on sharing course delivery with a number of academic partners (AC, LCC, SC, NHC) in further education and HN courses to ensure a more sustainable curriculum and student opportunity for where a single college does not have sufficient numbers to run a course: collaboration extends to Computing, Business & Administration; Professional Cookery; Social Sciences; and leading on a new shared 'MetaSkills' portfolio project (with AC and NHC) which will replace the traditional core skills on the majority of full time courses at the college this autumn. The collaborative models will be made available to UHI's curriculum review.

Perth College UHI

Paper Nos. 16-21

| | |
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| Committee | F&GP Committee |
| Subject | Committee Minutes |
| Date of Committee meeting | 14/10/2021 |
| Author | Various |
| Date paper prepared | 07/10/2021 |
| Executive summary of the paper | <p>The following committee minutes are presented for noting:</p> <ul style="list-style-type: none"> • Paper 16 – Draft Engagement Committee – 26/08/21 • Paper 17 – Draft Academic Affairs Committee – 08/09/21 • Paper 18 – Draft Chairs' Committee – 14/09/2021 • Paper 19 – Draft AST Board – 23/09/21 • Paper 20 – Draft F&GP – 28/09/21 (to follow) • Paper 21 – Draft Audit Committee – 04/10/21 (to follow) |
| Consultation How has consultation with partners been carried out? | n/a |
| Action requested | <input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval |

Perth College UHI

| | |
|---|--|
| Resource implications (If yes, please provide details) | Yes/ No |
| 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: <ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information | n/a |
| <u>Equality and diversity</u> 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. |

Perth College UHI

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

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

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

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

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

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

and

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

Engagement Committee

DRAFT Minutes

Meeting reference: Engagement 2020-21/01

Date and time: Thursday 26 August 2021 at 5:00pm

Location: Online

Members present: Debbie Hutchison, Board Member (Chair)
Andrew Comrie, Board Member
Katrina Hodgson, Board Member
Margaret Cook, Principal
John Dare, Staff Board Member

In attendance: Lorenz Cairns, Depute Principal (Academic)
Deborah Lally, Head of Student Experience
Aimee Cuthbert, HISA Perth Students' Association Coordinator
Sharon McGuire, Sector Manager (for item 7.2)
Todor Pavlov-Kennedy, HISA Perth President
Rebecca Wallace, HISA Perth VPEE

Apologies: Veronica Lynch, Vice Principal (External)
Sheena Devlin, Board Member
Katy Lees, Head of HR & Organisational Development

Chair: **Debbie Hutchison**
Minute Taker: Isobel Syme
Quorum: 3

| Summary of Action Items | | | |
|-------------------------|--|--|---|
| Ref | Action | Responsibility | Time Line |
| | Meeting – Thursday 22 April 2021 | | |
| 4 | Minutes of Previous Meeting Issue Minutes of previous meeting when available | Clerk | Next meeting |
| 12 | Committee Minutes Staff Engagement Group minutes to be issued when available | Clerk | Next meeting |
| 13 | Date & Time of Next Meeting New HISA CEO to be invited to next Engagement Committee meeting | Clerk | Next meeting |
| | | | |
| | Meeting – Thursday 25 August 2021 | | |
| 4 | Date of previous meeting agenda to be changed from January to April in meeting agenda. | Minute Taker | August |
| 7.2 | Late applicants - PATs to be given further information in relation to late applicants and the importance of the Student Voice reps being made aware of late starts to give additional support. | Head of Student Experience | August/ September |
| 7.2 | Head of Student Experience to send information on funding to this committee. | Head of Student Experience | Next Meeting |
| 8.1 | Risk 23 – staff retention to be added. | Principal/Clerk | Next Meeting |
| 8.1 | Risk Register to be relooked at in relation to format and how this is reported on. | SMT Team | Next Meeting |
| 11.1 | Addressing Racism: Another meeting date to be put in the diary and relook at the membership. Paper to be updated with changes that had been agreed. Update on the Committee Structure – changes to be implemented in the second cycle once approved | Board Member/ Principal Board Member Clerk | September/ October September/ October October/ November |
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Minutes:

