

Board of Management

DRAFT Agenda

Meeting reference: Board 2021-22/03
Date: Thursday 24 March 2022 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	Education Scotland Progress Report (Barbara Nelson, Education Scotland, to present this item – 15 minutes max)	Education Scotland	Education Scotland	Paper 1
3	Additions to the Agenda		Chair	
4	Declaration of a Conflict of Interest in any Agenda Item		Chair	
*5	Minutes of the Board meeting held on Monday 13 December 2021	Clerk	Chair	Paper 2
*6	Minutes of the Extraordinary Board meeting held on Monday 07 March 2022	Clerk	Chair	Paper 3
*7	Actions arising from previous minutes		Chair	Verbal
8	Items for Approval			
*8.1	Perth College Strategic Plan 2022-27	SMT	Principal	Paper 4
*8.2	Standards Commission Code of Conduct	Clerk	Chair	Paper 5
*8.3	Extension to Voluntary Severance scheme	Head of HR & OD	Principal	Paper 6
*8.4	AST Training Aircraft Acquisition	AST General Manager	Chair AST	Paper 7

	Agenda Items	Author	Led by	Paper
9	Audits & Financial Reporting			
9.1	Perth College Management Accounts to 31 January 2021	Director of Finance	Director of Finance	Paper 8
9.2	Audit Action Plan – summary update		Vice Principal	Verbal
9.3	Internal Audit Overpayment Report	Henderson Loggie	Vice Principal	Paper 9
10	Standing Reports			
10.1	Chair's Report	Chair	Chair	Paper 10
10.2	Principal's Report	Principal	Principal	Paper 11
10.3	HISA Perth Report	HISA Perth	HISA Perth President	Paper 12
11	Minutes of Board Standing Committees <i>For the Board of Management to note.</i>			
11.1	Strategic Development Committee: 27 January 2022	Clerk	Chair – SDC	Paper 13
11.2	Learner Experience Committee: 02 February 2022	Clerk	Chair – LEC	Paper 14
11.3	Chairs' Committee: 10 February 2022	Clerk	Chair – BoM	Paper 15
11.4	Extraordinary Joint Meeting of Finance & Resources & Audit Committee: 28 February 2022	Clerk	Chairs – F&R/Audit	Paper 16
11.5	AST Board: 10 March 2022	Clerk	Chair – AST	Paper 17
11.6	Finance & Resources Committee: 14 March 2022	Clerk	Chair – F&R	Paper 18
11.7	Audit Committee: 16 March 2022	Clerk	Chair - Audit	Paper 19
12	Date & Time of Next Scheduled Meeting <ul style="list-style-type: none"> Thursday 24 March 2022 @ 5:00pm 	Clerk		
13	Review of meeting (Committee to check against the Terms of Reference to ensure all competent business has been covered)		Chair	Paper 20

College Progress Visit Report

Perth College UHI

9 February 2022

College Principal	Dr Margaret Cook
Progress Visit (PV) Date	16 December 2021
College Nominee	Catherine Etri
Lead Inspector	Barbara Nelson
College HMI	Andrew Brawley
Outcome of Progress Visit	Satisfactory Progress

Purpose of the progress visit

PVs are planned collaboratively between the college, Education Scotland and SFC. The team carrying out the PV engages with staff, learners and other stakeholders and produce a summary report for each college, which will be shared with the principal, college Regional Board and/or college Board of Management.

Overall judgement regarding progress

At the end of the PV, HM Inspectors of Education, Associate Assessors and Student Team Members review the evidence gathered during their discussions with college managers, staff, learners and stakeholders. They assess the progress that colleges have made against their Action Plans, taking account of any changes to local circumstances. Based on this evidence, the team will form a view as to whether the college has made satisfactory progress against its Action Plans or has not made satisfactory progress. This outcome is contained within this report with accompanying commentary to support the findings.

The PV for Perth College UHI explored five overarching themes linked to the college's enhancement plan and priorities around Covid-19 recovery. The themes are:

- Curriculum, learning, teaching and assessment;
- Services to support learning;
- Learner engagement;
- Evaluation to facilitate improvement; and
- Learner progress and outcomes.

Background and context

The college and its context

Perth College UHI is the largest academic partner in the University of the Highlands and Islands (UHI) and delivers 20% of the Highlands and Islands region's further education (FE) provision. The college delivers around 26,000 Scottish Funding Council (SFC) credits of activity each year as part of its allocation from the UHI Strategic Regional Body.

The College delivers a full range of further education (FE) and higher education (HE) programmes from Scottish Credit Qualification Framework (SCQF) Level 2 to level 12. Full-time FE represents 78% of credits and 29% of enrolments (at 2019-20). Part-time FE represents 22% of credits, and 71% of funded enrolments.

The college works with a range of partners and stakeholders in its local community, particularly through its partnership with local schools to delivery Senior Phase opportunities for young people. Perth College is a key partner in the delivery of the ambitious vision and strategy for Perth and Kinross through the Community Plan and the Perth City Plan.

Findings from the progress visit

Curriculum, learning and teaching and assessment

Areas of positive progress

- Managers and staff have a shared vision and collective ownership of learning and teaching. This is impacting positively on the learner experience, enhancing staff skills and helping to develop the culture of the college and improve the learner experience.
- During the pandemic, most college programmes have been delivered using a hybrid delivery approach, with SCQF level 4 and 5 learners in college full time alongside remote delivery for other learners. This approach supports learners who find remote learning challenging to access more focused support and engage better in lessons. Teaching staff provide practical resources to enable learners to study remotely. This approach is working well and leading to improved levels of engagement by learners.
- The college has continued to develop its approach to observation of learning and teaching. The move from a predominantly peer-to-peer approach to arrangements based on the General Teaching Council for Scotland (GTCS) standards and the UHI Enhancement Values is ensuring that all staff, including new staff, have access to ongoing Career Long Professional Learning (CLPL). This is helpful in developing the pedagogical skills of staff and the skills required to support on-line learning.
- Personal Academic Tutors (PATs) played a pivotal role in supporting learners to adjust to online delivery and to identify specific needs and ensure appropriate training. This enabled learners to access learning and support through the Virtual Learning Environment (VLE) *Brightspace*. Highlands and Islands Student Association (HISA) supported learners to reflect on the strengths and weaknesses of the VLE from a learner perspective. The action plan developed as a result has been valuable in determining how to enhance the platform by building on strengths and addressing areas for improvement.
- College staff responded very well to the challenges of the UHI-wide cyber incident in March 2021. They demonstrated high levels of resilience and a willingness to work collaboratively to ensure continuation of services. The incident impacted access to all learner services and information and resulted in additional workloads for both teaching and service delivery staff.
- All curriculum teams made significant changes to their assessment processes and made adjustments in line with assessment protocols and the requirements of qualification agencies. These included changes to closed-book from open book assessments which are now located on the college VLE. Learners were supported well to use these remotely. This influenced curriculum scheduling, particularly for practical courses, where teams responded innovatively to capturing evidence which included time-lapse photography, social networks and video. Staff told us the VLE was particularly effective in providing engaging tools for formative assessment. Learners describe receiving helpful feedback from online learning which supported them to target learning and progress their learning well.
- All staff are very mindful of the importance of ensuring that learner induction sets out clearly for learners the expectations of the programme alongside the support available to them,

including access to digital resources. Staff have focused on ensuring relationships were established and learners are confident in reaching out for support.

- Teaching staff have developed enhanced digital skills and understanding as a result of professional learning undertaken during the pandemic. The college's VLE promotes inclusive practice to support teaching staff when developing learning materials. It identifies where material is not accessible and uses software to verify inclusive content. Teaching staff make appropriate adjustments to teaching approaches and session length to take into account access to remote learning. They make good use of quizzes, breakout rooms, and the MS Teams chat function to keep learners engaged and motivated.
- A well-considered college Creative and Engaging Learning and Teaching (CELT) programme supports both new and experienced staff to develop and share best practice approaches, for. It also includes a 6 week online course to support teaching approaches. This is impacting positively in raising skill levels for teaching staff for a hybrid model of delivery.
- The college works very well with eight local secondary schools to support transition from school to college learning platforms through the provision of digital devices and associated training in their use. As a result of the pandemic, some school provision is now taught exclusively online alongside class talks and parental engagement sessions. Practical provision is taught at college in workshops and this works well for learners. These arrangements support school partnerships well by ensuring the continuation of senior phase learning and engagement with college courses.

Area for further progress and actions required

- Staff are working hard to take account of the current challenges of learning delivery and adhering to guidelines. This need to respond to constantly changing priorities is impacting on staff time and capacity to reflect fully on their experience and plan for a different future for learning.

Services to support learning

Areas of positive progress

- Support Services staff worked collegiately to resource and equip staff quickly to work from home and provide a continuation of service for learners throughout the COVID-19 pandemic. There has been effective migration to remote delivery of the full support service delivery and this has contributed positively to the college's learner retention rates.
- The college has developed strong and mutually respectful partnerships, to build capacity around services, with a range of external agencies. This is supporting learners and staff to be signposted to the appropriate support timeously.
- The college invested in counsellors who are qualified to deliver online counselling prior to the pandemic and this has ensured the continuation of service to all identified learners and staff. The college has increased the capacity for this service and this has resulted in shorter waiting times. The migration to a partially online delivery model supports flexible access for learners.

- Staff have benefitted from support delivered by Brightspace Champions and ICT support tutors. They are supported well to acquire ICT skills and enhance their teaching approaches and learning experiences. They speak very positively of internal training sessions and support received.
- Support services staff, alongside a specialist curriculum team, have a raised awareness of the needs of learners with Additional Support Needs (ASN). They have engaged well with parents/carers and learners to support delivery and maintain engagement. There are effective arrangements to support learners with identified needs to receive assistance on their programmes. Learning mentors and wellbeing and support officers provide further targeted on-course support for entry and introductory level learners or those with additional needs to help them cope with their studies. They also provide one-to-one and online support to help develop learners' confidence and understanding.
- College careers advisers provide support for learners to inform pathway choices. They provide focused interviews with learners, provide input on their services during induction events, attend career days and deliver a range of employability workshops. They often link into Personal Development Planning (PDP) units delivered within programmes. This is supporting learners to enter college programmes and make the transition to higher level programmes effectively.
- College managers share the results of in-house resilience research with staff. This knowledge was used to support staff understanding of their wrap-around service and the importance that each individual had to play in ensuring learners were targeted and directed to the most appropriate source of support. As a result there are improved levels of team work across all staff in the college and the service to learners. Staff acknowledge there are now improved levels of sharing of information between staff to support individual learners.

Area for further progress and actions required

- There are no areas for development identified.

Learner engagement

Areas of positive progress

- Perth College Student Association (HISA Perth) is fully represented across all the associated committees and their contribution to meetings is highly valued by staff and board members.
- Most class groups have a Student Voice Representative (SVR) to represent their views. The SVRs receive Student Partnership in Quality Scotland (*sparqs*) training and cooperate well with HISA, and course teams, by sharing learner views covering all aspects of learner experience. They also feedback directly to HISA Perth at the Student Representation Committee (SRC), which meets every 6 weeks. Staff and learners recognise the value of this regular feedback and action plan for improvement. SVRs provide a useful forum for learners to express their views and concerns about their programme. They support learners to complete college surveys, and discuss issues with PATs or members of HISA for resolution.
- All students can feedback at the Learner Voice Forum, which is held at least twice a year and chaired by a college managers. Feedback is highly valued by both managers and learners,

and appropriate actions are taken.

- The college has developed a survey dashboard which provides access to helpful data and analysis including trends over time in of learner participation and overall satisfaction. This facilitates well course team evaluation for student satisfaction rates
- Student engagement officers work with learners to improve engagement by online tools to support social engagement. The use of blogs and an online social space enabled learners to connect with each other more informally and maintain relationships with their peers during remote learning.

Area for further progress and actions required

- Whilst response rates to learner surveys including the SFC Early Satisfaction Survey (ESS) and the College Early Student Experience Survey (ESES) has increased in recent years, overall participation is low with too few learners expressing their views.

Evaluation to facilitate improvement

Areas of positive progress

- The college has adjusted its priorities and targets in response to COVID-19. Previous targets have been modified accordingly and the college has made significant progress in achieving these.
- The college has in place a comprehensive and effective self-evaluation process which involves almost all staff and learners. It draws effectively on learner analytics and data to validate outcomes and actions. Actions are monitored at all levels of management and this supporting change and improving outcome for learners and staff. Actions are collated centrally and emerging themes discussed at various committees to ensure all leaders are aware of these priorities. However, there are areas of duplication in the process?
- CLPL is well informed by the Personal Development and Review (PDR) process and self-evaluation. This is impacting positively on the improvement of skills for staff in delivering the curriculum. Staff value and are motivated by the support they receive.
- The Blue, Red, Amber, Green (BRAG) rating system is used well by teams in focussing team discussion to ensure early interventions are appropriate and best practice is shared. This ensures the learner receives the right support, at the right time, to get them back on track.
- The Review by Exception (RBE) process is used well by staff to identify both high performing and underperforming groups. This is leading to significant change in approaches to delivery. Actions are implemented and monitored regularly to improve outcomes for learners. The RBE is further supported by progression boards where staff identify learners causing concern and target support to ensure they can successfully achieve.
- The college's observation of learning and teaching practice, conducted by learning and teaching leaders, has developed during the pandemic. There is now a more informal, locally supported approach. Teaching practice is supported through the work of the CELT team and

the Brightspace Champions located within sectors. This is supplemented by peer support within departments. Feedback from staff regarding this approach has been positive and is supporting well the delivery and outcomes of online learning.

Area for further progress and actions required

- There are no areas for development identified.

Learner progress and outcomes

Areas of positive progress

- Most learners who enroll on a college programme are successful and attain a certificated award.
- Part-time FE programmes attainment improved recently to 81% in 2019-20, and are now above the national sector performance rate.
- PATs provide targeted support to enable learners experiencing issues to remain on programme. They complete PLSPs and populate the college BRAG dashboard to inform staff of individual learner issues. They also liaise with key external stakeholders including social workers and transition officers. Their support is well received and contributes positively towards the college's successful outcomes.
- The college has supported deferred learners from 2019/20 to achieve a positive outcome. Almost all learners returned to complete outstanding units, start a new course or repeat their programme if required.

Areas for further progress and actions required

- Attainment rates for learners on full-time FE programmes have declined over the last three years.
- Staff in a few curriculum teams do not engage fully in self-evaluation processes or use data sufficiently well to support action-planning for improvement.

What happens next?

The progress visit report will be shared with SFC, the college Board (and in multi-college regions, the Regional Strategic Body).

Barbara Nelson
HM Inspector

Board of Management

DRAFT Minutes

Meeting reference: Board 2021-22/02

Date and time: Monday 13 December 2021 at 5.00pm

Location: Online

Members present: Brian Crichton, Board Member (Chair)
Andrew Comrie, Board Member
Heather Cormack, Board Member (except item 2)
Margaret Cook, Principal & Chief Executive
Jim Crooks, Board Member
Sheena Devlin, Board Member
Katrina Hodgson, Board Member
Ann Irvine, Board Member
Fiona Martin, Board Member
John Dare, Staff Board Member
Patrick O'Donnell, Staff Board member
Todor Pavlov-Kennedy, HISA Perth President
Madeleine Brown, HISA VP Activities & Welfare

In attendance: Lorenz Cairns, Depute Principal (Academic)
Veronica Lynch, Vice Principal (External)
Catherine Etri, Associate Principal (Curriculum)
Iain Wishart, Director of Finance
Miranda Landale, Observer (Co-optee Engagement Committee)
Mark Taylor, AST General Manager (Item 2 only)
Brian Murphy, Commercial Director, RBS (Item 2 only)
Alastair MacDonald, RBS (Item 2 only)
Gary Campbell, UHI VP (Strategic Developments) (Item 3 only)
Penny Davis, Minutes

Apologies: Craig Ritchie, Board Member
Graham Watson, Board Member

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

Summary of Current Action Items			
Ref	Action	Responsibility	Time Line
2	RBS Payment Processing Issues Follow-up with RBS re instruction to change linked status of AST with Perth College; copy RBS Commercial Director on communication.	Director of Finance/AST General Manager	Post-Meeting
2	RBS Payment Processing Issues Review banking arrangements with RBS including possible introduction of payment limit on account to reduce risk of future overpayments.	Director of Finance/ Principal	January 2022
10.1	Annual Health, Safety and Well-being Report Invite Katie Lees to report to next Committee cycle on actions being taken forward from stress survey.	DP Academic	Next meeting cycle
Summary of Action Items from Meeting on 10 June 2021			
8.2	In-Year KPIs Principal to discuss with Director of Finance adding section on sustainability issues linked to climate change to KPIs	Principal	Next Board meeting

MINUTES

Item		Action
1.	<p>Welcome and Apologies</p> <p>The Chair welcomed everyone to the meeting.</p> <p>Apologies had been received from Craig Ritchie and Graham Watson. (Jim Crooks had to leave the meeting after the RBS and UHI sessions.)</p>	
2.	<p>RBS Payment Processing Issues</p> <p>Director of Finance introduced Paper 1 which set out the sequence of events relating to the double payment of October 2021 salaries together with six questions to be asked of the Royal Bank of Scotland (RBS) representatives in attendance.</p> <p>RBS Commercial Director responded to questions as follows.</p> <p>Q1: Does the bank have the processes/ability to stop a payment?</p> <p>The Bacs process is a three-day cycle, where payment is processed on day one and funds are received on day three. Payment can be stopped up until 10.30 pm on day one by contacting the Bacs team directly. Notice of the error was not received until 12.30 pm on day two. It is possible to manually recall individual payments but in this case there were approximately 450 payments, which meant there was insufficient time, and the Bank is not obliged to recall payments without the consent of the payee. Even with recall, recovery of money can take 10-21 days. The action taken by the College had been the most efficient way to recover funds in the circumstances.</p> <p>Q2: As this was a critical situation would the Relationship Manager not make the calls required rather than asking Perth College?</p> <p>The Bacs team will not speak with RBS as their relationship is with Perth College.</p> <p>Q3: Was there ever any opportunity for the payment to be reversed and if not, why was it communicated that it would be? On the back of information from the bank, Perth College were providing information to hundreds of employees, senior management, the BoM and the Unions.</p> <p>Refer to answer to Q1. According to the terms of the relationship between Bacs and the College, it should have been clear that RBS was not in a position to reverse the payment in these</p>	

	<p>circumstances.</p> <p>Q4: Why did the bank move the liability back to AST without any discussion with Perth College or AST Directors?</p> <p>A MacDonald (RBS) had sought to reverse the direct debit but this was not within Bacs terms and conditions hence funds were debited.</p> <p>Q5: When was this situation escalated in the bank i.e., when did The Director of Commercial Banking know about the situation? Has the situation been further escalated in the bank?</p> <p>RBS was made aware on day two, at which point the matter was escalated to the Bank's risk team.</p> <p>Q6: Will the bank be offering any compensation to individuals or Perth College for the events that unfolded?</p> <p>An investigation is being undertaken. No compensation will be available on this basis that this was not a bank error albeit RBS may have muddled the waters.</p> <p>Board Members discussed the RBS responses.</p> <p>Board Member asked whether any checks were in place to detect a payment which was much higher than normal and which would result in the client becoming overdrawn. RBS Commercial Director noted the volume of transactions involved and the fact that the College had responsibility for its use of Bacs facilities.</p> <p>AST General Manager enquired whether AST and Perth College are regarded as part of the same entity. RBS Commercial Director advised that AST was a linked business and should be separated. Records should be updated to show who are signatories. AST General Manager advised that this information had been requested and supplied several times but no confirmation of the change had been received from RBS. RBS Commercial Director asked that AST General Manager copy him on a communication to the external customer due diligence team to resolve this.</p> <p>Board Chair returned to the question of over 400 duplicate payments not being picked up by either RBS or the Bacs system and expressed astonishment over the lack of explanation from RBS. RBS Commercial Director advised that one payment request had come from AST and one from Perth College, and restated that Bacs was not an RBS company. He confirmed that the point about the Bank's communications with the College would be taken on board.</p>	<p>AST General Manager/ Director of Finance</p>
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	<p>Board Chair asked whether a manual existed setting out procedures including how to stop payments, and whether the Bank checked as a matter of due diligence if such guidance was available to their clients. RBS Commercial Director advised that he did not know what information was provided by Bacs, which was a separate company.</p> <p>Principal noted that while the original mistake was a clerical error, the College had been left in a position where it could not properly inform staff whether or not a double payment would be made, and what procedures would be put in place, as advice was not forthcoming from RBS. This was the primary concern for Perth College as an employer. RBS Commercial Director apologised for RBS advice which should have been clearer. He advised that several RBS staff had received further training as a result, and reaffirmed that RBS would look at de-linking AST and provide further advice and support as needed. Staff should contact B Murphy and A MacDonald directly rather than other RBS support staff. He confirmed that no overdraft charges would be passed on to AST or the College.</p> <p>Board Member raised question of what controls should be introduced by RBS, noting that the College was reviewing controls to mitigate the risk of future errors. For example, there could be a phonecall to the College's Director of Finance if a payment would result in overdraft where no overdraft facility was in place. RBS Commercial Director confirmed a limit could be applied. It was suggested that the Director of Finance and Principal could look into this possibility and discuss with RBS in the new year. Director of Finance advised that A MacDonald had already offered to visit the College and review banking facilities.</p> <p>Board Member pointed out the reputational impact for the College within UHI. An internal investigation was being undertaken. It was important that RBS acknowledged a degree of shared responsibility and that its arrangements should be reviewed as well as the College's. RBS Commercial Director confirmed that he would discuss with Director of Finance. He noted that if payment instructions came from the same account, controls were already in place, however, a limit could be introduced, as discussed.</p> <p>Board Chair thanked RBS staff for attending and looked forward to an audit report post January 2022.</p>	Director of Finance/ Principal
3.	<p>Curriculum Review</p> <p>UHI VP (Strategic Developments) provided a brief presentation on high level objectives of the review which had also been given to staff. He noted some challenges across the 6,000 FTE places including internal competition and conflict, marketing difficulties</p>	

	<p>and uncertainties around those programmes with small numbers.</p> <p>The aim was to create a differentiated curriculum comprising courses categorised as local, regional core, and inward attractors.</p> <p>The consultation process had involved agreement with Partnership Council, Academic Council, Regional Strategic Committee and University Court, as well as groups of staff, managers, programme leaders and students.</p> <p>A proposed curriculum for HE would go to Academic Council in March 2022. Revision of funding arrangements would take five years, and was behind schedule.</p> <p>Board Chair invited questions.</p> <p>Board Member enquired about impact of SQA on the review. UHI VP advised that this would depend on the course. A new generation of HNs would be developed, but existing SQA products would also be used. SQA awards did not apply to all Academic Partners. Some university awards were also relevant, including micro-credentials based on elements of existing programmes.</p> <p>Board Member asked about the review approval process. UHI VP advised Academic Council is responsible for HE curriculum but works through consultative bodies such as Partnership Council. Academic Council cannot recommend changes to funding, which are the responsibility of University Court and Regional Strategic Committee.</p> <p>Board Chair asked how face-to-face and blended approaches at different partner institutions would be approached. UHI VP advised they could not be differentiated unless they were identified as different markets.</p> <p>Board Member raised question of Perth College's distinct region and community and whether this would be recognised. UHI VP referred to highest proliferation levels in twenty years, however, only appropriate courses, ie, those identified as regional core, would be affected. Local courses and inward attractors would not be affected. Board Member sought clarification of how local versus regional need would be assessed. UHI VP advised that postcode key data would be considered at Partnership Planning Forum and Academic Council. There will also be an appeal process to allow Partners to present criteria as a basis for local designation.</p> <p>Principal outlined two concerns: that the move away from HNC/HND programmes would be detrimental to those students who could currently join HNC programmes at College and gain access requirements for university entry; and the integration of</p>	
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the review with finances, given that the EO continuing to take a 35% top-slice would result in unstable funding for APs in a flat cash budget. UHI VP advised that there was no prima facie move to get rid of HNC/HNDs and that the vast majority of UHI degrees are 1+ top-up degrees. The aim was, rather, to reduce 168 units to deliver 5 or 6 HN courses where 60 units would be adequate. With regard to finance, he agreed that local, regional and inward attracting courses could be funded differently, and there may be a differentiated funding model. Board Chair pointed out that any intended reduction of HNC/HND programmes should be stated clearly in planning documents.