| Item | | Action |
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| 1. | Welcome and Apologies The Chair welcomed everyone to the meeting and introductions made. Apologies noted. | |
| 2. | Additions to the Agenda Update on the Committee Structure Update on the Staff Survey Proposals for Student Mentor/Peer Support for Schools | |
| 3. | Declaration of Interest in any Agenda Item There were no declarations of a conflict of interest. | |
| 4. | Minutes of Meeting held on 28 April 2021 The minutes were approved as an accurate record subject to a couple of minor typos. Date of meeting to be changed from January to April. | Minute taker |
| *5. | Matters Arising from Previous Minutes | |
| | N/A | |
| 6 | Student Engagement | |
| *6.1 | <p>HISA Perth and Perth College UHI Partnership Project 2021-2022 Action Plan</p> <p>HISA Perth President highlighted key areas to the committee:</p> <p>Goals from last year mostly completed. Anything outstanding has been carried over.</p> <p>Board member commented that this is an interesting read. However it would benefit from more SMART objectives similar to last year's operational plan giving details on how some of this will be realised, by whom and by when.</p> <p>HISA explained that this is the proposed plan and needs to be approved at the Student Engagement Group and once agreed then it</p> | |

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| | <p>will come in a more familiar format to the Engagement Committee.</p> <p>Board member queried that anti-racism does not appear to have been pulled through and that HISA input to this is crucial. HISA explained that this would be included and all other suggested changes will also be included. The revised paper will come to a future meeting.</p> <p>Consultation paper – HISA Perth released a consultation survey open to all students to suggest the 3 themes that would make up the Perth Partnership Project. This was the second time that students were directly consulted and there was increased engagement across the student body.</p> | |
| 6.2 | <p>Indicative HISA Perth Plan of Work 2021/22</p> <p>HISA Perth President highlighted key areas from this paper to the committee including the officer objectives:</p> <p>Everyone agreed that this was a very comprehensive paper with very ambitious plans which was good to see. However it was suggested that caution should be applied with regard to the amount of work that this will create and perhaps looking at prioritising some of the objectives might be beneficial. Good to see sustainability being included and the social media presence of HISA was commended.</p> <p>Board members intimated that they would be interested in working with HISA and giving talks on various topics.</p> <p>HISA Perth President thanked everyone for their feedback which they will take on board. Black Lives Matter and Sustainability will be high on their agenda.</p> | |
| 6.3 | <p>OBI Report</p> <p>HISA Perth President highlighted the key areas from the document. Lots of positivity around this event.</p> <p>Board members and attendees commented on the range and number of nominations and how impressed they were that the event had gone ahead despite COVID19. This event is constantly evolving and getting better every year. It has been difficult to judge and pick winners due to the high number of nominations and worthy winners. Increased number of students nominating other students and recognising the support they had been given from both the student and staff body.</p> <p>HISA Perth President highlighted that students and staff went above and beyond during difficult circumstances. This has been an</p> | |

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| | <p>incredible team effort.</p> <p>HISA thanked the previous HISA team who helped to make the OBIs so successful.</p> | |
| 6.4 | <p>Freshers & Induction 2021 Update</p> <p>HISA Perth President verbally updated the committee on current plans which include some on-line and in-person events. Treasure Hunt, in-person socials, interacting with students, carnival games, freebies etc.</p> <p>Saturday – there will be an event to welcome students to the Halls of Residence which will include a BBQ and some carnival games.</p> <p>HISA provided links to the fresher's website.</p> <p>The Chair congratulated HISA on their engagement and wished them every success with their programme.</p> | |
| 6.5 | <p>Student Satisfaction & Engagement Survey 2021-22</p> <p>Head of Student Experience highlighted the main areas for noting. The survey was launched in March just before the Cyber incident. Course Teams and Professional Teams are sent the response rates for their areas.</p> <p>Motor Vehicle and Hairdressing got lower satisfaction rates – mostly practical courses so not entirely unexpected. College managers will be looking at the areas that need improvement.</p> <p>HISA queried the low response rate and asked what they could do to help with this in future surveys.</p> <p>Head of Student Experience outlined the current process for engagement: the Quality team monitor the response rates and encourage PATs to encourage students and class time is made available. The survey is now done on-line and there could be some issues around IT. Students get a unique link – there might also be some issues around this which could be considered through the UHI survey group. The Student Engagement Team promote the survey. Any further promotion welcome through HISA.</p> <p>Board member questioned if the drop in satisfaction was down to COVID and the Head of Student Experience agreed that this would have had an impact.</p> | |
| 7 | Curriculum | |

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| 7.1 | <p>Student Completions & Progression update</p> <p>Head of Student Experience updated the committee on current status: Students will still be getting their work marked as exam boards are taking place this week.</p> <p>Indicator – 255 degree students that were not permitted to progress due to too many resits. We will get an update on this over the next few days. Concerns have been raised from other partners – some students have already used up all their SAAS funding including their plus one and are therefore struggling if they have resits or have to repeat the year again.</p> <p>Four courses in total had end dates extended due to external circumstances including work placements.</p> | |
| 7.2 | <p>Student Recruitment update</p> <p>Head of Student Experience updated the committee on current status:</p> <p>FE level – now a bit healthier. However still not at target. Full time FE target – 1082. 970 students expected to date. 76 late applicants still to be processed.</p> <p>Best case scenario – 36 short of full time target</p> <p>Cancelled 2 FE courses due to low recruitment:</p> <p>NQ Holistic Therapies</p> <p>NQ Acting and Performance</p> <p>(Applicants were offered alternative courses)</p> <p>Continuing to recruit for both FE and HE programmes – holding open days. Last open day took place last Saturday and we had a few applications from this.</p> <p>HE level – full time 1952 students. Currently at 1530 so 422 short. There are 368 in the system including resits. Some students have not submitted any work. 100 from new applications including from clearing. Accepting students up to end of September. However we apply caution for late applications as these often lead to early withdrawals.</p> <p>Part time HE is increasing. The end of furlough may have implications – end of September. Next few weeks very critical.</p> <p>Depute Principal Academic – not the best picture although we have worked very hard to try to improve the situation. We are looking at the 5-year trend analysis looking at numbers and sharing information</p> | |

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| | <p>who often go above and beyond for students.</p> <p>Proposals for Student Mentor/Peer Support for Schools</p> <p>Sharon McGuire, Sector Manager provided information relating to the promotion of student ambassadors. Academic teams will identify ambassadors – draft training plan. Ideally looking at trying to get the student voice around the school clusters. Initial plans around STEM, Sport, Health and Wellbeing. HISA are delighted to be working with the curriculum on this initiative.</p> | |
| 8 | Performance Monitoring & Compliance | |
| 8.1 | <p>Risk Register – Engagement.</p> <p>Principal explained that changes have been made where required.</p> <p>Risk 23 – staff retention to be added.</p> <p>Board member asked for clarification on what is actually being done regarding the red risks and whether we need to change how we are looking at this. Some of the reds have been sitting at red for quite some time.</p> <p>It was agreed that we do need to look at how we move these on. The SMT team should be driving the risk register and joining up the dots. Need to bring all the relevant documents together and utilise them to drive the risk register. Further discussion will take place at the Board on this.</p> <p>Board member commented that this appears to be a static risk register that doesn't change much over a period of time. There are things that we have learned over the past 18 months that we need to look at and put in practice.</p> <p>SMT to look at how this could be moved forward.</p> | <p>Principal/ Clerk</p> <p>SMT members</p> |
| 9 | External Engagement | |
| 9.1 | <p>External Engagement update – for noting</p> <p>Board members and attendees noted that this is a very comprehensive document.</p> <p>Board members asked for any further information regarding the Turing Fund for HE which has replaced Erasmus. It was noted that</p> | |

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| | <p>this fund is not of the same standard as Erasmus.</p> <p>Discussion then took place regarding some difficulties regarding Chinese students that are coming to Perth.</p> <p>Principal outlined some of the barriers that are impacting on international recruitment within UHI including Executive Office wanting a top slice of all our commercial income including our international income.</p> <p>International students – the potentially huge quarantine fees issue has been raised with HISA and UHI. Perth does not appear to have been involved in this discussion.</p> | |
| 10 | Staff Engagement | |
| 10.1 | <p>HR Update – for noting.</p> <p>Staff Survey – Principal updated the committee on what has taken place with regard to the survey and what is planned going forward.</p> <p>Board member commented that during COVID members of both CMT and SMT have been very visible and would like to hope that this continues.</p> | |
| 11 | Board & Policy Development | |
| 11.1 | <p>Addressing Racism update</p> <p>Board member provided an update from the last meeting in May. Paper went to the Board in June. However there is still a bit of work to be completed. A modified working group needs to be put together. Another meeting date to be put in the diary and relook at the membership due to personnel changes.</p> <p>Paper to be updated with changes that had been agreed.</p> <p>Update on the Committee Structure</p> <p>Chair updated the committee about possible changes to Engagement and Academic Affairs Committees – a sub-team has looked at this and this will be discussed at the next Chairs committee and then a recommendation will go to the Board. Changes planned to be implemented in the second cycle.</p> | <p>Board Member/ Principal</p> <p>Board Member</p> <p>Clerk</p> |
| 12 | Committee Meetings (for noting) | |