Board Chair highlighted the social role of colleges and the need to maintain student numbers. UHI VP advised data on the number of courses would be available in March. Board Member continued on theme of social purpose, and the need for the review to evaluate social impact in areas served, not necessarily pan-region. UHI VP confirmed a degree of local autonomy. Local provision would not necessarily be the same at different APs, but regional core would be the main transition route.

Depute Principal (Academic) stressed the importance of staff being on board with changes and noted uneasiness among Perth College staff, which may mean further consultation was required. The College undertook a curriculum review last year and review to hone quality of courses and delivery was an annual process rather than something undertaken every five years. If there was no expectation of staff numbers reducing, planning would need to include financial modelling. UHI VP explained that while HE methodology was very clear, FE was more difficult as it was owned by APs. Objectives were clearly articulated in documentation and consultation had shown that parties were supportive of the need to improve the curriculum. There had been no statement that jobs would not be cut. The funding level would remain the same, but the review would result in staff with fewer teaching hours, larger classes, and time to adapt over a five-year implementation period.

Board Member highlighted UHI's enviable progression from FE to HE, the downturn in student recruitment and satisfaction, and the historic over-recruitment of Perth College, against which under-recruitment elsewhere in the network could be offset. He enquired whether trend analysis had been undertaken beyond the past two year period. UHI VP responded in terms of the need to focus on aligning delivery around the regional core provision, ensuring adequate feeder programmes at local level. There were no direct links between the review and quality due to the number of factors involved. All APs were underperforming for a variety of reasons, however, many blended programmes were performing well. He agreed it was important to be open about cross-subsidisation.

	<p>Board Chair confirmed that the College Board and management were supportive of review and consultation, however, review should not be undertaken on the basis of efficiency alone, and it was not credible that major partners were not necessarily all represented at key decision-making forums when they were collectively responsible for 85% of turnover. He asked that the Board's position be noted and its questions addressed. UHI VP advised that eighteen months ago the intention had been to free up staff time for the same level of funding, ie, to achieve efficiency but not reduce costs, and agreed that this would be communicated.</p> <p>Board Chair noted that there was no persuasive evidence that APs are underperforming, nor any evidence that demand has changed although there may be demographic change. It was important to understand regional appetite. UHI VP suggested that differentiation of curriculum into the three areas described would allow that to happen.</p> <p>Board Chair thanked UHI VP on behalf of the Board for attending the meeting.</p> <p>Principal noted that the presentation and discussion had helped to illustrate the shifting basis for the review and what was causing concern among staff. She noted also that Academic Council, which is the decision-making body, is the only committee on which Perth College is not represented. Board Member agreed that there was a sense that the EO was excluding the College and acting defensively, which was not reassuring.</p>	
4.	<p>Additions to the Agenda</p> <p>There were no additions to the agenda.</p>	
5.	<p>Declaration of Interest in any Agenda Item</p> <p>Heather Cormack declared an interest in relation to discussion concerning Royal Bank of Scotland (Item 2).</p>	
6.	<p>Minutes of Board Meeting held on Thursday 10 June 2021</p> <p>Minutes were approved as an accurate record of the meeting, subject to correction of the HISA Perth President's job title.</p>	
7.	<p>Matters Arising from Previous Minutes</p>	
	<p><u>Current Actions</u></p>	

	<p>Matters Arising from Board Meeting of 14 October 2021</p> <p><u>6.1 UHI HE Curriculum Review</u> Action: Communication to be sent to UHI VP (Strategic Developments): setting out Perth College position/questions; inviting attendance at next Academic Affairs Committee meeting; seeking pause in roll-out to local subject leaders. Update: On agenda</p> <p><u>6.3 UHI Branding</u> Action: College Management to progress staff and student consultation alongside HISA Perth. Update: On agenda.</p> <p><u>6.7 Addressing Racism Plan</u> Action: Share Perth College plan with others as a model. Update: Complete</p> <p><u>7.3 AST Gift Aid</u> Action: Bring recommendation to next Board meeting further to AST Board and Committee consideration. Update: On agenda.</p> <p><u>8.1 Risk Register</u> Action: Undertake further review of Risk Register in alignment with review of financial controls. Update: On agenda.</p> <p><u>8.2 Health & Safety Policy – Statement of Intent</u> Action: Seek Board volunteer for H&S Champion role via email. Update: Complete; Chair to take on role.</p> <p><u>10.1 Chair’s Report</u> Action: Identify chair and members of Strategic Development Committee for Board approval. Update: Complete</p> <p><u>10.3 HISA Perth Report</u> Action: Circulate final plan of work to Board via email. Update: Complete</p> <p><u>12 Next Meeting</u> Action: Email Board Members to explore option of face-to-face meeting in December. Update: Overtaken</p> <p>Matters Arising from Board Meeting on 10 June 2021</p> <p><u>8.2 In-Year KPIs</u> Action: Clerk to add section on sustainability issues linked to climate change to KPIs Update: Principal to discuss with Director of Finance and report back to next meeting.</p>	Principal
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8	Items for Approval	
8.1	<p>AST Gift Aid</p> <p>Chair introduced Paper 4, outlining the proposal to cease automatic payment of profit from AST to Perth College as Gift Aid donation.</p> <p>VP External explained that by retaining funds for the current year and up to year ending July 2024, AST would be in a stronger position financially and could focus on strategic development and investment in necessary training. The net profit of £275k would be subject to a tax payment of around £40k. The paper had been considered by both the AST Board and Finance and Resources Committee. The latter had proposed that an investment review report be provided annually.</p> <p>Principal added note of caution that there would be no uplift in the College's budget position, and account would need to be taken of any pay awards. DP Academic added that feedback in strategic discussions had been strongly supportive of investment in College staff and asked the Board to consider receiving a reduced sum of £100k from AST each year to provide for this. Support Staff Board Member agreed that an investment elsewhere of funds that might have been invested in CPD would not be well received.</p> <p>Chair suggested that primary issue for consideration was the long term success of AST and the need to build its cash reserves. The position could, as proposed, be reviewed annually. He added that it may be possible to identify an alternative source of CPD funds during 2021-22.</p> <p>Board Members discussed potential compromise positions, the need to consider implications for AST on a going concern basis, and the reputational and other implications for Perth College of a decision that might be to AST's detriment.</p> <p>The Board AGREED that no Gift Aid donation would be received from AST for the year to July 2021, and that the position would be reviewed annually.</p>	
8.2	<p>UHI Brand Identity Research</p> <p>VP External presented Paper 5, explaining that consultation on the unified UHI branding approach had been undertaken with Perth College staff and students. She reported unanimous support for the UHI Perth College brand, and asked the Board to support retention of "College" as part of the brand. She asked Board Members to note that Perth College would be an outlier</p>	

	<p>among UHI Academic Partners, all of whom appeared to be content with removal of the word “College” from their brands. Members noted that UHI had consulted 14 members of Perth College staff whereas the College had consulted 40% of staff.</p> <p>HISA Perth President reported that an independent survey of forty-four students had returned majority support for the branding change (25 in favour of UHI Perth; 19 in favour of UHI Perth College), although no breakdown of FE/HE participants was available.</p> <p>Chair questioned the objectivity of the UHI process, which appeared to have been leadership driven, and the absence of a compelling case that included the views of relevant local communities such as businesses.</p> <p>Members noted that Colleges Scotland, the SFC and Scottish Government were all supportive of the role of the college sector as set out in the CS Statement of Ambition.</p> <p>The Board AGREED to support branding review with the exception of the removal of “College” from the UHI Perth College brand.</p>	
8.3	<p>Proposed Risk Management Framework</p> <p>Director of Finance presented Paper 6 which set out a proposed approach to a risk management framework incorporating the Balanced Scorecard (BSC). The approach reflected COSO and ISO frameworks, aligning strategy with risk. Strategic KPIs would be translated through the BSC into operational targets, to be cascaded to the organisation so that individual departments would see the strategic impact of activity.</p> <p>Board Member enquired whether framework could be applied to AST. Director of Finance confirmed model could be flexed for AST.</p> <p>The Board ENDORSED the proposed approach.</p>	
9.	Audits and Financial Reporting	
9.1	<p>Perth College Management Accounts to 31 October 2021</p> <p>Director of Finance introduced Paper 7, advising Members that the Auditors would be in College on 10 January 2022. There were some delays with completion of the accounts as a result of COVID. This situation was common across Academic Partners and the SFC would be informed.</p> <p>Board NOTED the Management Accounts to 31 October 2021</p>	

	and the Audit Actions update.	
9.2	Audit Action Plan – Summary Update Board NOTED the Audit Actions update report.	
10	Compliance, Risk and Performance Monitoring	
10.1	Annual Health, Well-being and Safety Report 2020-21 DP Academic introduced Paper 9 and asked Members to note that the Chair had assumed the role of Board Health & Safety Champion. Chair referred to the reduction in incidents with reduced numbers on site, but suggested it would be helpful to have pro rata data as a benchmark. DP Academic advised that the return of more staff would provide sufficient numbers to allow for trend analysis. Board Member enquired about actions being taken forward from the stress survey. DP Academic agreed to invite Katie Lees to report during the next Committee round in the new year. Principal advised that it was intended to carry you a follow-up report. Board NOTED the report.	DP Academic
11	Policies & Strategies	
11.1	Policies & Procedures Schedule December 2021 Board NOTED Paper 10.	
11.2	ICT and Digital Transformation Strategy VP External Engagement presented Paper 11 setting out a ICT and Digital Transformation Strategy, highlighting the substantial carried out to develop the strategy. Board Member enquired about resource implications and Equalities impact. VP External Engagement advised that further work was required to determine the investment need. Some SFC capital funds for digital had still to be quantified. An EqIA had identified a neutral Equalities impact, however, there was scope for a positive impact through development of a more accessible website for people with disabilities. Board APPROVED the Digital Transformation Strategy.	
11.3	Development Trust	

	<p>VP External Engagement presented Paper 12 setting out a strategy for the Development Trust which had been developed by a sub-committee and discussed with both Strategic Development and Finance & Resources Committees. The strategy sought to reposition the Trust with a focus across the organisation and the communities it serves, and to raise its profile.</p> <p>Chair noted that this was the first part of a fundamental reappraisal of the Development Trust's focus and that the Trust would become an increasingly important source of income in future.</p> <p>Principal commended the strategy.</p> <p>Board APPROVED the strategy, subject to a minor correction to state that Freshers' Week is organised by HISA Perth.</p>	
12	Standing Reports	
12.1	<p>Chair's Report</p> <p>Chair introduced Paper 13, and advised Members that a proposal for new Members would be going to the University Court the following day.</p> <p>Board NOTED the report.</p>	
12.2	<p>Principal's Report</p> <p>Principal provided a verbal report, updating Members on the strategy review process. Principal and VP Academic were leading engagement across the different groups including Staff and Trade Unions. A summary would be received from Social Optic in the new year. Reporting would continue through the Committee cycle, with a final report to the Board for approval in March.</p> <p>Principal highlighted several other items, as follows.</p> <ul style="list-style-type: none"> • Education Scotland would be visiting College that week. • The funeral was taking place on Wednesday that week of Stuart Fraser, a member of College staff who had been lost to COVID. • Targets for recruitment for the next year had been completed. • Two new senior UHI appointments would be starting in January/February 2022. • A Scottish Government announcement on COVID was awaited that week and guidance would be adhered to. <p>Board NOTED the report.</p>	

12.3	<p>HISA Perth Report</p> <p>HISA Perth president introduced Paper 13 noting completion of the Plan of Work and the current focus on the upcoming Education Scotland visit.</p> <p>Chair noted HISA resources and the scale of the plan of work, and suggested a focus on priorities.</p> <p>Board NOTED the report.</p>	
13	<p>Minutes for Board Standing Committees</p> <p>Board NOTED Draft Minutes and Chairs' Reports for the following Committees:</p> <ul style="list-style-type: none"> • <u>Strategic Development Committee</u> (2 November 2021) – Katrina Hodgson presented in absence of Committee Chair. • <u>Learner Engagement Committee</u> (1 November 2021) • <u>Chairs' Committee</u> (15 November 2021) • <u>AST Board</u> (23 November 2021) VP External Engagement presented in absence of Committee Chair. • <u>Finance & General Purposes/Audit Committee joint meeting</u> (29 November 2021) – Board Chair presented in absence of Committee Chairs 	
12	<p>Date & Time of Next Meeting</p> <ul style="list-style-type: none"> • Thursday 24 March 2022 at 5:00pm 	
13	<p>Review of Meeting</p> <p>Members AGREED the meeting had covered Board business.</p>	

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

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

Status of Minutes – Open ☒

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

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

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

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

Extraordinary Meeting of Board of Management

DRAFT Minutes

Meeting reference: Board 2021-22/EM

Date and time: Monday 07 March 2022 at 5.00pm

Location: Online

Members present: Jim Crooks, Chair, Audit Committee
Craig Ritchie, Chair, Finance & Resources Committee
Brian Crichton, Chair of Board (from Item 4)
Andrew Comrie, Chair, Strategic Development Committee
Graham Watson, Chair, AST Board
Michael Buchanan, Board Member
Heather Cormack, Board Member
Sheena Devlin, Board Member
Ann Irvine, Board Member (from Item 4)
Fiona Martin, Board Member
Debbie McIlwraith-Cameron, Board Member
Margaret Cook, Principal & Chief Executive
Todor Pavlov-Kennedy, Student Board Member
Madeleine Brown, Student Board Member
Miranda Landale, Co-opted Member, Learner Experience Committee
Derek Waugh, Co-opted Member, Finance & Resources Committee

In attendance: Lorenz Cairns, Depute Principal
Veronica Lynch, Vice Principal
Henry Nicholson, Financial Accountant
Ian McCartney, Clerk to the Board of Management

Apologies: Jenny Hamilton, Board Member
John Dare, Staff Board Member
Catherine Etri, Associate Principal
Iain Wishart, Director of Finance

Chair: **Craig Ritchie (on behalf of Brian Crichton)**

Minute Taker: Ian McCartney

Quorum: 10

MINUTES

Item		Action
1.	<p>Welcome and Apologies</p> <p>Chair (Finance & Resources) welcomed everyone to the meeting, noting the late arrival of Chair of Board.</p>	
2.	<p>Declaration of Interest in any Agenda Item</p> <p>There were no declarations of interest.</p>	
3.	<p>Minutes of Extraordinary Meeting of Finance & Resources and Audit Committees, 28 February 2022</p> <p>The minutes were APPROVED as an accurate record of the meeting, and actions noted were included in the papers provided.</p>	
4.	<p>Perth College Report & Financial Statements for the Year Ended 31 July 2021 (including Letter of Representation)</p> <p>Financial Accountant presented Paper 2 on behalf of Director of Finance, noting no change in Accounts other than some minor amendments regarding consistency of information on Board Directors as noted at the Extraordinary Meeting of Finance & Resources and Audit Committees on 28 February 2022, and some minor amendments to AST Creditors which had no significant impact on the overall figures presented.</p> <p>Financial Accountant noted headlines around an AOP just short of £1m, and advised Board on significant control issues being reported around Health & Safety, AST financial controls, Asset Management and a Payroll Double Payment.</p> <p>Chair of Finance & Resources noted that the Extraordinary Joint meeting had scrutinised the accounts in detail, and they were content with the Report & Financial Statements.</p> <p>Financial Accountant noted that the Letter of Representation would require to be signed within the next few days then formally lodged.</p> <p>Subject to the accounts being formally signed off on the basis of no major changes, the Report & Financial Statements for the Year Ended 31 July 2021 was APPROVED.</p>	
5	<p>External Audit Annual Report 2020/21</p> <p>Vice Principal presented Paper 3, noting that this Report had been presented at Extraordinary Meeting of Finance & Resources and</p>	

	<p>Audit Committees by External Auditors, who declined to attend this meeting demonstrating confidence that there are no concerns to be reported directly to the Board.</p> <p>Vice Principal noted that there are some audit differences identified in the Report, but no issues of materiality have been advised. Vice Principal highlighted External Auditors' contentment around pensions assumptions.</p> <p>Vice Principal noted the declaration of the College as a default Going Concern, and advised that SMT will work with appropriate bodies to take this forward as a dialogue position.</p> <p>Vice Principal highlighted the 2 main areas of concern advised by the Auditors as being financial Sustainability, which is largely outwith the College's control, and Financial Management, which has been identified as mainly being systems issues affected by manual processing, which were on the way to being addressed as part of wider improvements.</p> <p>Chair of Board noted that the External Audit effectively reinforces the view that the FFR process is not robust, and that the College should consider undertaking its own FFR from a more realistic position.</p> <p>The External Audit Report 2020/21 was ENDORSED by the Board of Management.</p>	
6	<p>Audit Committee Annual Report to the Board of Management</p> <p>Vice Principal presented Paper 4, noting that the Audit Committee Annual Report is a mandatory requirement requiring Audit Committee to provide an assessment of the adequacy and effectiveness of internal controls to the Board.</p> <p>Vice Principal noted that the narrative of the Report was supported by appendices detailing main changes that had taken place throughout the year, and any control weaknesses reported.</p> <p>Board APPROVED the Audit Committee Annual Report.</p> <p>Chair of Board recorded thanks to Auditors and College staff for the work conducted in preparing the documents presented.</p>	
7	<p>Date & Time of Next Meetings</p> <ul style="list-style-type: none"> Thursday 24 March 2022 @ 5:00pm 	

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

Committee	Board of Management
Subject	Perth College Strategy – Version 5
Date of Committee meeting	24/03/2022
Author	Lorenz Cairns, Depute Principal
Date paper prepared	18/03/2022
Executive summary of the paper	<p>Latest iteration of Draft 5-year Strategic Plan for Perth College.</p> <p>Board are requested to consider and approve the Vision and Strategic Objectives; KPIs and Enabling Plan will follow for future consideration.</p>
Consultation How has consultation with partners been carried out?	Discussion with staff and SMT
Action requested	<input type="checkbox"/> For information only <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input checked="" type="checkbox"/> For approval
Resource implications (If yes, please provide details)	Yes/ No Would set the direction for resource usage over the next 5 years.
Risk implications (If yes, please provide details)	Yes/ No Strategic direction will impact financial sustainability.
Link with strategy	This document sets out a proposal for the new strategy.

<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>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 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

Perth College Strategy 2022/23 – 2026/27

Draft Paper V5

An Introduction to the New Perth College UHI Strategy

Perth College UHI is proud of the transformational impact it has on our students lives and the service we provide to our community and beyond. We take great pride in the levels of inclusivity, support and nurturing of our students and the innovation, dedication, and professionalism of all our staff. The college has a student-centred approach and everything we do is in synergy between the professional services and academic staff to support our students in their career, educational goals, and aspirations.

Our core value is that the student comes first, and their identity, journey and success is interdependent and transformed by their total learning experience

As we enter a period of recovery after 2 years of unprecedented challenges, our aims and ambitions for the next 5 years are clear.

- We will pursue our journey to excellence in all aspects of supporting/ enhancing the learning experience and student wellbeing
- Continue to adapt, innovate and enhance our learning and teaching
- We will invest in and empower our staff. and their wellbeing, promoting collaborative approaches to ensure all voices are heard, listened to and fed forward
- We will address all the challenges surrounding sustainability; social, economic, environmental, and financial through detailed planning and policy developments
- We must position ourselves to respond to local and national priorities, themes and aspirations
- We will work with our UHI partners to further develop educational innovation and delivery
- We will work with our UHI partners to further develop research and scholarship opportunities
- We will improve our systems and processes to meet the evolving needs of our staff, stakeholders, and students to ensure our college is agile, effective and efficient, adding significant value to the student experience
- Our culture will encourage diversity, social equality and inclusion, challenge bias and all inappropriate behaviours

This strategy will set out key objectives relating to our aims, and these will be linked by the common themes of communication and collaboration, enabling all our staff, students, and stakeholders to contribute to the collective college vision as we continue to pursue our journey to excellence.

Context

Perth College UHI delivers courses at the main campus in Perth and in secondary schools across Perth and Kinross. We support work-based learning across a wide area, as well as contributing to the UHI's use of video conferencing, providing access to expertise and curriculum across Perth and Kinross, the Highlands and Islands and beyond.

The College has its main campus in the city of Perth which is located within 50 miles of 90% of Scotland's population, in the fast-growing local authority of Perth and Kinross. The population of Perth and Kinross in 2021 was 151,900 a 0.1% increase from 2016. Unemployment rates are at 3.4% (below the Scottish average of 4.2%) and its five-year business survival rate is higher than the Scottish average. The [2021 Annual Participation Measure](#) showed that 93.6% of 16-19 year olds were in education, employment or training and personal development. Perth College UHI is proud to serve the needs of its local area, as well as the wider Highlands and Islands Region and beyond.

Perth College UHI is one of the largest partners in the University of the Highlands and Islands (UHI).

Our strategic aims drive forward the Highlands and Islands Regional Outcome Agreement as well as ensuring full participation in Perth and Kinross Single Outcome Agreement measures and Community Planning priorities. The college works in partnership with relevant local regional stakeholders to ensure the provision of relevant high-quality curriculum and sector engagement within the Regional Skills Assessment (RSA) area of Tayside, but also shares common overall goals with RSA of Highlands and Islands.

Areas in common include:

- The need to increase the quantity and quality of local jobs
- To create a culture of employer investment
- To meet the skills needs of employers, including a need for workplace progression routes and pathways
- A need for flexible skills provision

These common goals are reflected in the Highlands and Islands Regional Outcome Agreement (ROA). Small businesses predominate and whilst employment remains high, much of this is within the public and low-wage sectors.

The Tay Cities Deal incorporating Dundee, Angus, Perth and Kinross and North Fife, is taking forward regional investments to focus on inclusion, innovation and connectedness ensuring delivery of a smarter and fairer region. Within the Tay Cities Deal, the college is working on key projects in engineering, aviation, creative industries, digital resilience, and hospitality.

The college provides a broad curriculum base with access to study at SCQF levels 2 to 12 in areas of local, regional and national need. Subjects are grouped into 4 sector areas (Business, Management, Computing and Leisure; Creative and Cultural

Industries; Science, Technology, Engineering and Maths; Applied Life Sciences). The college also delivers a range of Modern Apprenticeship programmes supported by Skills Development Scotland (SDS) and a range of commercial Vocational Qualifications (VQ).

School-college partnership provision is themed to relevant vocational pathways, and includes Foundation Apprenticeships in Business, Creative and Digital Media, Early Years, Engineering, and Health Care.

Perth College UHI delivered 22,566 credits in 2020-21 contributing 23.5% to our delivered regional total. The success of our students continues to be above the sector benchmark, 67% and 65.7% respectively for full-time and 80.6% against 78% respectively for part-time.

Staff full time equivalent has grown from 340 in July 2017, to 347.35 in July 2018.

College Vision

To empower our learners to achieve their full potential through a transformational student experience

College Growth and Ambition

**Excellence in Learning and
Student Experience**

Partners and Collaboration

Sustainability

Values

Student Centred - Innovative – Ambitious – Integrity - Inclusive – Collaborative

Strategy Map

Excellence in Learning and the Learner Experience – strategic objectives

The Learner
Experience

Co-Creative and
Progressive
Curricula

Industry
Focused

Academic
Partnerships

Research and
Scholarship

College Growth & Ambition – strategic objectives

Our Culture

Our Staff

Our College

Our Ways of
Working

Digital
Transformation

Partnerships and Collaboration – strategic objectives

Relationships

Commercial
Enterprise and
Innovation

Commercial
Portfolio

Sustainability – strategic objectives

Financial
Management

Reinvestment
Planning

Environmental
Sustainability

Excellence in Learning and the Learner Experience

Strategic Objectives

Learner Experience

We will work in partnership with HISA (Highlands and Islands Student Association) and proactively engage with the student voice, to ensure that all of our learners have access to excellent student services that support their education and their wellbeing, together with a distinctive and sector leading student experience. Our students will be empowered, supported and inspired to positively shape and influence their learning experiences to prepare them for the workforce of the future.

Co-Creative and Progressive Curricula

We will co-create and co-develop inclusive, coherent tertiary education opportunities in partnership with our learners and stakeholders to have excellent and sector leading achievements in learning and teaching. Our curriculum will be innovative, delivering effective and highly successful learner journeys which promote skills for learning, life and work.

Industry Focused

We will work in collaboration with our industry partners and evolve strategic relationships to ensure that our curriculum is responsive and meets the needs of employers.

Academic Partnerships

We value our UHI partnership and will play a key role in our shared strategic goals. We will create synergy and ensure the best outcomes for our staff and students through collaborative partnerships, nationally and internationally.

Research and Scholarship

We will embed a culture of research and scholarship (embedded) to inform and enhance a high quality, (sector leading) learning experience driven by innovative and digitally enabled teaching practices and learner engagement.

College Growth and Ambition

Strategic Objectives

Our Culture

Through embedding our values into everything we do, we will develop a culture that is inclusive and drives the high performance behaviours to enable us to complete our journey to excellence.

Our Staff

Our staff are the foundation of the student experience. Through a shared sense of purpose, we will engage with and develop our staff to empower them, actively enhance their opportunities to reach their full potential and support their resilience and wellbeing. We will cultivate an empowered, agile, and creative staff body that will be responsive to our local and national educational priorities and challenges.

Our College

We will promote our reputation positively showcase our excellent student experience, reputation and the benefits of engaging with Perth College UHI in our local community, regionally, nationally and internationally. We will celebrate our strengths and successes and work collaboratively to develop our talents to meet the challenges of the future.

Our Ways of Working

We will work positively and proactively to ensure we strive for high quality outcomes and smarter ways of working to benefit our learners, staff and communities.

We will continuously enhance and improve our systems and processes. This will address our evolving ambitions to ensure we are innovative, agile, and excellent in the way we add significant value to our learners, staff and communities.

Digital Transformation

We will optimise our digital capability to ensure excellence in learning, (business) growth of the college and our commitment to sustainability.

Partnership and Collaboration

Strategic Objectives

Relationships

We will continue to grow our reach and influence and strengthen our strategic relationships to ensure responsiveness and provide significant mutual benefits to our community, staff, learners and stakeholders.

Commercial Enterprise and Innovation

We will maximise the benefits of our commercial, international and research opportunities to enable investment in projects that improve the learners' experience. We will reduce reliance on core grant funding by ensuring our commercial businesses deliver an acceptable level of return.

Commercial Portfolio

Our commercial portfolio, will be structured to generate financial returns and other benefits to improve our learners' experience and reduce reliance on core grant funding.

Sustainability

Strategic Objectives

Financial Management

We will embed effective financial management to ensure our future financial sustainability.

Reinvestment Planning

We will aim to have a proportion of income set aside each year for development projects that enhance the student experience. We will do this through managing our operational costs more effectively.

Environmental Sustainability

The college is committed to embedding environmental sustainability into all of our activities to lessen our impact on the environment

Perth College UHI

Paper No.5

Committee	Board of Management
Subject	Standards Commission – Reviewed Code of Conduct
Date of Committee meeting	24/03/2022
Author	Ian McCartney, Clerk to the Board
Date paper prepared	03/02/2022
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 <ul style="list-style-type: none"> i) This Paper provides detail on the reviewed Code of Conduct issued by the Standards Commission, which all Colleges have been requested to adopt prior to 10 June 2022; ii) Board Members are asked to note that this Code of Conduct focuses on expected behaviours of Board Members, and therefore has a high degree of crossover in some key areas of the Code of Good Governance for Scotland's Colleges, which has also been reviewed recently (albeit a final version is yet to be circulated to Colleges for adoption). Committee Members are asked to further note that members of the Steering Group for the Code of Good Governance for Scotland's Colleges provided evidence and feedback to the Standard

Perth College UHI

	Commission to ensure alignment between both Codes, where appropriate;
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	Discussed at Chairs' Committee
Action requested	<input type="checkbox"/> For information <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input checked="" type="checkbox"/> Strongly recommended for approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	Yes / No
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	Yes/ No An additional layer of compliance may mitigate some risks in the area of Corporate Governance
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> Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	Yes / No

Perth College UHI

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

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

Its disclosure would substantially prejudice a programme of research	<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



T: 0131-244 7933
E: DirectorforLocalGovernment&Communities@gov.scot

To All Chairs of Further Education Colleges

5 January 2022

Dear Board Chair

CODE OF CONDUCT FOR MEMBERS OF DEVOLVED PUBLIC BODIES

I am writing to you given my responsibility for oversight of the Public Bodies landscape in Scotland. The Ethical Standards in Public life etc. (Scotland) Act 2000 provides for Codes of Conduct for local authority councillors and members of relevant Public Bodies. The Act requires the Scottish Ministers to lay before Parliament a Model Code for Members of Devolved Public Bodies. Public Bodies listed in schedule 3 of the Act are required to produce a Code of Conduct in line with the Model Code. Further Education College Boards constituted under section 36 of the Further and Higher Education (Scotland) Act 1992 are listed in schedule 3.

The revised Model Code takes into account changes which where appropriate are consistent with the revised Councillors' Code and also suggestions submitted to the public consultation.

The revised Model Code was scrutinised and approved by the Scottish Parliament in October 2021 and we now require that a new Code is produced by your Further Education College and approved by Scottish Ministers.

The revised Model Code highlights the need for Board members to take personal responsibility for their behaviour and to have an awareness of the organisation's policies in relation to a number of areas e.g. social media, equality, diversity and bullying and harassment.

We have attached a template Code which you may wish to use to help in producing a revised Code for your organisation. Whilst it is expected that your organisation implements the revisions to the Model Code in full we appreciate that some amendments might be required to your Code to reflect the individual circumstances of the Board. If you do have any amendments or additions to make we would ask that you refer these in the first instance to your Sponsor Team contact with an explanation why the changes are deemed necessary. The relevant Sponsor Team contact for Further Education Colleges is Claire Jamieson,



Team Leader: Further & Higher Education Governance, Workforce & Union Engagement – Advanced Learning and Science Directorate, Claire.Jamieson@gov.scot. The Sponsor Team will consider any amendments requested and provide Public Bodies Unit with their views. This will allow us to make an informed decision on approving any amendments being sought.

When you have completed your revisions please send a copy of the Code that your organisation is seeking to be approved to your relevant Sponsor Team contact. We are providing a six month period to complete this exercise and require all actions to be completed by **10 June 2022**.

Once the Code is formally approved by Scottish Government we will provide you with an approval letter which will advise that a copy of the approved Code has also been passed to the Standards Commission and the Ethical Standards Commission for their records. We will also ask that once you publish the approved Code on your organisations website that you provide us with the web-link to both the revised Code and Register of Interests. Board members should note that the body's Code currently in place will continue to apply to the conduct of members until such time as the revisions have been approved.

The SSI/438 setting out the requirements for Registration came into effect on 7 December and can be viewed at <https://www.legislation.gov.uk/ssi/2021/438/contents/made>

You should also note that The Standards Commission are providing guidance and individual Advice Notes on their website which will be available at [Home | The Standards Commission for Scotland \(standardscommissionscotland.org.uk\)](https://standardscommissionscotland.org.uk)

If you require any further information about the Model Code please do not hesitate to contact the Public Bodies Unit at mmccreview@gov.scot.

Yours sincerely



Sean Neill
Director for Local Government and Communities

Code of Conduct for Members of INSERT NAME OF THE FURTHER EDUCATION COLLEGE

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SECTION 1: INTRODUCTION TO THE CODE OF CONDUCT

1.1 This Code has been issued by the Scottish Ministers, with the approval of the Scottish Parliament, as required by the [Ethical Standards in Public Life etc. \(Scotland\) Act 2000 \(the “Act”\)](#).

1.2 The purpose of the Code is to set out the conduct expected of those who serve on the boards of public bodies in Scotland.

1.3 The Code has been developed in line with the nine key principles of public life in Scotland. The principles are listed in [Section 2](#) and set out how the provisions of the Code should be interpreted and applied in practice.

My Responsibilities

1.4 I understand that the public has a high expectation of those who serve on the boards of public bodies and the way in which they should conduct themselves in undertaking their duties. I will always seek to meet those expectations by ensuring that I conduct myself in accordance with the Code.

1.5 I will comply with the substantive provisions of this Code, being sections 3 to 6 inclusive, in all situations and at all times where I am acting as a board member of my public body, have referred to myself as a board member or could objectively be considered to be acting as a board member.

1.6 I will comply with the substantive provisions of this Code, being sections 3 to 6 inclusive, in all my dealings with the public, employees and fellow board members, whether formal or informal.

1.7 I understand that it is my personal responsibility to be familiar with the provisions of this Code and that I must also comply with the law and my public body’s rules, standing orders and regulations. I will also ensure that I am familiar with any guidance or advice notes issued by the Standards Commission for Scotland (“Standards Commission”) and my public body, and endeavour to take part in any training offered on the Code.

1.8 I will not, at any time, advocate or encourage any action contrary to this Code.

1.9 I understand that no written information, whether in the Code itself or the associated Guidance or Advice Notes issued by the Standards Commission, can provide for all circumstances. If I am uncertain about how the Code applies, I will seek advice from the Standards Officer of my public body, failing whom the Chair or Chief Executive of my public body. I note that I may also choose to seek external legal advice on how to interpret the provisions of the Code.

Enforcement

1.10 [Part 2 of the Act](#) sets out the provisions for dealing with alleged breaches of the Code, including the sanctions that can be applied if the Standards Commission finds that there has been a breach of the Code. More information on how complaints are dealt with and the sanctions available can be found at [Annex A](#).

SECTION 2: KEY PRINCIPLES OF THE MODEL CODE OF CONDUCT

2.1 The Code has been based on the following key principles of public life. I will behave in accordance with these principles and understand that they should be used for guidance and interpreting the provisions in the Code.

2.2 I note that a breach of one or more of the key principles does not in itself amount to a breach of the Code. I note that, for a breach of the Code to be found, there must also be a contravention of one or more of the provisions in sections 3 to 6 inclusive of the Code.

The key principles are:

Duty

I have a duty to uphold the law and act in accordance with the law and the public trust placed in me. I have a duty to act in the interests of the public body of which I am a member and in accordance with the core functions and duties of that body.

Selflessness

I have a duty to take decisions solely in terms of public interest. I must not act in order to gain financial or other material benefit for myself, family or friends.

Integrity

I must not place myself under any financial, or other, obligation to any individual or organisation that might reasonably be thought to influence me in the performance of my duties.

Objectivity

I must make decisions solely on merit and in a way that is consistent with the functions of my public body when carrying out public business including making appointments, awarding contracts or recommending individuals for rewards and benefits.

Accountability and Stewardship

I am accountable to the public for my decisions and actions. I have a duty to consider issues on their merits, taking account of the views of others and I must ensure that my public body uses its resources prudently and in accordance with the law.

Openness

I have a duty to be as open as possible about my decisions and actions, giving reasons for my decisions and restricting information only when the wider public interest clearly demands.

Honesty

I have a duty to act honestly. I must declare any private interests relating to my public duties and take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

I have a duty to promote and support these principles by leadership and example, and to maintain and strengthen the public's trust and confidence in the integrity of my public body and its members in conducting public business.

Respect

I must respect all other board members and all employees of my public body and the role they play, treating them with courtesy at all times. Similarly, I must respect members of the public when performing my duties as a board member.

SECTION 3: GENERAL CONDUCT

Respect and Courtesy

3.1 I will treat everyone with courtesy and respect. This includes in person, in writing, at meetings, when I am online and when I am using social media.

3.2 I will not discriminate unlawfully on the basis of race, age, sex, sexual orientation, gender reassignment, disability, religion or belief, marital status or pregnancy/maternity; I will advance equality of opportunity and seek to foster good relations between different people.

3.3 I will not engage in any conduct that could amount to bullying or harassment (which includes sexual harassment). I accept that such conduct is completely unacceptable and will be considered to be a breach of this Code.

3.4 I accept that disrespect, bullying and harassment can be:

- a) a one-off incident,
- b) part of a cumulative course of conduct; or
- c) a pattern of behaviour.

3.5 I understand that how, and in what context, I exhibit certain behaviours can be as important as what I communicate, given that disrespect, bullying and harassment can be physical, verbal and non-verbal conduct.

3.6 I accept that it is my responsibility to understand what constitutes bullying and harassment and I will utilise resources, including the Standards Commission's guidance and advice notes, my public body's policies and training material (where appropriate) to ensure that my knowledge and understanding is up to date.

3.7 Except where it is written into my role as Board member, and / or at the invitation of the Chief Executive, I will not become involved in operational management of my public body. I acknowledge and understand that operational management is the responsibility of the Chief Executive and Executive Team.

3.8 I will not undermine any individual employee or group of employees, or raise concerns about their performance, conduct or capability in public. I will raise any concerns I have on such matters in private with senior management as appropriate.

3.9 I will not take, or seek to take, unfair advantage of my position in my dealings with employees of my public body or bring any undue influence to bear on employees to take a certain action. I will not ask or direct employees to do something which I know, or should reasonably know, could compromise them or prevent them from undertaking their duties properly and appropriately.

3.10 I will respect and comply with rulings from the Chair during meetings of:

- a) my public body, its committees; and
- b) any outside organisations that I have been appointed or nominated to by my public body or on which I represent my public body.

3.11 I will respect the principle of collective decision-making and corporate responsibility. This means that once the Board has made a decision, I will support that decision, even if I did not agree with it or vote for it.

Remuneration, Allowances and Expenses

3.12 I will comply with the rules, and the policies of my public body, on the payment of remuneration, allowances and expenses.

Gifts and Hospitality

3.13 I understand that I may be offered gifts (including money raised via crowdfunding or sponsorship), hospitality, material benefits or services ("gift or hospitality") that may be reasonably regarded by a member of the public with knowledge of the relevant facts as placing me under an improper obligation or being capable of influencing my judgement.

3.14 I will never **ask for** or **seek** any gift or hospitality.

3.15 I will refuse any gift or hospitality, unless it is:

- a) a minor item or token of modest intrinsic value offered on an infrequent basis;
- b) a gift being offered to my public body;
- c) hospitality which would reasonably be associated with my duties as a board member; or
- d) hospitality which has been approved in advance by my public body.

3.16 I will consider whether there could be a reasonable perception that any gift or hospitality received by a person or body connected to me could or would influence my judgement.

3.17 I will not allow the promise of money or other financial advantage to induce me to act improperly in my role as a board member. I accept that the money or advantage (including any gift or hospitality) does not have to be given to me directly. The offer of monies or advantages to others, including community groups, may amount to bribery, if the intention is to induce me to improperly perform a function.

3.18 I will never accept any gift or hospitality from any individual or applicant who is awaiting a decision from, or seeking to do business with, my public body.

3.19 If I consider that declining an offer of a gift would cause offence, I will accept it and hand it over to my public body at the earliest possible opportunity and ask for it to be registered.

3.20 I will promptly advise my public body's Standards Officer if I am offered (but refuse) any gift or hospitality of any significant value and / or if I am offered any gift or hospitality from the same source on a repeated basis, so that my public body can monitor this.

3.21 I will familiarise myself with the terms of the [Bribery Act 2010](#), which provides for offences of bribing another person and offences relating to being bribed.

Confidentiality

3.22 I will not disclose confidential information or information which should reasonably be regarded as being of a confidential or private nature, without the express consent of a person or body authorised to give such consent, or unless required to do so by law. I note that if I cannot obtain such express consent, I should assume it is not given.

3.23 I accept that confidential information can include discussions, documents, and information which is not yet public or never intended to be public, and information deemed confidential by statute.

3.24 I will only use confidential information to undertake my duties as a board member. I will not use it in any way for personal advantage or to discredit my public body (even if my personal view is that the information should be publicly available).