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| 12.1 | EDIT – 17 June 2021 | |
| 12.2 | Staff Engagement Group – 23 June 2021 | |
| 12.3 | Student Engagement Group: 27 April 2021 16 June 2021 | |
| 13 | Date and time of next meeting: Tuesday 2 November 2021 | |
| 14 | Review of meeting (to include check against Terms of Reference to ensure all competent business has been covered) | |

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** ☒

Academic Affairs Committee

DRAFT Minutes

Meeting reference: Academic Affairs 2021-22/01

Date and time: Wednesday 08 September 2021 at 2.30pm

Location: Online

Members present: Margaret Cook, Principal (Chair)
Andrew Comrie, Board Member
Robert Boyd, Teaching Staff Member on the Committee
Todor Pavlov-Kennedy, HISA Perth President
Lorenz Cairns, Depute Principal (Academic)(from item 7.3)
Veronica Lynch, Vice Principal (External Engagement)(from item 6.4)
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: Sheena Devlin, Board Member
Ann Irvine, Board Member
Rebecca Wallace, HISA VPEE
Patrick O'Donnell, Staff Board Member
Catherine Etri, Associate Principal (Academic)

Chair: Margaret Cook

Minute Taker: Penny Davis

Quorum: 7

| 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 |
| 5 | Matters Arising from Previous Meeting Link to be circulated to Committee for SFC Benchmark Report on KPIs | Head of Student Experience | Next Meeting |
| 6.4 | Student Funding Update Report to next meeting of Committee. | Head of Student Experience | Next meeting |
| 6.5 | External Verification Overview Report Add report to Committee agenda on annual basis. | Clerk | Next meeting |
| 7.1 | Student Completion and Progression Circulate indicative progression KPIs | Head of Student Experience | Next meeting |
| 7.1 | Student Completion and Progression Raise use of SAAS +1 funding for students affected by COVID restrictions with Colleges Scotland | Chair | Next meeting |
| 8.1 | Risk Register Bring executive report on mitigating actions to next meeting. | Clerk | Next meeting |
| 9.1 | Addressing Racism Final draft plan to be taken to October Board | Clerk | Next meeting |

Minutes:

| Item | | Action |
|------|---|--|
| 1. | Welcome and Apologies Chair welcomed everyone to the meeting. Members noted apologies received. | |
| 2. | Additions to the Agenda There were no additions to the Agenda. | |
| 3. | Declaration of Interest in any Agenda Item There were no declarations of a conflict of interest. | |
| 4. | Minutes of Meeting held on 28 April 2021 The minutes of the previous were confirmed as an accurate record. | |
| 5. | Matters Arising from Previous Minutes 4. Minutes of Previous Meeting had now been circulated. 6.2 Student destinations - Head of Student Experience reported that data would be circulated once available. 7.1 SFC Benchmark Report on KPIs - Head of Student Experience reported this was now on website and a link would be circulated to Members. 8.1 Risk Register - items on agenda. 9.1 Addressing Racism – the website had been updated that day; item on agenda. | Head of Student Experience Head of Student Experience |
| 6. | Student Experience | |
| 6.1 | HISA Perth Update HISA Perth President provided a verbal report, confirming that the plan of work had been finalised. He asked Members to note that the title of Class Representative had been changed to Student Voice Representative and that self-registration had been introduced to ensure compliance with GDPR. | |