3.25 I note that these confidentiality requirements do not apply to protected whistleblowing disclosures made to the prescribed persons and bodies as identified in statute.

Use of Public Body Resources

3.26 I will only use my public body's resources, including employee assistance, facilities, stationery and IT equipment, for carrying out duties on behalf of the public body, in accordance with its relevant policies.

3.27 I will not use, or in any way enable others to use, my public body's resources:

- a) imprudently (without thinking about the implications or consequences);
- b) unlawfully;
- c) for any political activities or matters relating to these; or
- d) improperly.

Dealing with my Public Body and Preferential Treatment

3.28 I will not use, or attempt to use, my position or influence as a board member to:

- a) improperly confer on or secure for myself, or others, an advantage;
- b) avoid a disadvantage for myself, or create a disadvantage for others or
- c) improperly seek preferential treatment or access for myself or others.

3.29 I will avoid any action which could lead members of the public to believe that preferential treatment or access is being sought.

3.30 I will advise employees of any connection, as defined at [Section 5](#), I may have to a matter, when seeking information or advice or responding to a request for information or advice from them.

Appointments to Outside Organisations

3.31 If I am appointed, or nominated by my public body, as a member of another body or organisation, I will abide by the rules of conduct and will act in the best interests of that body or organisation while acting as a member of it. I will also continue to observe the rules of this Code when carrying out the duties of that body or organisation.

3.32 I accept that if I am a director or trustee (or equivalent) of a company or a charity, I will be responsible for identifying, and taking advice on, any conflicts of interest that may arise between the company or charity and my public body.

SECTION 4: REGISTRATION OF INTERESTS

4.1 The following paragraphs set out what I have to register when I am appointed and whenever my circumstances change. The register covers my current term of appointment.

4.2 I understand that regulations made by the Scottish Ministers describe the detail and timescale for registering interests; including a requirement that a board member must register their registrable interests within one month of becoming a board member, and register any changes to those interests within one month of those changes having occurred.

4.3 The interests which I am required to register are those set out in the following paragraphs. Other than as required by paragraph 4.23, I understand it is not necessary to register the interests of my spouse or cohabitee.

Category One: Remuneration

4.4 I will register any work for which I receive, or expect to receive, payment. I have a registrable interest where I receive remuneration by virtue of being:

- a) employed;
- b) self-employed;
- c) the holder of an office;
- d) a director of an undertaking;
- e) a partner in a firm;
- f) appointed or nominated by my public body to another body; or
- g) engaged in a trade, profession or vocation or any other work.

4.5 I understand that in relation to 4.4 above, the amount of remuneration does not require to be registered. I understand that any remuneration received as a board member of this specific public body does not have to be registered.

4.6 I understand that if a position is not remunerated it does not need to be registered under this category. However, unremunerated directorships may need to be registered under Category Two, "Other Roles".

4.7 I must register any allowances I receive in relation to membership of any organisation under Category One.

4.8 When registering employment as an employee, I must give the full name of the employer, the nature of its business, and the nature of the post I hold in the organisation.

4.9 When registering remuneration from the categories listed in paragraph 4.4 (b) to (g) above, I must provide the full name and give details of the nature of the business, organisation, undertaking, partnership or other body, as appropriate. I recognise that some other employments may be incompatible with my role as board member of my public body in terms of paragraph [6.7](#) of this Code.

4.10 Where I otherwise undertake a trade, profession or vocation, or any other work, the detail to be given is the nature of the work and how often it is undertaken.

4.11 When registering a directorship, it is necessary to provide the registered name and registered number of the undertaking in which the directorship is held and provide information about the nature of its business.

4.12 I understand that registration of a pension is not required as this falls outside the scope of the category.

Category Two: Other Roles

4.13 I will register any unremunerated directorships where the body in question is a subsidiary or parent company of an undertaking in which I hold a remunerated directorship.

4.14 I will register the registered name and registered number of the subsidiary or parent company or other undertaking and the nature of its business, and its relationship to the company or other undertaking in which I am a director and from which I receive remuneration.

Category Three: Contracts

4.15 I have a registerable interest where I (or a firm in which I am a partner, or an undertaking in which I am a director or in which I have shares of a value as described in paragraph 4.19 below) have made a contract with my public body:

- a) under which goods or services are to be provided, or works are to be executed; and
- b) which has not been fully discharged.

4.16 I will register a description of the contract, including its duration, but excluding the value.

Category Four: Election Expenses

4.17 If I have been elected to my public body, then I will register a description of, and statement of, any assistance towards election expenses relating to election to my public body.

Category Five: Houses, Land and Buildings

4.18 I have a registrable interest where I own or have any other right or interest in houses, land and buildings, which may be significant to, of relevance to, or bear upon, the work and operation of my public body.

4.19 I accept that, when deciding whether or not I need to register any interest I have in houses, land or buildings, the test to be applied is whether a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as being so significant that it could potentially affect my responsibilities to my public body and to the public, or could influence my actions, speeches or decision-making.

Category Six: Interest in Shares and Securities

4.20 I have a registerable interest where:

- a) I own or have an interest in more than 1% of the issued share capital of the company or other body; or
- b) Where, at the relevant date, the market value of any shares and securities (in any one specific company or body) that I own or have an interest in is greater than £25,000.

Category Seven: Gifts and Hospitality

4.21 I understand the requirements of paragraphs 3.13 to 3.21 regarding gifts and hospitality. As I will not accept any gifts or hospitality, other than under the limited circumstances allowed, I understand there is no longer the need to register any.

Category Eight: Non-Financial Interests

4.22 I may also have other interests and I understand it is equally important that relevant interests such as membership or holding office in other public bodies, companies, clubs, societies and organisations such as trades unions and voluntary organisations, are registered and described. In this context, I understand non-financial interests are those which members of the public with knowledge of the relevant facts might reasonably think could influence my actions, speeches, votes or decision-making in my public body (this includes its Committees and memberships of other organisations to which I have been appointed or nominated by my public body).

Category Nine: Close Family Members

4.23 I will register the interests of any close family member who has transactions with my public body or is likely to have transactions or do business with it.

SECTION 5: DECLARATION OF INTERESTS

Stage 1: Connection

5.1 For each particular matter I am involved in as a board member, I will first consider whether I have a connection to that matter.

5.2 I understand that a connection is any link between the matter being considered and me, or a person or body I am associated with. This could be a family relationship or a social or professional contact.

5.3 A connection includes anything that I have registered as an interest.

5.4 A connection does not include being a member of a body to which I have been appointed or nominated by my public body as a representative of my public body, unless:

- a) The matter being considered by my public body is quasi-judicial or regulatory; or
- b) I have a personal conflict by reason of my actions, my connections or my legal obligations.

Stage 2: Interest

5.5 I understand my connection is an interest that requires to be declared where the objective test is met – that is where a member of the public with knowledge of the relevant facts would reasonably regard my connection to a particular matter as being so significant that it would be considered as being likely to influence the discussion or decision-making.

Stage 3: Participation

5.6 I will declare my interest as early as possible in meetings. I will not remain in the meeting nor participate in any way in those parts of meetings where I have declared an interest.

5.7 I will consider whether it is appropriate for transparency reasons to state publicly where I have a connection, which I do not consider amounts to an interest.

5.8 I note that I can apply to the Standards Commission and ask it to grant a dispensation to allow me to take part in the discussion and decision-making on a matter where I would otherwise have to declare an interest and withdraw (as a result of having a connection to the matter that would fall within the objective test). I note that such an application must be made in advance of any meetings where the dispensation is sought and that I cannot take part in any discussion or decision-making on the matter in question unless, and until, the application is granted.

5.9 I note that public confidence in a public body is damaged by the perception that decisions taken by that body are substantially influenced by factors other than the public interest. I will not accept a role or appointment if doing so means I will have to declare interests frequently at meetings in respect of my role as a board member. Similarly, if any appointment or nomination to another body would give rise to objective concern because of my existing personal involvement or affiliations, I will not accept the appointment or nomination.

SECTION 6: LOBBYING AND ACCESS

6.1 I understand that a wide range of people will seek access to me as a board member and will try to lobby me, including individuals, organisations and companies. I must distinguish between:

- a) any role I have in dealing with enquiries from the public;
- b) any community engagement where I am working with individuals and organisations to encourage their participation and involvement, and;
- c) lobbying, which is where I am approached by any individual or organisation who is seeking to influence me for financial gain or advantage, particularly those who are seeking to do business with my public body (for example contracts/procurement).

6.2 In deciding whether, and if so how, to respond to such lobbying, I will always have regard to the objective test, which is whether a member of the public, with knowledge of the relevant facts, would reasonably regard my conduct as being likely to influence my, or my public body's, decision-making role.

6.3 I will not, in relation to contact with any person or organisation that lobbies, do anything which contravenes this Code or any other relevant rule of my public body or any statutory provision.

6.4 I will not, in relation to contact with any person or organisation that lobbies, act in any way which could bring discredit upon my public body.

6.5 If I have concerns about the approach or methods used by any person or organisation in their contacts with me, I will seek the guidance of the Chair, Chief Executive or Standards Officer of my public body.

6.6 The public must be assured that no person or organisation will gain better access to, or treatment by, me as a result of employing a company or individual to lobby on a fee basis on their behalf. I will not, therefore, offer or accord any preferential access or treatment to those lobbying on a fee basis on behalf of clients compared with that which I accord any other person or organisation who lobbies or approaches me. I will ensure that those lobbying on a fee basis on behalf of clients are not given to understand that preferential access or treatment, compared to that accorded to any other person or organisation, might be forthcoming.

6.7 Before taking any action as a result of being lobbied, I will seek to satisfy myself about the identity of the person or organisation that is lobbying and the motive for lobbying. I understand I may choose to act in response to a person or organisation lobbying on a fee basis on behalf of clients but it is important that I understand the basis on which I am being lobbied in order to ensure that any action taken in connection with the lobbyist complies with the standards set out in this Code and the [Lobbying \(Scotland\) Act 2016](#).

6.8 I will not accept any paid work:

- a) which would involve me lobbying on behalf of any person or organisation or any clients of a person or organisation.
- b) to provide services as a strategist, adviser or consultant, for example, advising on how to influence my public body and its members. This does not prohibit me from being remunerated for activity which may arise because of, or relate to, membership of my public body, such as journalism or broadcasting, or involvement in representative or presentational work, such as participation in delegations, conferences or other events.

ANNEX A: BREACHES OF THE CODE

Introduction

1. [The Ethical Standards in Public Life etc. \(Scotland\) Act 2000](#) (“the Act”) provided for a framework to encourage and, where necessary, enforce high ethical standards in public life.
2. The Act provided for the introduction of new codes of conduct for local authority councillors and members of relevant public bodies, imposing on councils and relevant public bodies a duty to help their members comply with the relevant code.
3. The Act and the subsequent Scottish Parliamentary Commissions and Commissioners etc. Act 2010 established the [Standards Commission for Scotland](#) (“Standards Commission”) and the post of [Commissioner for Ethical Standards in Public Life in Scotland](#) (“ESC”).
4. The Standards Commission and ESC are separate and independent, each with distinct functions. Complaints of breaches of a public body’s Code of Conduct are investigated by the ESC and adjudicated upon by the Standards Commission.
5. The first Model Code of Conduct came into force in 2002. The Code has since been reviewed and re-issued in 2014. The 2021 Code has been issued by the Scottish Ministers following consultation, and with the approval of the Scottish Parliament, as required by the Act.

Investigation of Complaints

6. The ESC is responsible for investigating complaints about members of devolved public bodies. It is not, however, mandatory to report a complaint about a potential breach of the Code to the ESC. It may be more appropriate in some circumstances for attempts to be made to resolve the matter informally at a local level.
7. On conclusion of the investigation, the ESC will send a report to the Standards Commission.

Hearings

8. On receipt of a report from the ESC, the Standards Commission can choose to:
 - Do nothing;
 - Direct the ESC to carry out further investigations; or
 - Hold a Hearing.
9. Hearings are held (usually in public) to determine whether the member concerned has breached their public body’s Code of Conduct. The Hearing Panel comprises of three members of the Standards Commission. The ESC will present evidence and/or make submissions at the Hearing about the investigation and any conclusions as to whether the member has contravened the Code. The member is entitled to attend or be represented at the Hearing and can also present evidence and make submissions. Both parties can call witnesses. Once it has heard all the evidence and submissions, the Hearing Panel will make a determination about whether or not it is satisfied, on the balance of probabilities, that there has been a contravention of

the Code by the member. If the Hearing Panel decides that a member has breached their public body's Code, it is obliged to impose a sanction.

Sanctions

10. The sanctions that can be imposed following a finding of a breach of the Code are as follows:

- **Censure:** A censure is a formal record of the Standards Commission's severe and public disapproval of the member concerned.
- **Suspension:** This can be a full or partial suspension (for up to one year). A full suspension means that the member is suspended from attending all meetings of the public body. Partial suspension means that the member is suspended from attending some of the meetings of the public body. The Commission can direct that any remuneration or allowance the member receives as a result of their membership of the public body be reduced or not paid during a period of suspension.
- **Disqualification:** Disqualification means that the member is removed from membership of the body and disqualified (for a period not exceeding five years), from membership of the body. Where a member is also a member of another devolved public body (as defined in the Act), the Commission may also remove or disqualify that person in respect of that membership. Full details of the sanctions are set out in section 19 of the Act.

Interim Suspensions

11. Section 21 of the Act provides the Standards Commission with the power to impose an interim suspension on a member on receipt of an interim report from the ESC about an ongoing investigation. In making a decision about whether or not to impose an interim suspension, a Panel comprising of three Members of the Standards Commission will review the interim report and any representations received from the member and will consider whether it is satisfied:

- That the further conduct of the ESC's investigation is likely to be prejudiced if such an action is not taken (for example if there are concerns that the member may try to interfere with evidence or witnesses); or
- That it is otherwise in the public interest to take such a measure. A policy outlining how the Standards Commission makes any decision under Section 21 and the procedures it will follow in doing so, should any such a report be received from the ESC can be found [here](#).

12. The decision to impose an interim suspension is not, and should not be seen as, a finding on the merits of any complaint or the validity of any allegations against a member of a devolved public body, nor should it be viewed as a disciplinary measure.

ANNEX B: DEFINITIONS

"Bullying" is inappropriate and unwelcome behaviour which is offensive and intimidating, and which makes an individual or group feel undermined, humiliated or insulted.

"Chair" includes Board Convener or any other individual discharging a similar function to that of a Chair or Convener under alternative decision-making structures.

"Code" is the code of conduct for members of your devolved public body, which is based on the Model Code of Conduct for members of devolved public bodies in Scotland.

"Cohabitee" includes any person who is living with you in a relationship similar to that of a partner, civil partner, or spouse.

"Confidential Information" includes:

- any information passed on to the public body by a Government department (even if it is not clearly marked as confidential) which does not allow the disclosure of that information to the public;
- information of which the law prohibits disclosure (under statute or by the order of a Court);
- any legal advice provided to the public body; or
- any other information which would reasonably be considered a breach of confidence should it be made public.

"Election expenses" means expenses incurred, whether before, during or after the election, on account of, or in respect of, the conduct or management of the election.

"Employee" includes individuals employed:

- directly by the public body;
- as contractors by the public body, or
- by a contractor to work on the public body's premises.

"Gifts" a gift can include any item or service received free of charge, or which may be offered or promised at a discounted rate or on terms not available to the general public. Gifts include benefits such as relief from indebtedness, loan concessions, or provision of property, services or facilities at a cost below that generally charged to members of the public. It can also include gifts received directly or gifts received by any company in which the recipient holds a controlling interest in, or by a partnership of which the recipient is a partner.

"Harassment" is any unwelcome behaviour or conduct which makes someone feel offended, humiliated, intimidated, frightened and / or uncomfortable. Harassment can be experienced directly or indirectly and can occur as an isolated incident or as a course of persistent behaviour.

“Hospitality” includes the offer or promise of food, drink, accommodation, entertainment or the opportunity to attend any cultural or sporting event on terms not available to the general public.

“Relevant Date” Where a board member had an interest in shares at the date on which the member was appointed as a member, the relevant date is – (a) that date; and (b) the 5th April immediately following that date and in each succeeding year, where the interest is retained on that 5th April.

“Public body” means a devolved public body listed in Schedule 3 of the Ethical Standards in Public Life etc. (Scotland) Act 2000, as amended.

“Remuneration” includes any salary, wage, share of profits, fee, other monetary benefit or benefit in kind.

“Securities” a security is a certificate or other financial instrument that has monetary value and can be traded. Securities includes equity and debt securities, such as stocks bonds and debentures.

“Undertaking” means:

- a) a body corporate or partnership; or
- b) an unincorporated association carrying on a trade or business, with or without a view to a profit.

Perth College UHI

Paper 6

Committee	Board of Management
Subject	Voluntary Severance Scheme
Date of Committee meeting	24/03/2022
Author	Katy Lees, Head of HR & Organisational Development
Date paper prepared	07/03/2022
Executive summary of the paper	Request to ask permission to extend our current Voluntary severance scheme
Consultation How has consultation with partners been carried out?	N/A
Action requested	<input type="checkbox"/> For information only <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input checked="" type="checkbox"/> For approval
Resource implications (If yes, please provide details)	No
Risk implications (If yes, please provide details)	
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 	

Perth College UHI

<u>Equality and diversity</u> Yes/ No If yes, please give details:	No
Island communities Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	No
<u>Data Protection</u> Does this activity/ proposal require a Data Protection Impact Assessment?	No
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.

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

Finance and Resources Committee – Voluntary Severance Scheme

Prepared by: Katy Lees, Head of HR & Organisational Development

Date: 7 March 2022

Background

Perth College UHI was given permission to have a voluntary severance scheme in place for a period of 2 years until 31 July 2022.

Current position

This scheme has not been as fruitful as we would like, however it has been a useful tool and we would consider it an essential if we are to look at long term savings across the College.

Whilst the voluntary severance scheme itself is unlikely to deliver the savings required, it is a recognised step in preventing compulsory redundancies.

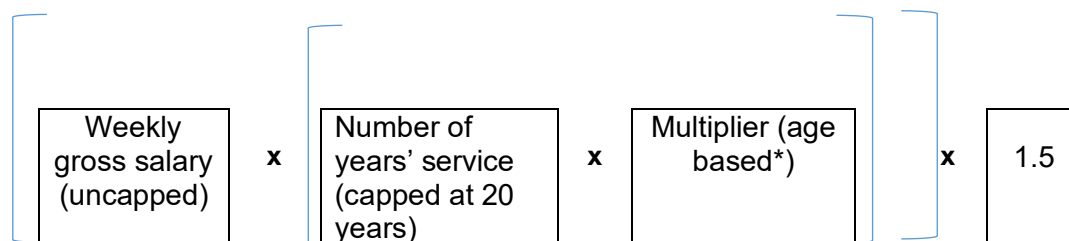
Current Scheme

The terms being offered under the current voluntary severance scheme are:

Staff will only receive a voluntary severance package if they have more than 2 years' service at date of termination and subject to contract.

We are looking that weekly gross pay is not capped (statutory redundancy pay has this capped at £525 per week) for calculation of the basic redundancy pay.

i.e.



* Age based multiplier

0.5 week's pay for each full year worked when you're under 22

1 week's pay for each full year worked when you're between 22 and 41

1.5 week's pay for each full year worked when you're 41 or older.

The maximum severance payment that is potentially tax free is £30,000. Any severance payments beyond this are subject to deductions for tax and national insurance.

It is felt essential to offer beyond statutory redundancy payment levels to ensure that there is an incentive for staff to consider this as an option. Having an uncapped weekly gross salary ensures that staff who earn over £27,300 will see the benefit of this option. This figure is below the minimum salary paid for academic staff and management staff and there are a

number of staff in these areas who may wish to consider this based on the proposals put forward by the Senior Management Team.

This enhanced rate is also felt necessary as in-year savings need to be met, and due to salary conversation as a standard within national bargaining, we cannot make in-year savings by simply restructuring, and unless a member of staff leaves there are limited opportunities to make these savings.

It is proposed that staff members whose application for voluntary severance is approved will be required to sign a document outlining severance terms as the package on offer is enhanced beyond the statutory minimum. We are also wanting to ensure that staff members are not able to reapply for a role within the College for a period of 2 years after taking voluntary severance

Proposal

The proposal is to ask the Board of Management for permission to extend the scheme for a further period of 2 years to give the Senior Management the flexibility to offer this scheme if required.

If the Board of Management give approval then the next step would be to put a business case to our Regional Strategic Body who if approve this will then seek SFC approval.

As required by the SFC legal advice has been sought to support this request.

Legal Advice to the Board of Perth College regarding Proposed Voluntary Severance Scheme

In accordance with paragraph 26 of the SFC Guidance for Severance Schemes and Settlement Agreements ("Guidance"), we write to provide "appropriate legal and independent professional advice" regarding the College's proposal to implement a Voluntary Severance Scheme ("the Scheme").

Having reviewed the proposed paper to the Board regarding the proposed Scheme, we have set out our comments below.

Compliance with employment law obligations

Overall, we do not consider that there are any issues with the proposed Scheme from an employment law perspective. We also consider that, subject to the undernoted comments, it is compliant with the Guidance. In that regard we note the following:

- The Scheme mirrors the statutory redundancy scheme but removes the cap on a week's pay. Mirroring the multipliers in the statutory calculation is a standard approach in VS schemes to avoid any suggestion of age discrimination. It is not uncommon to have more generous schemes within the education sector, which have enhanced multipliers (e.g. 2 weeks for each year of service under age 41 instead of 1 week). We therefore, consider the method of calculation in the Scheme appears reasonable.
- The Scheme is time limited and linked to a programme of managing early departures – a requirement of the Guidance.
- The Scheme is open to all, other than those who have already formalised their intention to leave (including via retirement), those who have had an application for early or ill health retirement granted, those in specifically funded fixed-term posts or those who are not entitled to a statutory redundancy payment. On this basis, it would appear unlikely that any discrimination issues would arise or that there would be any suggestion that a group is being targeted by the Scheme.
- It is clear that an application will not necessarily be granted. This enables the College to consider whether granting the application is appropriate and this ensures that the College retains the depth and breadth of skills it needs going forward.
- The Scheme provides for an application to be refused on the basis of strain costs, which on the face of it could amount to indirect age discrimination on the basis that only those of a certain age would trigger strain costs. However, we consider that, if this was considered to be discriminatory, it could be objectively justified on the grounds that the College has opened the Scheme to elicit savings and these would not be achieved where significant strain costs were incurred. Again – it is entirely standard to restrict a VS scheme in this way.
- The Scheme addresses future employment for those whose applications have been accepted and restricts this for 3 years unless exceptionally agreed by SMT. This assists in ensuring payments under the Scheme are only made where long-term cost savings can genuinely be made and complies with paragraph 19 of the Guidance.
- We note that there is a cap of the equivalent of 9 months' pay on the amount of enhanced payment an employee could receive under the Scheme. This ensures that there is a quantifiable limit at the outset and compliance with the Scottish Public Finance Manual (SPFM) in relation to severance schemes and settlement

agreements, which states that payments to individuals will normally be capped at £95,000.

We also note that there is a limit applied to the Scheme in that the maximum period for a recurring saving to be made is 9 months (including strain costs). If it would take longer than that to achieve that saving, the application should not be granted. This assists the College to ensure the Scheme is value for money and is compliant with the SPFM which requires a maximum payback period of 24 months to apply in all cases.

- We note that, in accordance with paragraph 19 of the Guidance which states "*Notice of termination of appointments must not be delayed in order to generate entitlement to payments in lieu of notice*", successful applicants are required to work their notice period prior to the termination of their employment and are required to take accrued but untaken holidays during this period. This assists in reducing the cost of the Scheme.

Compliance with the Guidance

Paragraph 28 of the Guidance sets out what the SFC will consider when reviewing a proposed VS scheme:

- The principles listed in paragraph 19 have been observed;

Having reviewed paragraph 19, we note it states "*Public funds must not be used wastefully or to underwrite inequitable or over-generous conditions of service, including severance*". For the reasons set out above, we consider the proposed Scheme rules themselves do not create any concern in that regard. However, when considering whether to accept applications, the College will of course require to consider the costs savings that will be made and balance those against the costs of each VS package.

For the reasons set out above, we consider that the remainder of paragraph 19 will have been complied with.

- The business case, including value for money, is clearly set out, includes all related costs (e.g. legal fee for employee to take advice, any associated pension costs) and costs are affordable.

We consider that the Scheme addresses the business case for value for money.

- The terms of the severance packages are appropriate (including checking comparability with the arrangements across the college sector and wider public bodies in Scotland); and

As also set out above, we consider the method of calculating the severance package proposed under the Scheme is appropriate.

- Relevant management and governance procedures have been followed.

In considering the proposed Scheme at Board level, it is being scrutinised in accordance with paragraphs 12, 13 and 14 of the Guidance.

It is noted that, once approval has been sought from the Board, UHI should consider and approve the business case prior to submission to SFC for approval. As you know, minutes of Board meetings approving the scheme should be sent to SFC with the business case. If you require more detailed advice regarding the relevant management and governance procedures, please let us know.

Thorntons Law LLP
15 September 2020

**Legal Advice to the Board of Perth College regarding Proposed Extension to
Voluntary Severance Scheme**

In accordance with paragraph 26 of the SFC Guidance for Severance Schemes and Settlement Agreements ("Guidance"), we write to provide "appropriate legal and independent professional advice" regarding the College's proposal to extend its Voluntary Severance Scheme ("the Scheme").

It is proposed that the current scheme due to come to an end on 31 July 2022 is extended for a 2 year period.

In that regard we refer to our attached titled "Legal Advice to the Board of Perth College regarding Proposed Voluntary Severance Scheme" and dated 15 September 2020 ("our note"). As the proposal is to extend the current Scheme our advice remains as set out in our note.

Further we note that the extension is proposed for a further 2-year period. Therefore the Scheme will remain time limited and linked to a programme of managing early departures – a requirement of the SFC Guidance for Severance Schemes and Settlement Agreements.

Thorntons Law LLP
14 March 2022

Perth College UHI

Paper 7

Committee	Board of Management
Subject	Acquisition of a J41 fixed wing training aid and disposal of the Jetstream HP137
Date of Committee meeting	24/03/2022
Author	Mark Taylor, General Manager, AST
Date paper prepared	11/03/2022
Executive summary of the paper	Request to Board of Perth College UHI to approve the existing Jetstream training aircraft with an ex-airline Jetstream 41, including disposal of existing Jetstream HP137
Consultation How has consultation with partners been carried out?	Acquisition endorsed by AST Board and Finance & Resources Committee
Action requested	<input type="checkbox"/> For information only <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input checked="" type="checkbox"/> For approval
Resource implications (If yes, please provide details)	Yes – investment of approx. £100k requested
Risk implications (If yes, please provide details)	None Click or tap here to enter text.
Link with strategy	Continues AST investment in updated training facilities and aids

Perth College UHI

<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>Confidential</p>
<p>Freedom of information</p> <p>Can this paper be included in “open” business?*</p>	<p>No</p>

Perth College UHI

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

Its disclosure would substantially prejudice a programme of research	<input type="checkbox"/>	Its disclosure would substantially prejudice the effective conduct of public affairs	<input type="checkbox"/>
Its disclosure would substantially prejudice the commercial interests of any person or organisation	<input checked="" type="checkbox"/>	Its disclosure would constitute a breach of confidence actionable in court	<input type="checkbox"/>
Its disclosure would constitute a breach of the Data Protection Act	<input type="checkbox"/>	Other [please give further details] Includes details of staffing constraints and morale	<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

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Perth College UHI

Paper No. 8

Committee	Board of Management
Subject	Management Book to 31 Jan 2022
Date of Committee meeting	24/03/2022
Author	Henry Nicholson, Financial Accountant
Date paper prepared	09/03/2022
Executive summary of the paper	<p>Summary of financial performance from Aug 1 2021 – Jan 31 2022.</p> <p>The Management Book to January 2022 has been prepared with limited available resources which has hindered the timely completion for issuing to Committee.</p>
Consultation How has consultation with partners been carried out?	n/a
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)	Yes/ No Reflects how resources have been used
Risk implications (If yes, please provide details)	Yes/ No Financial sustainability

Perth College UHI

<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>Financial sustainability</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>

Perth College UHI

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Its disclosure would substantially prejudice a programme of research	<input type="checkbox"/>	Its disclosure would substantially prejudice the effective conduct of public affairs	<input 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.

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

Financial Performance Review

YTD January 21/22



Group Overview

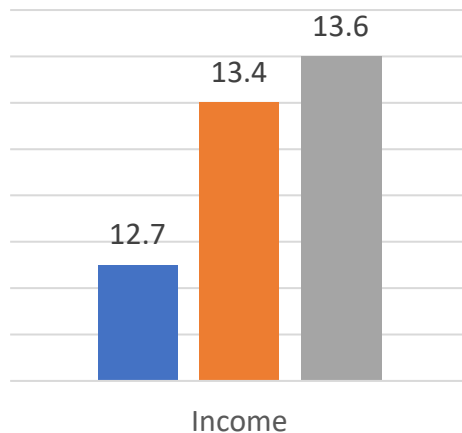
First six months performance slightly behind budget for income and better than budget across staff costs and non-staff costs which means AOP approximately £1m ahead of budget. Potential clawbacks from SFC are likely to reduce this AOP to £NIL for the full year.

Income performance overall is slightly behind budget, with grant income running slightly behind by £352k behind (primarily additional estates and student support funding), tuition fees are £108k behind budget and commercial income £260k ahead of budget. Tuition fees are down on budget across all departments except STEM and AST.

Staff costs are driven by lower than budgeted recruitment which is in line with lower student numbers. Please note that actual values do not have any pay increases included (as not yet agreed). On current offer this accounts for approx. £200k of the upside for the half year.

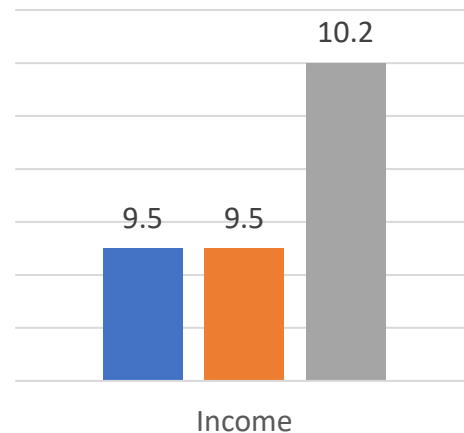
Non-Staff costs are better than budget due to COVID continuing to reduce spend e.g. travel and some timing of activity e.g. ICT spend (that could still be spent later in the year).

Income (Excl Bursary) £M



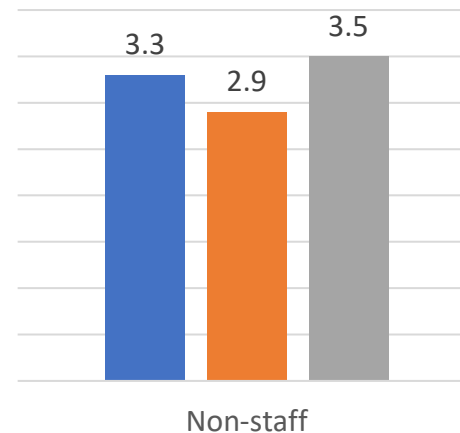
■ Act 20/21 ■ Act 21/22 ■ Bud 21/22

Staff Cost £M



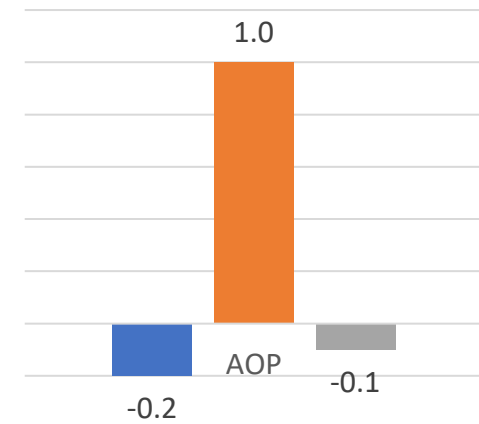
■ Act 20/21 ■ Act 21/22 ■ Bud 21/22

Non-Staff Cost £M



■ Act 20/21 ■ Act 21/22 ■ Bud 21/22

AOP £M



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

Group Overview v Budget

Performance was better than budget across our three groups due to continued underspend on staff and non-staff costs.

Income is behind budget in tuition fees and grant income, but ahead of budget income in commercial which is driven by core skills (£212k) and international (£158k)

Almost all staff and non-staff lines were better than budget for the reasons noted on the page above. Please note that the actual staff costs exclude any salary increases which are forecast to be approximately £400k additional cost for the full year based on the current offer.

Actual £K

Actual YTD 21/22	Academic	Business	Services	Total
Funding	7,899	0	612	8,511
Tuition Fees	1,593	997	1	2,591
Commercial	506	1,357	425	2,288
Total Income	9,999	2,354	1,038	13,391
Staff Costs	6,002	1,235	2,302	9,538
% Income	60.0%	52.4%	221.8%	71.2%
Non-Staff Costs	459	435	2,002	2,897
% Income	4.6%	18.5%	192.9%	21.6%
AOP Surplus/(Deficit)	3,538	684	-3,267	955
% Income	35.4%	29.1%	(314.7)%	7.1%

Budget £K

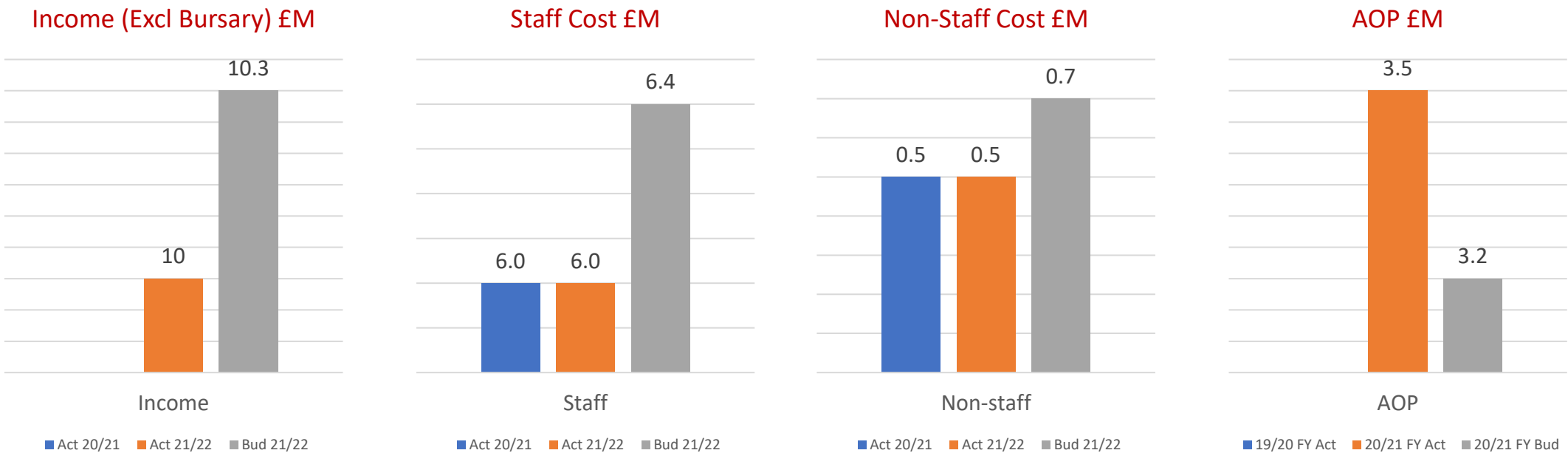
Academic	Business	Services	Total
7,951	25	888	8,864
1,831	867	0	2,698
499	944	585	2,028
10,281	1,836	1,473	13,590
6,383	1,328	2,490	10,201
62.1%	72.3%	169.0%	75.1%
650	572	2,289	3,511
6.3%	31.1%	155.4%	25.8%
3,248	-64	-3,306	-121
31.6%	(3.5)%	(224.4)%	(0.9)%

Variance £K

Academic	Business	Services	Total
-51	-25	-276	-352
-238	129	1	-108
8	413	-160	260
-282	517	-435	-200
-381	-94	-187	-663
	-18.1%		
-190	-136	-287	-614
	-26.4%		
290	748	39	1,076

Academic Performance

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



Academic Performance

The STEM over-run on non-staff costs is due to the cost of AST delivering the BSc Programme, which was not included in the budget.

Tuition income is slightly behind budget and the majority of the year’s tuition fees have now been invoiced.

Actual £K

Actual YTD 21/22	STEM	BMCL	CCI	ALS	Research	Academic Total
Funding	1,647	1,728	1,615	2,805	105	7,899
Tuition Fees	152	519	387	518	17	1,593
Commercial	239	82	37	135	14	506
Total Income	2,039	2,329	2,039	3,457	135	9,999
Staff Costs	1,356	1,435	1,157	1,986	67	6,002
% Income	66.5%	61.6%	56.8%	57.4%	49.7%	60.0%
Non-Staff Costs	255	83	66	43	13	459
% Income	12.5%	3.5%	3.2%	1.3%	9.5%	4.6%
AOP Surplus/(Deficit)	428	811	815	1,428	55	3,538
% Income	21.0%	34.8%	40.0%	41.3%	40.8%	35.4%

Budget £K

STEM	BMCL	CCI	ALS	Research	Academic Total
1,658	1,700	1,667	2,816	110	7,951
152	605	492	583	0	1,831
274	54	88	80	2	499
2,084	2,359	2,248	3,479	112	10,281
1,514	1,563	1,166	2,073	68	6,383
72.6%	66.3%	51.9%	59.6%	61.1%	62.1%
165	163	162	142	17	650
7.9%	6.9%	7.2%	4.1%	15.6%	6.3%
405	633	920	1,265	26	3,248
19.4%	26.8%	40.9%	36.4%	23.3%	31.6%

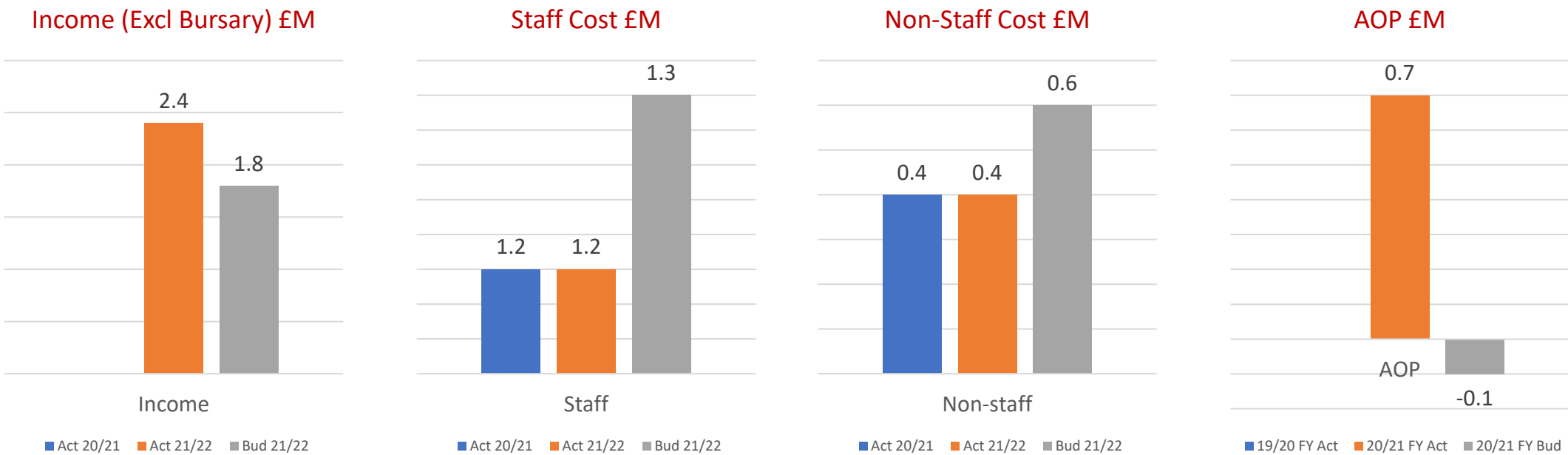
Variance £K

STEM	BMCL	CCI	ALS	Research	Academic Total
-11	28	-53	-11	-5	-51
1	-86	-105	-66	17	-238
-35	28	-52	55	12	8
-45	-30	-209	-22	24	-282
-157	-127	-9	-87	-1	-381
				-4.4%	
89	-80	-96	-98	-5	-190
				-19.5%	
23	178	-104	163	29	290

Business Performance

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

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



Business Performance

International income is ahead of budget due to a course not being included in the budget. International staff costs are better than budget as they are two heads down on their budgeted headcount.

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

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

AST is ahead of budget but in line with expectations.