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| 6.2 | <p>OBI Report</p> <p>HISA Perth President presented Paper 2, reporting that the awards this year had been highly successful with good participation in the online event and strong nominees.</p> <p>The Chair asked that the Committee's appreciation of HISA's good work on the awards be recorded.</p> | |
| 6.3 | <p>Student Satisfaction and Experience Survey</p> <p>Head of Student Experience presented Paper 3, advising Members that the first 13 of the 27 questions were statutory questions determined by SFC for benchmarking purposes. The response rate had been 35%, which was lower than anticipated and lower than the SFC's acceptable response rate of 50%. Engagement of HE students, at 38%, had been lower than FE students, at 56%. The cyber incident had impacted on engagement, and the use of unique e-mail links for students to access the survey was also thought to have been a factor.</p> <p>Overall satisfaction was 82%. As expected, lower levels of satisfaction had been reported on practical courses where access to facilities had been affected by COVID restrictions.</p> <p>All participating courses had received results. Analysis of results and development of action plans was underway.</p> <p>HISA Perth President asked what was being done to improve the student experience on the basis of the response to this year's and the previous year's survey. Head of Student Experience referred to the need to review the use of unique links which made it challenging to incentivise students to complete the survey. HISA Perth President offered HISA's support with future surveys and suggested providing access to the survey in the library and other departments might improve engagement.</p> <p>HISA Perth President asked what was being done to ensure a better online experience for students on courses where COVID restrictions remained. Head of Student Experience provided assurance that access should not be an issue in the coming year. Two-thirds of teaching was on campus and face-to-face. Courses that remained online were courses where delivery had been online prior to COVID.</p> | |
| 6.4 | <p>Student Funding Update</p> <p>Head of Student Experience provided a verbal report, advising Members that arrangements for student bursaries and discretionary funds had been re-shaped and were now more streamlined. The first</p> | |

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| | <p>bursary payment had been made that day for students whose attendance had been confirmed. Fewer students had applied for a bursary this year, which was a concern, but communications had gone out to make students aware of the bursary application process and the situation would be monitored. Curriculum areas where students would require to be reimbursed for kit had been identified. A written report on student funding would be brought to the Committee later in the year.</p> <p>HISA Perth President asked about the availability of emergency cash. Head of Student Experience confirmed that this was available and need was assessed on a case-by-case basis. Any delay would be the result of a logistical issue.</p> | Head of Student Experience |
| 6.5 | <p>External Verification Overview Report 2020/21</p> <p>Head of Student Experience presented Paper 4, advising Members that 9 of the planned 13 visits had gone ahead in the past year, all of which were for FE provision. This was unusual, as the majority of visits usually related to HE provision.</p> <p>Head of Student Experience highlighted that the report showed areas of good practice identified by the external verifiers in addition to actions.</p> <p>HISA Perth President asked for further information about reported lack of evidence in some areas causing delay of awards. Head of Student experience explained that this could indicate that material had not been passed on by teachers, or that it had not been handed in by students. She confirmed that students on hairdressing and accounting courses had now been awarded.</p> <p>Board Member suggested that the Committee might receive this report annually.</p> <p>Head of Student Experience assured Members that deferral of a visit would not have a knock-on effect for students and advised that only live units were assessed.</p> <p>Committee noted the fine effort of staff in their timely resulting of courses.</p> | Clerk |
| 7 | Curriculum | |
| 7.1 | <p>Student Completion and Progression Update</p> <p>Head of Student Experience provided a verbal update, advising Members that only four courses had been extended beyond the end of the last academic year. These were:</p> | |

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| | <ul style="list-style-type: none"> • HNC Hair & Beauty, as a result of practical elements of the course; • HNC Childhood Practice, where placements at nurseries had not been accessible; • HNC Social Services, where NHS placements had not been accessible; • HNC Care and Admin Practice, where placements had not been accessible. <p>Exam boards had met last week and records were now prepared for progressing students. Of 255 students required to resit, 161 had been eligible to progress.</p> <p>Committee discussed the increase in SAAS funding entitlement by one year to a total of 5 years, and noted that students whose studies had been affected by COVID restrictions could use the additional year's funding to resit a year.</p> <p>Head of Student Experience reported that no Perth College students had been identified who had exhausted the number of years' funding to which they were entitled. KPIs on progression were still being processed. Indicative figures would be circulated once available.</p> <p>Members sought clarity on whether SAAS were taking account of the impact of COVID. Head of Student Experience advised that SAAS appeared to take account where whole courses were affected but not individual students. Members expressed concern about mixed messages being communicated to students and that individuals could be disadvantaged by this approach. Member advised that concern had also been raised at Engagement Committee. Chair agreed to raise the matter with Colleges Scotland. Members suggested that NUS might also lobby SAAS for a better outcome.</p> <p>Committee discussed the number of units that could be carried over before it was necessary to resit a year. HISA Perth President suggested a trial could be conducted to assess whether students could carry over more modules than would normally be permitted. Teaching Staff Member advised that carrying over more than three outstanding units would be too onerous, but that the matter could be raised with the UHI representative on the faculties meeting.</p> <p>Teaching Staff Member highlighted the higher than normal volume of resits and the impact on staff. Chair confirmed that staff had taken leave over the summer and had been given the option to return one week early and take an additional week's leave in October instead.</p> | <p>Head of Student Experience</p> <p>Chair</p> |
| 7.2 | Student Recruitment Update | |