Actual £K							
Actual YTD 21/22	AST	Residences	ASW	Nursery	International	Core Skills	Business Total
Funding	0	0	0	0	0	0	0
Tuition Fees	981	0	0	0	0	15	997
Commercial	3	204	263	138	419	329	1,357
Total Income	985	204	263	138	419	345	2,354
Staff Costs	592	0	244	165	87	147	1,235
% Income	60.1%	0.0%	92.9%	118.8%	20.7%	42.6%	52.4%
Non-Staff Costs	197	143	53	14	26	4	435
% Income	20.0%	69.7%	20.0%	9.8%	6.2%	1.2%	18.5%
AOP Surplus/(Deficit)	196	62	-34	-40	306	194	684
% Income	19.9%	30.3%	(12.9)%	(28.6)%	73.1%	56.2%	29.1%

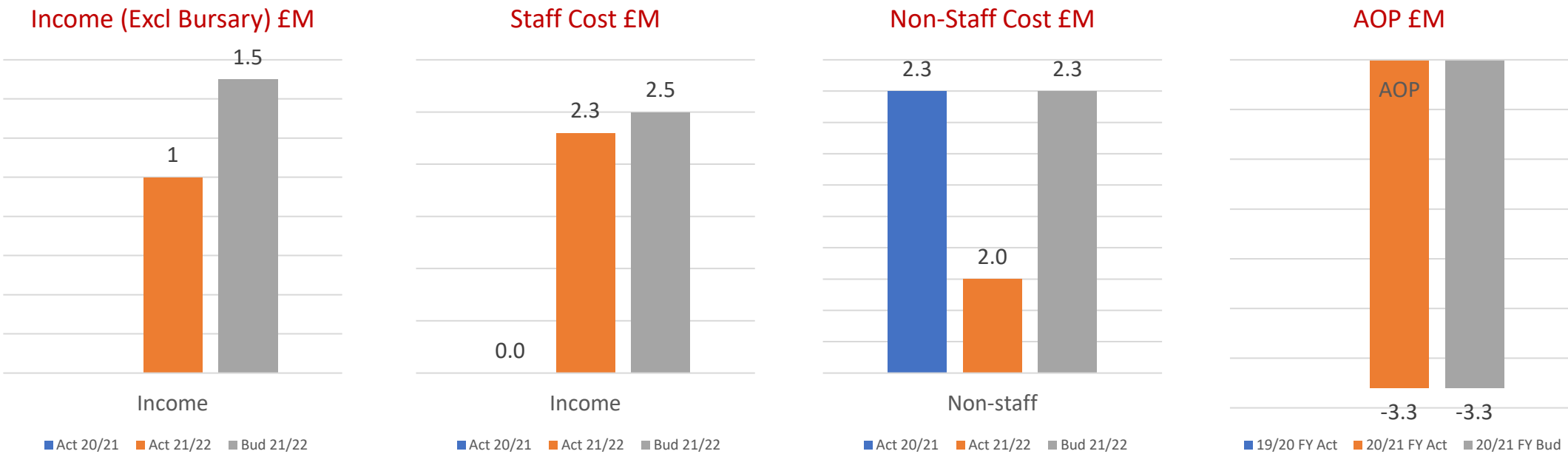
Budget £K						
AST	Residences	ASW	Nursery	International	Core Skills	Business Total
0	0	0	0	0	25	25
867	0	0	0	0	0	867
22	176	261	109	261	117	944
889	176	261	109	261	142	1,836
593	1	210	163	234	126	1,328
66.8%	0.8%	80.8%	149.9%	89.9%	88.4%	72.3%
283	105	51	17	25	92	572
31.8%	59.5%	19.5%	15.9%	9.5%	64.7%	31.1%
13	70	-1	-72	2	-75	-64
1.4%	39.6%	(0.3)%	(65.8)%	0.6%	(53.1)%	(3.5)%

Variance £K						
AST	Residences	ASW	Nursery	International	Core Skills	Business Total
0	0	0	0	0	-25	-25
114	0	0	0	0	15	129
-18	29	3	29	158	212	413
96	29	3	30	158	203	517
-2	-1	34	1	-148	21	-94
-1.6%	-5.1%	1298.4%	4.9%	-93.4%	10.5%	-18.1%
-86	38	2	-4	1	-88	-136
-89.4%	132.3%	65.7%	-12.5%	0.7%	-43.3%	-26.4%
183	-8	-33	32	304	269	748

Services Performance

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

Canteen remains a concern, see next page.



Services Performance

The canteen is forecast to be loss making (£70k—£100k) for the full year due to the reduction in student numbers. Aramark have taken steps to make savings on staff costs and are continuing to look at efficiency savings.

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

The Business Service income variance is due to the release of ESIF income (£185K).

Actual £K

Budget £K

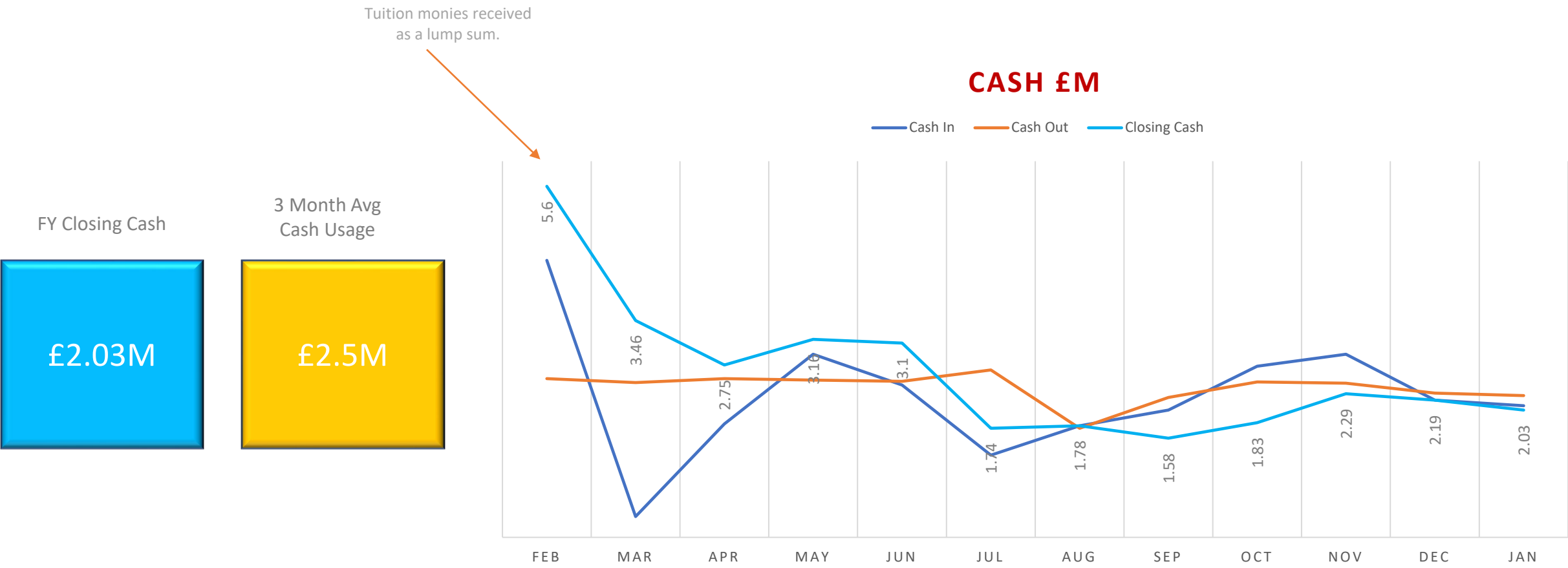
Variance £K

Actual YTD 21/22	Student Services	Estates	ICT	Canteen	Business Services	Services Total
Funding	124	321	47	0	120	612
Tuition Fees	0	0	0	0	1	1
Commercial	62	12	0	237	114	425
Total Income	186	333	47	237	235	1,038
Staff Costs	569	393	243	0	1,098	2,302
% Income	305.5%	117.9%	521.3%	0.0%	467.2%	221.8%
Non-Staff Costs	266	697	271	313	456	2,002
% Income	142.8%	209.3%	581.6%	131.9%	193.9%	192.9%
AOP Surplus/(Deficit)	-649	-757	-467	-76	-1,318	-3,267
% Income	(348.3)%	(227.2)%	(1003.0)%	(31.9)%	(561.1)%	(314.7)%

Student Services	Estates	ICT	Canteen	Business Services	Services Total
260	606	33	0	-11	888
0	0	0	0	0	0
69	0	0	400	116	585
329	606	33	400	106	1,473
669	399	227	0	1,195	2,490
203.4%	65.7%	698.6%	0.0%	1132.1%	169.0%
385	834	244	400	426	2,289
117.1%	137.5%	751.0%	100.0%	403.5%	155.4%
-725	-626	-439	0	-1,516	-3,306
(220.5)%	(103.3)%	(1349.6)%	0.0%	(1435.6)%	(224.4)%

Student Services	Estates	ICT	Canteen	Business Services	Services Total
-136	-285	14	0	130	-276
0	0	0	0	1	1
-7	12	0	-163	-2	-160
-143	-273	14	-163	129	-435
-100	-6	16	0	-97	-187
		111.1%		-75.3%	
-119	-137	27	-87	30	-287
		189.8%		22.9%	
76	-131	-28	-76	197	39

Cash Flow



Perth College UHI

Paper No. 9

Committee	Board of Management
Subject	Internal Audit – Payroll Overpayment Report
Date of Committee meeting	24/03/2022
Author	Henderson Loggie
Date paper prepared	23/03/2022
Executive summary of the paper	Internal Audit Report
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	Presented to Audit Committee and previously submitted to UHI Audit Committee
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.	Yes / No
Risk implications	Yes/ No

Perth College UHI

<p>Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)</p>	<p>Click or tap here to enter text.</p>
<p>Link with strategy 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>n/a</p>
<p><u>Equality and diversity</u> Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:</p>	<p>Yes/ No</p>
<p><u>Data Protection</u> Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:</p>	<p>Yes/ No</p> <p>Click or tap here to enter text.</p>
<p>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)?</p>	<p>Yes/ No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>

Perth College UHI

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

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

Its disclosure would substantially prejudice a programme of research	<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

Perth College UHI

Payroll Double Payment

Internal Audit report No: 2022/03

Draft issued: 22 February 2022

2nd Draft issued: 23 February 2022

Final issued: 23 February 2022



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	• Audit Approach	2
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Level of Assurance

In addition to the grading of individual recommendations in the action plan, audit findings are assessed and graded on an overall basis to denote the level of assurance that can be taken from the report. Risk and materiality levels are considered in the assessment and grading process as well as the general quality of the procedures in place.

Gradings are defined as follows:

Good	System meets control objectives.
Satisfactory	System meets control objectives with some weaknesses present.
Requires improvement	System has weaknesses that could prevent it achieving control objectives.
Unacceptable	System cannot meet control objectives.

Action Grades

Priority 1	Issue subjecting the organisation to material risk and which requires to be brought to the attention of management and the Audit Committee.
Priority 2	Issue subjecting the organisation to significant risk and which should be addressed by management.
Priority 3	Matters subjecting the organisation to minor risk or which, if addressed, will enhance efficiency and effectiveness.

Management Summary

Overall Level of Assurance

Satisfactory

System meets control objectives with some weaknesses present.

Risk Assessment

This review focused on the controls in place to mitigate the following risks on the Perth College UHI ('the College') Strategic Risk Register:

- Strategic risk 15 - Internal controls do not exist or are not effective in preventing a significant issue/event, current rated as a red risk.

Background

On 29 November 2021, a letter from the Principal and Vice-Chancellor of UHI (dated 26 November 2021) was emailed to the Principal of Perth College UHI. This letter requested that an internal audit be commissioned by the College to examine the circumstances surrounding a payroll double payment which occurred on 26 October 2021, and the steps taken to rectify the position.

On 26 October 2021, the College and AST payrolls were loaded onto BACS for payment to staff on 28 October 2021. A Finance Assistant at Perth College UHI loaded the AST payroll for payment through the AST bank account. Payments are loaded onto BACS through a third party provider, Automated Payment Transfer (APT). The Finance Assistant then utilised the same profile for the Perth College UHI payroll which resulted in the Perth College UHI payroll being loaded against the AST bank account in error. Both the main College bank account and the AST bank account are operated by RBS. This resulted in a duplicate salary payment to all Perth College UHI staff, at the end of October 2021. The original level of overpayment in salaries was £867,893.33.

Therefore, as part of the Internal Audit programme at Perth College UHI (the "College") for 2021/2022 we have conducted a review of the points raised in the letter from the Principal and Vice-Chancellor of UHI dated 26 November 2021.



Scope, Objectives and Overall Findings

The scope of this review focused on the issues raised in the letter dated 26 November 2021, which was issued by the Principal and Vice-Chancellor of UHI by email on 29 November 2021 to the Principal of Perth College UHI.

The table below notes each separate objective for this review and records the results:

Objective	Findings			
The objective of our audit was to:		1	2	3
		No. of Agreed Actions		
1. A robust process for recovering the overpayment has been developed and invoked.	Good	-	-	-
2. The reasons for the double payment have been examined by the College and appropriate and timely steps have been taken to rectify any control weaknesses identified.	Good	-	-	-
3. Regular written updates have been provided to the Principal and Vice-Chancellor of UHI on progress in recovering overpayments.	Satisfactory	-	-	1
4. Reporting of the incident fulfils the requirements set out in the financial memorandum between Perth College UHI and UHI.	Requires Improvement	-	1	-
		-	1	1
Overall Level of Assurance	Satisfactory	System meets control objectives with some weaknesses present.		

Audit Approach

Through discussion with Director of Finance and the Finance Assistant, we documented the circumstances which allowed the double payment to occur. We then examine the actions taken in the immediate aftermath of the double payment, and the subsequent actions taken by the College to identify the reasons for the double payment and to improve the control environment to prevent a recurrence. This involved discussion with the Head of HR and Organisational Development. We then considered whether the current arrangements around payroll processing are adequate and undertook testing to ensure that key controls were now working effectively. We examined the steps taken by the College to recover overpayments and reviewed the communication between the College and stakeholders regarding this double payment.

Summary of Main Findings

Strengths

- The Director of Finance provided a 'Double Salary Payment Update' to the 29 November 2021 meeting of the College Audit Committee;
- The overpayment was entered onto a spreadsheet which has been maintained by the Financial Accountant and the two Finance Assistants, with input provided by the Head of HR and Organisational Development;
- Any repayments made by staff have been netted off against the running total on the spreadsheet and in the 'Employee advances' ledger code as staff have repaid the duplicate amounts paid;
- The spreadsheet is updated daily to reflect payments made through the College bank or to reflect cheques sent to the College by members of staff;
- The repayment process put in place involved input from the Head of HR and Organisational Development who had regular communication with trade unions regarding the wording of communications to staff;
- Almost all staff have responded positively to the communications from the College requesting repayment. In total 480 staff were affected by the salary overpayment and a total of 456 staff have now repaid their overpayment of salary. This leaves a total of 24 members of staff with outstanding balances due totalling £28,485.26;
- It is the intention that debt recovery action will continue to recover all of the outstanding amounts due by the end of the current financial year on 31 July 2022, with the exception of the staff on long term sick who will have longer term repayment arrangements;
- The College has now taken steps to remove the capability for any member of staff to load and authorise a payment through APT BACS. We conducted testing to confirm that the ability to load and authorise has been removed and obtained a screenshot of the error message which is now generated should a registered user attempt to load and authorise any payments; and
- All APT BACS payments are now authorised by either the Financial Accountant or the management accountant in order to maintain a segregation of duties. This will be built into procedural notes as part of the ongoing COSO activity to document financial control processes within the College.

Weaknesses

- It was noted that although monthly summary updates have been produced, only the December 2021 has been shared with the Principal and Vice-Chancellor and the Director of Corporate Services within UHI; and
- Although the Director of Finance did take steps to contact the Director of Corporate Services in the Executive Office of UHI (along with a number of other stakeholders), to advise of the double payment incident, the Principal of the College did not inform the Principal and Vice-Chancellor directly as described in the Financial Memorandum.

Acknowledgment

We would like to take this opportunity to thank the staff at the College who helped us during the course of our audit.

Main Findings and Action Plan

Objective 1 - A robust process for recovering the overpayment has been developed and invoked.

The Director of Finance provided a 'Double Salary Payment Update' to the 29 November 2021 meeting of the College Audit Committee. This paper advised that on 1 November 2021 *"The FD called the Relationship Manager and was told that the payment could not be reversed and that there were two options open to Perth:*

- 1. Ask staff to individually pay back the overpayment.*
- 2. Use the double payment as the December salary for staff".*

The Relationship Manager said that they were happy to offer their Debt Collection Service help if required".

The paper went on to explain that on 2 November 2021 *"After consultation with the Unions, it was agreed that we would ask staff to pay the money back and that if staff had any difficulties in doing so that they should contact us and we would deal with each case on an individual basis".*

The original level of overpayment in salaries was identified as £867,893.33. The overpayment was entered onto a spreadsheet which has been maintained by the Financial Accountant and the two Finance Assistants, with input provided by the Head of HR and Organisational Development. This amount has been journaled to a separate cost centre entitled 'Employee advances' in order to isolate the salary double payments. Any repayments made by staff have been netted off against the running total on the spreadsheet and in the 'Employee advances' ledger code as staff have repaid the duplicate amounts paid. The intention is that this balance will reduce to zero over time. The spreadsheet is updated daily to reflect payments made through the College bank or to reflect cheques sent to the College by members of staff. A download of the College bank account is examined daily to filter out any payroll related transactions.

The repayment process put in place involved input from the Head of HR and Organisational Development who had regular communication with trade unions regarding the wording of communications to staff. Almost all staff have responded positively to the communications from the College requesting repayment. In total 480 staff were affected by the salary overpayment and a total of 456 staff have now repaid their overpayment of salary. This leaves a total of 24 members of staff with outstanding balances due totalling £28,485.26. This remaining balance due represents just over 3% of the original salary overpayment.

Objective 1 - A robust process for recovering the overpayment has been developed and invoked. (Continued)

Some staff had requested that longer term repayment plans be put in place due to their individual financial circumstances. At the time of our audit fieldwork the Head of HR and Organisational Development had identified five members of staff who had left the employment of the College and one member of staff who had moved away. Four formal letters had been ignored by these staff. In addition, two members of staff had been identified as being on long term sick leave. A second letter was issued to these staff on 14 December 2021 advising that failure to repay the amounts due by 31 December 2021 would result in referral to a debt collection agency. It is the intention that debt recovery action will continue to recover all of the outstanding amounts due by the end of the current financial year on 31 July 2022, with the exception of the staff on long term sick who will have longer term repayment arrangements.

Based on the process described we are comfortable that the repayment arrangements put in place are robust and that the use of negotiated repayment plans and the use of external debt collection agencies, for those staff who continue to fail to effectively engage with the College, is an appropriate and proportionate way to recover as much of the remaining balance as possible.

Payroll Double Payment

Objective 2 - The reasons for the double payment have been examined by the College and appropriate and timely steps have been taken to rectify any control weaknesses identified.

As highlighted within the 'Double Salary Payment Update' produced by the Director of Finance, *"The Finance Assistant noticed the error and proceeded to make a correction. However, instead of going into the "Signed Submissions" screen to correct the error the Finance Assistant went to the "Home" screen and hit the "send to BACS" button. At this point a control should have been in place to prevent the Finance Assistant from being able to "send to BACS"."*

There are four licences held by Perth College UHI for the APT software. After the duplicate payment was made it was identified that three members of staff had the ability to load and approve a payment in APT BACS. Although it had been custom and practice for the Finance Assistant to load up the payroll payment into APT BACS and for the Management Accountant to authorise this payment, the system did not have a preventative control in place to maintain segregation of duties between the member of staff loading and authorising payment. It is our view that this is an inbuilt system weakness which should have been identified and rectified by the software supplier. However, the College has now taken steps to remove the capability for any member of staff to load and authorise a payment through APT BACS. We conducted testing to confirm that the ability to load and authorise has been removed and obtained a screenshot of the error message which is now generated should a registered user attempt to load and authorise any payments. This error message states that *"User does not have permission to send a submission for the selected profile: RBS PERTH COLLEGE GENERAL CSV."*

All APT BACS payments are now authorised by either the Financial Accountant or the management accountant in order to maintain a segregation of duties. This will be built into procedural notes as part of the ongoing COSO activity to document financial control processes within the College.

The College has also highlighted to the Audit Committee and to UHI Executive Office the perceived failure of the bank to react in a timely fashion to address the administrative error, which was brought to their attention prior to the payment being processed through the AST bank account. An invitation has been extended to the relationship manager to explain why the information provided by the finance assistant was not acted upon in order to prevent the duplicate payment which occurred and the need for the College to reimburse the AST bank account to rectify the overdrawn position created by the salary duplicate payment.

Therefore, it is our view that the College has taken steps to identify the reasons for the double payment and has taken appropriate and timely steps to rectify the control weaknesses which existed within the previous subsystem configuration within AST by removing the ability for a single member of staff to load and authorise payments.

Payroll Double Payment

Objective 3 - Regular written updates have been provided to the Principal and Vice-Chancellor of UHI on progress in recovering overpayments.

Observation	Risk	Recommendation	Management Response	
<p>The draft 'Double Salary Payment Update' prepared by the Director of Finance of Perth College UHI was shared with the Director of Corporate Resources in the Executive Office within UHI on 17 November 2021. This included the timeline to that date and set out next steps for recovering the balance of repayments due (which at that time stood at £102K). Following receipt of comments on the draft update paper from the Director of Corporate Resources on 18 November 2021 a final version of the update was shared with the Director of Corporate Resources by the Director of Finance on 23 November 2021. Further summary updates were produced by the Head of HR and Organisational Development after the December 2021 pay run and the January 2021 pay run which showed the balance due, and the amounts repaid since the previous update. In addition, it was noted that the steps being taken to recover the remaining balance was described in the summary updates produced. The December 2021 iteration of the summary update was shared with the Director of Corporate Resources in the Executive Office of UHI, and with the Principal and Vice-Chancellor of UHI. However, subsequent summary updates have not been shared.</p>	<p>The Principal and Vice-Chancellor of UHI may not be fully sighted on the outstanding balance due to be repaid or the steps being taken to recover these amounts</p>	<p>R1 We recommend that the monthly summary should be shared directly with the Principal and Vice-Chancellor of UHI, as well as the Director of Corporate Services, every month after each pay run.</p>	<p>We agree that the monthly summary should be shared directly with the Principal and Vice-Chancellor of UHI, as well as the Director of Corporate Services, every month after each pay run until all funds are recovered/resolved.</p> <p>To be actioned by: Principal and Chief Executive</p> <p>No later than: An updated report will be issued by the end of first week of each calendar month until all monies have been recovered/resolved.</p>	
			Grade	3

Payroll Double Payment

Objective 4 - Reporting of the incident fulfils the requirements set out in the financial memorandum between Perth College UHI and UHI.