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| | <p>Head of Student Experience provided a verbal report.</p> <p>For FE, 970 students were on campus, and 1050 students were in the system, which was 32 away from target figures. College teams were updating figures daily and monitoring. The data looked optimistic at this stage.</p> <p>Two FE courses had been cancelled due to low numbers. These were HNC Acting and Performance, and NQ Holistic Therapies. Students on the latter course had accepted the offer of enrolment on the Access to Beauty course.</p> <p>For HE, the full-time target was 1952. 2083 students were currently in the system, excluding international students, which would increase the figure to 2283. Part-time HE figures looked healthy, although school intake was not as high as expected.</p> <p>It was confirmed Foundation Apprenticeships were not included in the headcount.</p> <p>Clearer data on recruitment would be available over the next few weeks and would be reported at the next meeting of the Committee.</p> <p>The Chair noted that the Open Day, the following day, may generate more intake.</p> | Head of Student Experience |
| 7.3 | <p>COVID Restart Planning Update</p> <p>Depute Principal provided a verbal update, advising that the restart had been a challenging process, with some staff having to adjust their working methods. Social distancing was no longer mandated. Face masks were still mandated, but there had been a shift in Scottish Government language and greater focus on ventilation, CO2 monitoring and updated protocols. Flexible working had been introduced and the return to work had been phased. Additional risk management and controls were in place. Measures currently exceeded requirements.</p> <p>Staff and students had responded to the need to come into College, although there was some resistance from students. External factors were affecting the number of cases among students.</p> <p>Board Member enquired about the approach to vaccinations. Vice Principal (External) reported that NHS Tayside did not have a mobile vaccination facility available but would be visiting College the following day to discuss coming onto campus to deliver vaccinations.</p> | |

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| | <p>Teaching Staff Member reported that students in the residence were acting responsibly. It was agreed that efforts should continue to promote opportunities for vaccination.</p> <p>HISA Perth President noted the challenge and all the work done by College management to facilitate restart.</p> | |
| 8 | Risk, Compliance & Performance | |
| 8.1 | <p>Risk Register – Academic Affairs Committee</p> <p>Chair presented Paper 5, reporting that work had taken place over the summer to ensure that the risk aspect was relevant to the Committee. There remained some overlap with Engagement Committee risks.</p> <p>Board Member commented that focus should be on what action the Committee should take now to turn around areas of high risk.</p> <p>The Chair advised that the Executive Committee were looking at risk actions and a report would be brought to the next Committee meeting.</p> | Chair/Clerk |
| 8.2 | <p>Balanced Scorecard update</p> <p>The Chair presented Paper 6.</p> <p>Head of Student Engagement provided clarification of the figure for TQFE qualifications, explaining that the SFC only report data for full-time, permanent staff.</p> | |
| 9 | Policies & Procedures | |
| 9.1 | <p>Addressing Racism</p> <p>Board Member provided a verbal update on the Addressing Racism project, reporting that a draft plan had been taken to the June Board. The Board had recognised the need for further time to finalise the plan. A meeting was scheduled for the following day to discuss HISA involvement and the working group would meet on 23 September with a view to bringing a final draft to the October Board.</p> | Clerk |
| 10 | <p>Committee Minutes (for noting)</p> <p>There were no Committee Minutes for noting.</p> | |
| 11 | <p>Date of Next meeting</p> <p>Wednesday 10 November 2021 at 2.30 pm</p> | |

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| 12 | Review of Meeting Committee had been provided with Terms of Reference. No points were raised for discussion. | |
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DRAFT

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.