Observation	Risk	Recommendation	Management Response	
<p>Paragraph 18 of Part 1 of the Financial Memorandum between the College and UHI (as Regional Strategic Body) states that <i>“The Chief Executive Officer of the College must inform the Regional Strategic Body’s Chief Officer without delay of any circumstance, that is having, or is likely to have, a significant adverse effect on the ability of the College to deliver its education programs, and other related activity, including delivery of its commitment to the Regional Outcome Agreement with SFC. He or she must also notify the Regional Strategic Body’s Chief Officer of any serious weakness, such as a significant or immediate threat to the College’s financial position, significant fraud or major accounting breakdown or any material non-compliance with this FM”</i>.</p> <p>Although the Director of Finance did take steps to contact the Director of Corporate Services in the Executive Office of UHI (along with a number of other stakeholders), to advise of the double payment incident, the Principal of the College did not inform the Principal and Vice-Chancellor directly as described in the Financial Memorandum.</p>	<p>The Principal and Vice-Chancellor of UHI may not be aware of a reportable incident in order to brief the SFC, in a timely fashion, as required of UHI as the Regional Strategic Body.</p>	<p>R2 We recommend that future incidents, which fulfil the circumstances set out within the Financial Memorandum, are reported without delay directly to the Principal and Vice-Chancellor of UHI.</p>	<p>We agree that future incidents, which fulfil the circumstances set out within the Financial Memorandum, are reported without delay directly to the Principal and Vice-Chancellor of UHI.</p> <p>To be actioned by: Principal and Chief Executive</p> <p>No later than: Each incident going forward.</p>	
			Grade	2

Aberdeen 45 Queen's Road AB15 4ZN
Dundee The Vision Building, 20 Greenmarket DD1 4QB
Edinburgh Ground Floor, 11-15 Thistle Street EH2 1DF
Glasgow 100 West George Street, G2 1PP

T: 01224 322 100 **F:** 01224 327 911
T: 01382 200 055 **F:** 01382 221 240
T: 0131 226 0200 **F:** 0131 220 3269
T: 0141 471 9870

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Perth College UHI

Paper No. 10

Subject	Chair's Notes for BOM 24/03/2022
Author	Brian Crichton
Date paper prepared	16/03/2022
Executive summary of the paper	<p>Please outline the follow elements of this paper:</p> <ul style="list-style-type: none"> i) Purpose – Board Current Awareness ii) Impact - Informed discussion iii) Course of Action – Board input to various topics being discussed at UHI, National level.
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	
Action requested	<input checked="" type="checkbox"/> For information <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.	No
Risk implications Does this activity/proposal come with any associated risk to the	No Click or tap here to enter text.

Perth College UHI

<p>College, or mitigate against existing risk?</p> <p>(If yes, please provide details)</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>Links to all aspects of PC UHI strategy</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

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 organization	<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

Perth College UHI

Chair's Notes for BOM 24/03/212

PC UHI BOM Chairs Committee (10/02/2022)

- See minutes Chairs Meeting.

College Chairs Meeting 17/02/2022

- First part of meeting with Jamie Hepburn. General sentiment was appreciative of support of SG/SFC, but nevertheless considerable body of opinion noted College Sector discomfort with declining real terms budget, yet SG continuing to “want it all” with no real guidance on priorities.
- Second part of meeting franker with respect to real discomfort and the lobbying that will be required if the College Sector really is to contribute as SG say they want.
- Very considerable discomfort that SG Strategic Statement of Intent for the College sector will now be delayed for 12-18 months while an internal team work it up – this despite there being a wealth of documentation over last couple of years that should have permitted an easily concluded piece of work.

Regional Strategic Committee (07/03/22)

I was not able to attend RSC due other commitments. Elements discussed included:

- Branding update - project now moving at pace with public implementation aimed for end March.
- Appointment of deputy Principal – Tertiary. Will be open recruitment process and job description will be designed to give equal weight to FE/HE. PC UHI reservations about diminished resource on FE have been communicated separately to Chair of Court and Vice-Chancellor
- FE/HE numbers under target – likely result significant clawback for this academic year and potentially last academic year too. Situation continues to evolve.
- Academic Partner Agreements – progress noted

Court (16/03/2022)

- F&GP Report – financial situation remains perilous. F&GP firm recommendation that urgent action required. Clawback could be as high as 11.6M over 20/21, 21/22. Some hope that 20/21 clawback will not happen.
- Paper tabled on potential route(s) to radical structural change. Broad principles endorsed but much further work required – especially with respect to AP involvement. Substantial discussion on how this can be accomplished at speed, given previous history of failures to implement change.
- Smaller Colleges Merger – Delayed to mid-23 earliest

Perth College UHI

- MAATIC (Moray Aviation and Technology Growth deal) – substantial rescoping likely.
- Branding – as per RSC presentation.

Informal Meetings PC Principal and Chair with UHI Principal and Chair of Court.

- Two meeting held so far that allow informal and frank exchanges.
- Useful for clarity of understanding
- Has helped deliver a branding compromise.
- Tensions still exist on a number of issues familiar to board.

Brian Crichton, 16/03/2022

Perth College UHI

Principal's Report – Board of Management 24 March 2022

Internal Issues

The Scottish Government have revised the guidance for Covid and are essentially removing the majority of the restrictions from 21 March 2022 with the exception of face masks, we have met with our TU's to discuss this and issued a communication to all staff and students. We are now working with the TU's on the issue of hybrid working going forward, we currently have all staff (with very few exceptions) back on campus for a proportion of the week. We also have more students on campus so it is important to have staff available to support our students.

We are very pleased with the Education Scotland report which grades the college as 'satisfactory', the Board will receive a presentation from Barbara Nelson (who will be accompanied by Andrew Brawley) our Inspectors on their visit.

We have continued to work with staff across the college on refining the Strategic Plan and the final version is at the Board for discussion. I want to thank all of the members of staff, students, external stakeholders and Board members who have contributed to this process over the last 3 months. I think this has been the most inclusive piece of work that has been done in the college and provides a blueprint for engagement going forward.

Our financial position, and that of all colleges, continues to be challenging, we have discussed this issue with staff in our weekly/fortnightly SMT updates and at the recent staff conference. Staff are aware of the position and we will continue to engage with them as the position clarifies.

Whilst we have not been able to visit our partners in China over the last 2 years we have engaged with them virtually and continued to teach virtually, this has been reasonably successful but they are keen to return to face to face delivery and this may be possible at some point this year. We have also engaged with a potential new partner in China, it is good to see our delivery increase in this area. The team have also continued to investigate other markets. Our TU colleagues have questioned the institution delivering in China given some of the issues being raised with the current conflict in Europe.

In respect of the conflict we have identified and supported the small number of students we have who may have been directly impacted by the conflict.

The college operates a 25 year award scheme and I have recently presented 2 members of staff with their gifts. It was really nice to engage with these staff and listen to their experiences in the college.

Brian and I met with Dr Waiyin Hatton the recently appointed Chair of Colleges Scotland to discuss common issues within the sector but to allow Waiyin to understand Perth's position and issues, it was an enjoyable discussion and will lead to further such discussions.

External Issues

Brian and I continue to meet with the Vice Chancellor and the Chair of the University Court on a monthly basis, the main focus of the last 2 meetings has been branding and also Perth's future within the partnership. These meetings allow for an open discussion on the issues within the partnership and the way forward.

The new GTCS Regulations for academic staff come into effect shortly and we have been working with UHI, GTCS and staff on ensuring that we are implementing this important aspect of the national bargaining agenda.

I have attended meetings of both the Colleges Scotland Board and the Employers Association along with the Employers Association Executive. All of these meeting have allowed us to have a seat at the table and to influence sector wide agendas in these very important areas. I have been appointed to the Lead Principal role for HR which effectively means I am the first port of call for all HR issues and liaison with the HR Practitioners Group.

All of the normal UHI meetings are continuing and I have been appointed to the new FE Strategy Group.

Perth College UHI

Paper No. 12

Committee	Board of Management
Subject	HISA Perth Update
Date of Committee meeting	24/03/2022
Author	HISA Perth
Date paper prepared	11/03/2022
Executive summary of the paper	<p>Please outline the follow elements of this paper:</p> <p>i) Purpose – what is it for</p> <p>This paper is to update PCUHI Board of Management on the planned activities of HISA Perth for academic year 2021/22</p> <p>ii) Impact – what are the intended outcomes</p> <p>HISA Perth will help create a fun and inclusive environment for our students and extra-curricular activities</p> <p>iii) Course of Action – what happens next & by whom</p> <p>HISA Perth will undertake these actions and report back to Board on progress made throughout the academic year</p> <p>Other matters to update Board on not included in the Plan of Work</p> <ul style="list-style-type: none"> - HISA have set up acoustic afternoons every Thursday in the Webster - HISA have worked with Marketing to create maps of campus to help new students – available during February open day and discussing how can be used and displayed in future
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	HISA PCUHI Students

Perth College UHI

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.	Yes/ No
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	Yes/ No Click or tap here to enter text.
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: <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 Links with HISA Strategic Plan 2020-2023
<u>Equality and diversity</u> Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	Yes/ No

Perth College UHI

<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>Yes/ 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>Yes/ 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/ No</p>

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

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

HISA Perth Plan of Work 2021-2022

Introduction

Below is the team and operational objectives for HISA Perth during academic year 2021/22. It will give the individual and team objectives for the student officer team as well as operational plans for the year including events and recurring activities in the HISA Perth calendar. This plan of work will be shared to be ratified by the Student Representative Council in its first meeting of the academic year and to inform Perth College UHI of the organisation's intentions for the year. This plan also links with the HISA Strategic Plan 2020/2023¹.

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

Individual Objectives

Individual Objectives – HISA Perth President							
Workstream	Output	Dates	Impact on students	Indicator	Target	To Date	Notes
Enhancing the library	Increasing promotion of the library	Sep-June	Student would have access to adequate learning resources that would allow them to be	Promotional event held Second promotional event has been planned and will be set up to take place in the coming months	3	1	Joint event to promote service to students 1 st event 17/11 Second promotional event will take place on the 21 st of April
				Number of students attending events	1	5	17/11 – 5 students

¹ Can be accessed at [Strategic Plan @ Highlands and Islands Students' Association \(uhi.ac.uk\)](https://uhi.ac.uk/strategic-plan)

	Students being able to access the library and its resources	Sept - June	successful in their studies	Consultation with students about library service and their needs	1	1	In progress – new question on weekly basis.
				Feedback given to library	1		Feedback will be shared once fully analysed
	Working in partnership with library staff	Sept-June		Regular meetings with library staff to take place	1	1	Monthly catch ups in place with Library Team Leader
Promoting socialising outside your course	Social space/drop in	October - June	Students will be able to create a support and social network outwith their course enhancing their student experience	Space/drop in available at least bimonthly	12	6	HISA Common Room available online via HISA website Social in person drop in – weekly - every Thursday.
				Number of students visiting space/drop in on average	10	4	Average 4 student attend face to face drop in Online figures to be collected from HISA
	Dedicated events	Sept-June		Events taken place	2	3	Festive Quiz – semester 1 21/12 Welcome Back Quiz – semester 2 Spring quiz – semester 2
				Number of students attending events	20	2	Same students each time. Promotion done for each session – lessons learned will be taken forward
	Raising awareness of mental health	Workshops for students		Nov - March	Students will have a better understanding of mental health and	Workshops taken place	2
Number of students attending workshops			50			23	MH event in Feb

	6.1 For all UHI students to feel part of a wider community and for HISA to enhance the spirit and ethos of community 6.3 Support the UHI Partnership in creating a whole community that is committed to supporting positive mental health and wellbeing 7.1 All members know who HISA are, the opportunities, and services it offers and how HISA can help them
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Individual Objectives – Vice President Activities and Welfare							
Workstream	Output	Dates	Impact on students	Indicator	Target	To Date	Notes
Improving the promotion of clubs and societies	Improved Registration System	Aug – Sep 2021	Students will have access to a variety of recreational pursuits enhancing their overall student experience.	Number of new clubs/societies registered	4	2	Men's Football Club Volleyball Club
				Number of returning clubs/societies registered	12	8	
	Clubs and Societies Monthly Drop- in Sessions	Sep – May 2021		Number of monthly drop-ins held	4	1	Updated from previous target to better reflect current student needs
				Number of club/society leaders attending at least one drop-in	6		
	Monthly Newsletter Segment	Sep – May 2021		Template created for promotion of clubs/societies	1	1	Club/Soc Creation Form Expression of Interest Form
				Club/society promoted in each newsletter	10	10	
				Number of “opens” per month	100	85 (average)	November – 87 December – 66 January – 38 February - 76

Engaging and Accessible Events	Calendar of Events promoted widely	Sep – May 2021	Students will develop a sense of community resulting in a deeper connection to Perth College outside of academia.	HISA planned events planned and promoted at least 2 weeks in advance	10	5	Via newsletter Halls of Residence BBQ Freshers Summer Fayre Festive Quiz Spring Quiz Easter Egg Hunt
				Calendar of events included in monthly newsletter	10	4	Nov-Feb
	Diverse & Inclusive Events	Sep – May 2021		Events held that reflect the diversity of our student body	6	1	LGBT History Quiz: 4 th March – 8 Participants Planned: Student Parents Teddy Bears Picnic – 29 th March
				Students are happy with the events we have run	80%		
	Seasonal Event Offerings	Sep – May 2021		Running activities during seasonal events	4	4	Festive Quiz – President Valentine's Day – VPAW Spring Quiz – President Easter Egg Hunt – VPAW
				Number of students engaging in events	20	30 40 18 13	Halls BBQ Summer Fayre Attendees Mental Health Event 1 Valentine's Day
Gathering views on issues that concern students	Gathering student Feedback	Sep – May 2021	Students will feel their concerns are being listened to and are	Focus Group Sessions held on COVID-19 and other important issues to students	3	1	Covid-19 – 22 nd Feb Planned: Mental Health – 19 th April Employability – 17 th May

			better informed to tackle issues.	Number of students attending focus groups	10		
	Support National Campaigning Efforts	July-Jun 2021		Promoting information on national campaigns to students	3		Communications Plan developed and underway
	Providing guidance on these issues	Sep – May 2021		Student Guidance materials created on Brexit, COVID-19 and other important issues to students	3	1	Covid Guidance - December Newsletter. Planned: Mental Health Guidance - April Newsletter
Mental Health	Promotion of existing PCUHI/UHI services	Sep – May 2021	Student wellbeing will improve resulting in a positive learning environment and improved academic performance.	Gathering information of all services available	1	1	Complete
				Communications plan created for promotion of different services across HISA Perth channels	1	1	Complete
	Mental Health Awareness Events	Sep – May 2021		Events held throughout year with focus on mental health	2	1	Mental Health Event 1 – 2 nd Feb Planned: Mental Health Event 2 – 3 rd May
				Number of PCUHI students attending HISA Mental Health Conference	10		To confirm figures with regional HISA team

				Positive feedback from students at events	80%		Positive verbal feedback received at Mental Health Event 1
	Peer Support System	Sep – May 2021		Implementation of system following on from previous year's work	1		Meeting with Student Engagement Team to discuss
Links to HISA Strategic Plan 2020-2023	<p>3.2 HISA will be a vehicle for social change at a local, regional and national level</p> <p>5.1 To provide every student at UHI with the opportunity to take part in extracurricular opportunities</p> <p>5.2 To enhance the student social experience across the UHI Partnership</p> <p>5.3 To develop clubs, societies and activities that are suitable for UHI students' unique circumstances</p> <p>5.4 To ensure any student wishing to set up a club or society can do so locally or regionally</p> <p>6.1 For all UHI students to feel part of a wider community and for HISA to enhance the spirit and ethos of community</p> <p>6.2 For every UHI student to be able to access mental health support services when they need to</p> <p>6.3 Support the UHI Partnership in creating a whole community that is committed to supporting positive mental health and wellbeing</p>						

Individual Objectives – Vice President Education and Engagement							
Workstream	Output	Dates	Impact on students	Indicator	Target	To Date	Notes
Student employability post study	Tailored career sessions for students	Sept-May	Confidence and ability to carry out a professional role after course	Subject areas identified	2		To reach out to HISA President, SDDs and Careers team to identify
				Session takes place	2		-
				Number of students attending	20		-
		Sept-June		New opportunities identified in different subject areas	3		Working with SDDs. Developing

	New workplace opportunities for students						volunteer opps within HISA Perth
				Opportunities advertised to students	3		
				Students taking part in opportunities	3		
	Improve opportunities advertisement	Sep-June		Subject areas identified to take part	2		To be identified
				Best way to share with relevant student identified	1	1	Taken to February SRC - Feedback shared with SDDs
				Job placement opportunities shared with Student Voice Reps or PATs	1		Looking at best way to share this
More control of learning	Determining how much influence students have over delivery	Sept-Dec	Students having better experience with their learning by having more	Scoping exercise carried out over curriculum areas of optional units	1	1	Feedback taken at first SRC meeting

			control and input into what they are taught	Discussion with SDD's over student influence over student learning	1	1	Shared with SDDs at February meeting – awaiting to hear how will be implemented
	Use of alternative teaching methods	Sept-Dec		Identifying good practice of alternative teaching methods across PCUHI from staff	1		Looking through old OBI nominations.
				Identifying good practice of alternative teaching methods across PCUHI from students	1		Will gather feedback from SVRs
				Creating resource to share with teaching staff in partnership with PCUHI	1		Will be reaching out to Head of Learning and Teaching Enhancement to discuss
Student Voice Reps	Recruitment of Student Voice Reps	October 2021	Student experience is improved through change suggested and led by students.	Increase in number of courses having at least one student voice representative.	60%		187 reps at PCUHI 140 registered with HISA To calculate percentage with January starts
	Student Voice Rep Training	October – December 21		Deliver student voice rep training in partnership with Quality Team.	5	10	Training underway with SVS/New Opps students

				Increase number of class reps being trained.	60%		35 reps trained, 10 in progress
	Student Representative Council Meetings	October -May 2022		Review format of SRC meetings to take place online and in person	1	1	Meetings taking place Monday AM for online and Wednesday lunch for in person. Meetings have same format
				Regular meetings to be held.	6	4	SRC 1 – w/c 22/11 SRC 2 – w/c 13/12 SRC 3 – w/c 7/2 SRC 4 – w/c 7/2 SRC 5 – w/c 18/4 SRC 6 – w/c 16/5
Gathering Feedback from students	New methods of gathering student voice identified	Sept-May	Increasing the ways in which the student voice can be collected leading to increased student engagement	Workshop taking place	1		To be scheduled
	New methods of gathering student voice tested			Ideas tested out by HISA	1		Have tested out voting buckets and token voting . Will try out desktop feedback in next few weeks
				Evaluation of ideas by HISA	1		Buckets well engaged with,

							token voting in progress
	New methods of gathering student voice implemented			Asking students views on what should be taken forward	1		Will put to SVRs before end of year
				Implementing new methods of feedback	1		
				Number of feedback received from students using new methods	50		Voting bucket – 42
Links to HISA Strategic Plan 2020-2023		<p>1.1 . The University of the Highlands and Islands will be the United Kingdom's leading integrated university, encompassing further and higher education</p> <p>1.3 UHI worldwide reputation will be built upon its innovative approach to learning and its distinctive research and curriculum, enriched by the people, natural environment, economy, culture and heritage of our region and its communities</p> <p>2.1 HISA, working in partnership with the academic partners and UHI, will run an effective, accessible and democratic representative system region-wide that takes into account all learning modes and demographics</p> <p>2.2 HISA digital democracy will be sector leading, accessible to all its members and have a real impact</p> <p>2.3 HISA will provide top-level training, support and development for its representatives and officers at the local and regional level to ensure a sector-leading student academic and, wider, experience</p> <p>3.3 Throughout UHI, officers, volunteers and representatives will work in partnership with academics and the wider staff community to solve problems and provide an evidence base to drive policy change</p> <p>4.3 To develop employability prospects for all students</p>					

Team Objectives

Workstream	Output	Dates	Impact on students	Indicator	Target	To Date	Notes
Sustainability	Reducing waste	Sept-June	Students will be	Discussions with Aramark taken place	1	1	Initial meeting taken place,

			contributing to a more sustainable society, benefitting life on campus and in wider society				regular meetings will be set up
				Promotional campaign taken place	1		
				Collecting stationary on campus	1	1	Ongoing – collected at HISA office and reprographics
	Encouraging reusing resources on campus	Sept-June		Reused stationary given out to students	1	1	Given out as part of Freshers – over 1300 stationary items given away. Permanent stall outside HISA office Total Items of stationary given away – 1423 Will establish method to collect from students before end of term
				Exploring other ways to encourage reuse of resources on campus	1		In discussions with Gumdrop and student group about different projects
Inclusivity	Anti-racism and racial harassment	Sep-June	Student experience is enhanced for	Continued participation in PCUHI Anti-Racism Working Group Action Plan	1	1	Action Plan incorporated into Plan of Work

			under-represented students.	Visual Campaign Conducted	1		Will be delivered week beginning 18 th April.
				Anti -Racism workshops held	1	2	Two workshops delivered at staff conference to 70+ staff. Dates will be planned for student workshops
Communicating with Students	Regular HISA Perth Newsletter	Sept-June	Students will have a better knowledge of their local students' association, enabling them to get more easily involved and enrich their overall student experience	Layout of newsletter created	1	1	Created
				Newsletter sent out to students	10	4	November, December, January and February shared on social media and on PCUHI/HISA website. March being created
				Number of students interacting with newsletters	50	85 (average)	PCUHI November – 87 December – 66 January – 38 February - 76
	Up to date online communications	Sept-June		Regular posts on local social media	1	1	Being undertaken with support of regional comms team
	Web pages kept up to date			1	1	PCUHI done by local team, HISA website done by	

							HISA comms team
				Number of visits to website monthly	200	292 (average)	PCUHI Sept – 664 Oct – 117 Nov – 215 Dec – 175 Jan – 273 Feb – 224 HISA website stats being collected
				Increase in online engagement	800 (per month)		Still collating figures
	Regular in-person communications with students	Sept-June		Number of students interacted with in person	20 (per interaction)		
Links to HISA Strategic Plan 2020-2023	<p>3.4 Equality, diversity, and inclusiveness are embedded in all HISA activity.</p> <p>3.5 We will be an eco-friendly organisation leading the way in environmental sustainability</p> <p>6.1 For all UHI students to feel part of a wider community and for HISA to enhance the spirit and ethos of community</p> <p>6.2 For every UHI student to be able to access mental health support services when they need to</p> <p>7. 1 All members know who HISA are, the opportunities, and services it offers and how HISA can help them</p> <p>7.2 Members know their role in HISA and feel like they have a stake in their community</p>						

Operational Plan

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

	Working with local companies/or ganisations/c harities	30th Aug – 3 rd Sept		Local companies/organisations/charities featured in Freshers' activity.	1	18	Attendance at Support for Students Event and online promotion
	Integration with regional Freshers' activity	Sept 21		Promotion of local and regional activities to be cohesive.	1	1	Central Freshers website and ticketing run by regional.
ESES	Improve participation.	Oct 21	Changes are made to the early student experience based on student feedback.	More students take part in ESES.	54%	38%	Promoted in HISA inductions
	Improve score	Oct 21		Increase in awareness of HISA from 2020-2021	86%	81.35%	
HISA Con	Improve attendance	Jan 22		Number of PCUHI students attending HISA Con	4	4	Taking place 25-27 th Jan online
Elections	Local positions filled	Feb 22	Effective student representation decided by students for students.	All HISA Perth positions to have a candidate.	3 (per position)	2 (per position on average)	Close of nominations President – 2 DPE – 1 DPAW - 2
	Turnout	Mar 22		Increase on voter turnout from 2020-2021	9%		Voting week 14 th -18 th March Voting booths on campus and class visits being
	Number of candidates	Feb 22		Increase in number of candidates.	12	5	Nominations open 26 th Jan – 25 th Feb – down across HISA.

							Review will take place once voting finishes
National Student Survey	Improve participation.	June 22	Student experience improved for HE students.	More students take part in NSS.	75%		In progress – supporting Quality in promotion
	Improve score .	June 22		Increase Q26 score from 2020-2021	53%		
SSES	Improve participation.	March 22	Changes are made to the overall student experience based on student feedback.	More students take part in SSES.	46%		In progress – supporting Quality in promotion
	Improve score .	March 22		Increase in HISA Perth specific questions from previous year.	75%		
OBI Awards	Awards Timeline	Jan 22	Best practice of staff and students is shared to all at Perth College UHI	Timeline of awards created and published	1	1	Timeline created and shared with SMT and Curriculum staff
	Review Nomination Form			Online nomination form updated and made easier to navigate.	1	1	Complete
				Alternative nomination form created so all students can participate	1	1	Paper form created
	Nominations from every sector	Mar 22		Each sector area has nominations in every category.	1		

Nomination numbers	Mar 22
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Celebration of awards	May 22
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Increase in nomination numbers in 2021-2022	400		Pop up stalls on campus/class visits to be arranged
Improve nomination numbers in areas with low engagement	50		
Awards ceremony takes place.	1		Scheduled 1 st June
Wider promotion of winners	1		
Increase in nomination numbers in 2021-2022	70		
Increase in nomination numbers in 2021-2022	10		
Monitoring and recording of queries.	1		Ongoing
Number of queries received from students	150		Collating figures

Link to HISA Strategic Plan 2020-2023	<p>1.2 UHI will be recognised for the quality of its students' experience and for their achievement.</p> <p>2.4 HISA's officer structure will be advanced, effective and reflect the needs of its students, UHI and the Partners.</p>
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	<p>3.1 HISA becomes the place that students and academics alike recognise as providing independent appropriate and quality support advice on academic and welfare issues.</p> <p>3.3 Throughout UHI, officers, volunteers and representatives will work in partnership with academics and the wider staff community to solve problems and provide an evidence base to drive policy change.</p> <p>6.1 For all UHI students to feel part of a wider community and for HISA to enhance the spirit and ethos of community.</p>
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Activities and Events (subject to change)

Workstream	Output	Dates	Officer lead	Indicator	Target	To Date	Notes
Liberation Events	LGBT History Month	Feb 2022	VPAW	Events created and hosted in partnership with Perth and UHI LGBT+ societies.	1	1	Quiz took place 4 th March
	Student Parents Event	March 2022	VPAW	Event taken place	1		Planned for March
Engagement events	Halls of Residence Event	Dec 2021	VPAW	Event taken place.	1		Rescheduled to semester 2
	Music Showcase Event	Dec 2021	VPAW	Event taken place	1		To be rescheduled
	Christmas	Dec 21	VPAW	Event taken place.	1	1	Festive Quiz 21/12 hosted by HISA Perth President
	Valentine's Day	Feb 22	VPAW	Event taken place.	1	1	
	OBlS	May 22	All	Award ceremony taken place.	1		1 st June
	Student Sports Day	May 2022	VPAW	Date determined and event taken place.	1		To be planned with ASW
Refreshers	Refreshers	Jan 22	All	Events taken place.	1	1	Small events taking place w/c 31 st Jan

				Local companies/organisations/charities featured in Refreshers' activity.	1	1	Will be promoting via social media
				Promotion of local and regional activities to be cohesive.	1	1	Complete
Cultural/Awareness Raising Events	Mental Health Event	Jan 2022	President/VPAW	Event taken place.	1	1	2 nd Feb
	Chinese New Year	Feb 2022	VPAW	Event taken place.	1	1	Information shared via newsletter
	Easter Event	April 2022	VPAW	Event taken place.	1		Easter egg hunt being planned
	Mental Health Awareness Week	May 2022	President/VPAW	Event taken place.	1		
Partnership Events	Equality and Diversity Events	Sept-June	VPAW	Events identified and supported with EDI Advisor and Student Engagement	1		EDI Advisor new in post – to arrange meeting
	Perth College UHI Events	Sept-June	All	Events identified and supported in partnership with PCUHI.	1		Uni Mental Health Day – 3 rd March (with Student Services)
Link to HISA Strategic Plan 2020-2023	5.1 To provide every student at UHI with the opportunity to take part in extracurricular opportunities. 5.2 To enhance the student social experience across the UHI Partnership. 6.1 For all UHI students to feel part of a wider community and for HISA to enhance the spirit and ethos of community.						

Conclusion

Above shows the plan of work for HISA Perth during academic year 2021/2022 and demonstrates the impact this work will have on our students and how our work ties into the strategic vision of HISA. This plan of work will be updated regularly to showcase the achievements of the student officers and HISA Perth team to the student body and key stakeholders at Perth College UHI. Future updates of the plan will be given in summarised versions for accessibility and to provide clearer visibility on achievements during reporting periods.

Strategic Development Committee

Paper 13

DRAFT Minutes

Meeting reference: SDC 2021-22/03

Date: Thursday 27 January 2022

Location: Online

Members present: Andrew Comrie, Board Member (Chair)
Katrina Hodgson, Board Member (Vice Chair)
Michael Buchanan, Board Member
Heather Cormack, Board Member (from Item 6.1)
Margaret Cook, Principal
John Dare, Staff Board Member
Todor Pavlov-Kennedy, Student Board Member

In attendance: Lorenz Cairns, Depute Principal (from Item 5)
Veronica Lynch, Vice Principal
Iain Wishart, Director of Finance
Deborah Lally, Head of Student Experience (from Item 6.1)
Iain Wishart, Director of Finance
Lin Shen, International Director (Item 6.2 only)
Ian McCartney, Clerk to the Board

Apologies: Jenny Hamilton, Board Member
Rebecca Wallace, HISA Perth VP
Catherine Etri, Associate Principal

Chair: **Andrew Comrie**
Minute Taker: Ian McCartney
Quorum: 3

Minutes:

Item		Action
1.	Welcome and Apologies Chair welcomed everyone to the meeting. Introductions were made to new Board Member present.	
2.	Additions to the Agenda None.	
3.	Declaration of Interest in any Agenda Item None.	
4.	Minutes of Meeting held on 02 November 2021 Minutes were agreed as being an accurate record of the meeting.	
5.	Matters Arising from Previous Minutes <u>Item 6.2 – College Strategy Development</u> Action 1: Provide Committee with a timeline for Strategy development Action Update: On agenda (Item 6.1) Action 2: Schedule Committee development session further to Board session Action Update: Complete <u>Item 6.3 – Commercial/Non-Core Business Strategy</u> Action 1: Provide diagrammatic representation of framework Action Update: Work completed. Will be presented once framework approved. Action 2: Consider developing elevator pitch to explain non-core business strategy Action Update: Example provided, pitch being further developed. Action 3: Provide further report on Commercial activity following College Strategy approval	Director of Finance

	<p>Action Update: Deferred to April 2022 meeting</p> <p><u>Item 6.5 – Development Trust</u> Action: Provide Committee with more information including presentation by representative of Trust</p> <p>Action Update: not complete, defer to next meeting</p>	<p>Vice Principal</p> <p>Principal</p>
6	Items for Discussion	
6.1	<p>College Strategy Development - update</p> <p>Principal summarised progress to date on the Strategic Plan, outlined the levels of stakeholder engagement, and advised on the route the Plan will take before being presented to the Board of Management in March.</p> <p>Director of Finance presented Paper 2 and sought feedback and comments from Committee members on the elements of this draft of the Plan.</p> <p>Board Member noted that there is a balancing act between larger definitions against the succinctness of the Vision that perhaps needs some graphical representation to retain ease of consumption. Chair agreed and recommended that the Vision should be reviewed to achieve greater clarity whilst retaining current levels of pithiness.</p> <p>Head of Student Experience noted the reference to “student services” may be misinterpreted as this might be seen as referring to a single department within the College rather than covering a much broader definition. Board Member felt comfortable that students were at the heart of the Strategy, however the front page needs a line to stress that every Strategic Objective is intended to deliver a vision which is focused on learners.</p> <p>Regarding the Pillars, Board Member queried whether culture = values, and where identified diversity issues are being addressed.</p> <p>Board Member noted that nearly all KPIs were quantitative and therefore only a measure of what has been done, not of impact. More outcome-based KPIs are required to measure impact.</p> <p>Board Member suggested that the commercial element of Delivery Excellence needs a broader application beyond Funding. Chair noted that nowhere does Delivery Excellence focus on quality of courses.</p> <p>Board Member queried whether reference should be made to recent Audits.</p>	

	Principal thanked Members for their input, which would inform the next iteration of the Strategy before being tabled at Finance & Resources Committee due to the resource implications of the Plan.	
6.2	<p>International Strategy - update</p> <p>International Director presented Paper 3, providing a summary of the forward plan of the International Strategy, which will feed into the College Strategy.</p> <p>Board Member queried growth targets. Vice Principal noted that College was on target to deliver current targets but investment will be required to reach new target markets to capitalise on opportunities.</p> <p>Chair advised that boldness was required before looking at financial planning to enable delivery.</p> <p>Chair thanks International Director for the presentation.</p>	
6.3	<p>Three UHI Colleges Merger</p> <p>Principal provided a verbal update on the proposed merger of 3 colleges within UHI – West Highland College, North Highland College and Lewes College – which was currently under consultation with a view to complete the merger by October 2023.</p> <p>Principal noted concern on impact on other colleges within the Partnership, and potential impacts on Perth College will be monitored and where appropriate reported.</p> <p>Chair asked what likely size College such a merger would produce. Principal advised that it is anticipated that a college approximately in line with the size of Moray College would be the result.</p>	
7	Performance Monitoring & Compliance	
	There were no items for this meeting	
8	College Policies and Strategy	
	There were no items for this meeting.	
9	<p>Date and time of next meeting:</p> <ul style="list-style-type: none"> Thursday 21 April 2022 <p>Members were advised that Cycle 54 meetings are anticipated to be held on campus.</p>	

10	<p>Review of Meeting</p> <p>Committee confirmed the business of the meeting had been compliant with its Terms of Reference.</p> <p>Clerk advised that the Terms of Reference will need reviewed once Committee becomes more established. A joint meeting with Finance & Resources Committee would be scheduled within the 2022/23 schedules.</p>	
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Status of Minutes – Open ☒

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

Learner Experience Committee

Paper 14

DRAFT Minutes

Meeting reference: Learner Experience 2021-22/03

Date: Wednesday 02 February 2022

Location: Online

Members present: Margaret Cook, Principal (Chair)
Sheena Devlin, Board Member
Jenny Hamilton, Board Member
Todor Pavlov-Kennedy, Student Board Member (Item 7.1 only)
Patrick O'Donnell, Staff Board Member
Miranda Landale, Co-opted Committee Member
Lorenz Cairns, Depute Principal (Academic)
Veronica Lynch, Vice Principal (External Engagement)
Deborah Lally, Head of Student Experience
David Gourley, Head of Learning & Teaching Enhancement
Gerald McLoughlin, Student Services Manager (Item 2 only)

In attendance: Ian McCartney, Clerk to the Board

Apologies: Ann Irvine, Board Member
Fiona Martin, Board Member
Sheena Devlin, Board Member
Catherine Etri, Associate Principal (Academic)
Rosalind Bryce, Chair of Scholarship & Research Committee
Robert Boyd, Teaching Staff Member on the Committee
Rebecca Wallace, HISA Perth VPEE

Chair: Margaret Cook

Minute Taker: Ian McCartney

Quorum: 7

Minutes:

Item		Action
1.	Welcome and Apologies Chair welcomed everyone to the meeting, noting apologies.	
2.	Student Support Annual Report Student Services Manager presented the Student Support Annual Report for information, summarising the key points of Paper 1 and providing a flavour of each service to Committee Members. Chair thanked Student Services Manager for the presentation, and noted that additional funds from SFC re Counselling may be lost in future which will present the College with a challenge. Committee Member queried whether a hybrid delivery model was under consideration. Student Services Manager advised that this was already in place and likely to be continued for the foreseeable future.	
7.1	(Item moved to allow Student Board Member to attend a ongoing student event.) Student Board Member presented Paper 3, noting that some formatting in the report required to be fixed and that regular updates on progress against the Plan of Work were being communicated to students. The HISA Perth Plan of Work was noted by Committee.	
3.	Additions to the Agenda There were no additions to the Agenda.	
4.	Declaration of Interest in any Agenda Item There were no declarations of a conflict of interest.	
5.	Minutes of Meeting held on 8 September 2021 The minutes of the Academic Affairs Committee meeting on 10 November were confirmed as an accurate record.	
6.	Matters Arising from Previous Minutes 5. Matters Arising from Previous Meeting Action: Student Destinations info paper to be distributed when	

	<p>available Status: Completed</p> <p>7.1 HISA Perth Plan of Work Action 1: Complete Plan for December Board Meeting Status: Completed</p> <p>Action 2: Provide Report to Principal on engagement with Teaching staff; share with Committee as appropriate Status: Completed</p>	
7	Learner Experience	
7.2	<p>HISA Perth Plan of Work 2021/22 - Update</p> <p>HISA Perth President presented Paper 3, advising that work on the Plan was not complete but was underway and good progress had been made against some objectives. He confirmed that this would be complete before the next Board meeting.</p> <p>Areas where progress was ahead of plan included:</p> <ul style="list-style-type: none"> • registration of Student Voice Reps - a total of 175 were expected and 131 had been registered; work was ongoing with Quality to provide training and support; • sustainability objectives, including progress with recycling, disposable face-masks and Gumdrops bins. <p>Head of Student Experience stressed the importance of the Student Voice Rep role in making students aware of available resources and services. HISA Perth President confirmed that next steps were in place for training to support this.</p> <p>Board Member enquired about HISA engagement with academic staff to provide for student input into how they are being taught. HISA Perth President advised that there had been some engagement with teaching staff. He would bring a report to the Principal in the next week, which could be shared with the Committee as appropriate.</p> <p>Depute Principal (Academic) reminded Members that curriculum indicative content is fixed, to ensure relevance and alignment to policy, but there would always be a willingness to consider potential enhancements to delivery.</p> <p>Committee noted the update report.</p>	<p>HISA Perth President</p> <p>HISA Perth President/ Principal</p>
7.2	<p>Induction/Early Student Experience Survey (ESES)</p> <p>Depute Principal presented Paper 4, noting overall satisfaction rates</p>	

	<p>had increased by 10%, although response rates were quite disappointing. CASE have discussed and reviewed dissemination methods to tackle this issue, which are thought to be down to less face-to-face teaching resulting in less contact time with PATs and therefore less direct reminders to complete, combined with a sense of apathy that everything is ok.</p> <p>Board Member suggested that it would be useful to see actual numbers as well as percentages. Depute Principal noted that this information is available and will be included in future versions.</p> <p>Committee noted the report.</p>	
7.3	<p>Education Scotland Progress Visit Report</p> <p>Principle provided a verbal update on the recent Education Scotland inspection, which took place in mid-December. The draft report has been supplied for factual accuracy checking; once completed and returned to Education Scotland, the final Report is issued to Perth College and lodged with the Regional Strategic Body and SFC.</p> <p>Principal noted that the Report is very positive in the main, with only minor improvements in limited areas recorded. Education Scotland will be invited to the next Board meeting to present the Report in full to the Board.</p> <p>Depute Principal advised that the Report is a public endorsement of the College given the circumstances, and a testament to the hard work of College staff. Board Member added congratulations and appreciation to all involved.</p>	
8	Curriculum	
8.1	<p>Research Hub Plan</p> <p>Head of Learning & Teaching Enhancement presented Paper 5, which provided a background to research initiatives at Perth College, much of which is in the development stage as UHI only given awarding powers within last 5 years.</p> <p>The Plan focuses on creating a dynamic research community, and the creation of a small physical space to be used as a vehicle to develop research potential.</p> <p>Board Member noted the value of the initiative, in particular the ability to pool resources around future funding bids.</p> <p>Committee noted the report.</p>	

9	College Policies and Strategy There were no reports for this meeting.	
10	Committee Minutes Committee noted the following minutes: <ul style="list-style-type: none"> • Scholarship and Research Committee, 17 January 2022; • Student Engagement Group, 05 November 2021 • Student Engagement Group, 21 December 2021 	
11	Date of Next meeting <ul style="list-style-type: none"> • 27 April 2022 at 2.30 pm 	
12	Review of Meeting Committee confirmed the business of the meeting had been consistent with the Terms of Reference.	

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

Chairs' Committee

Paper 15

DRAFT Minutes

Meeting reference: Chairs 2021-22/03

Date and time: Thursday 10 February 2022 at 5.00pm

Location: Online

Members present: Brian Crichton, Chair, Board of Management
Jim Crooks, Chair, Audit Committee
Andrew Comrie, Chair, Strategic Development Committee
Craig Ritchie, Chair, Finance & Resources Committee
Graham Watson, Chair, AST Board

In attendance: Ian McCartney, Clerk to the Board

Apologies: Margaret Cook, Principal; Chair, Learner Experience Committee

Chair: **Brian Crichton**

Minute Taker: Ian McCartney

Quorum: 3

Summary of Current Action Items			
Ref	Action	Responsibility	Time Line
7	College Branding Log issue re College Branding on Risk Register	Clerk	Audit Committee (16/03/22)
9	CDN Training Module Clerk to raise issue re introducing a development session with Learner Experience Committee	Clerk	LEC (27/04/22)
10	Future Position of Chair Chair of Board to write to Board outlining proposed future position	Chair	tbc

Minutes:

Item		Action
1.	Welcome and Apologies The Chair welcomed everyone to the meeting. Apologies were received from Margaret Cook.	
2.	Additions to the Agenda Chair wished to address Committee on the future position of the Chair. This Item would be noted as Item 10.	
3.	Declaration of Interest in any Agenda Item There were no declarations of a conflict of interest.	
4.	Minutes of Meeting held on 15 November 2021 The Minutes were approved as an accurate record.	
5.	Matters Arising from Previous Minutes 7.2 Partnership Agreement Chair advised that Part 1 had been reworked and distributed to Board on 10 th February, with Part 2 still undergoing a redraft. Chair's comments were noted in the email, with a deadline for comment of 21 st February. Chair of Audit noted contentment at seeing a list of expectations from Executive Office, but expressed opinion that the document was aspirationally one-sided on the part of the Aps.	
6.	Standards Commission – Reviewed Code of Conduct Clerk presented Paper 2, noting that this Code seemed to dovetail well with related areas of the Code of Good Governance; and that there was a June deadline for adopting the revised Code. Committee AGREED that the Reviewed Code should be presented to the Board of Management at the March meeting.	
7.	College Branding Chair of Board provided a verbal update on latest discussions with UHI re the Branding project, advising that Perth College had disappeared from first draft manifestations while the dispute continued. A conversation had taken place with the Chair of Court focusing on the	

	<p>impact for student recruitment. In the meantime, Perth marketing staff had drawn up an alternative logo along the lines of SAMS to offer as an olive branch to UHI.</p> <p>It was AGREED to log this issue on the Risk Register</p>	Clerk
8	<p>Meeting with Deputy First Minister</p> <p>Chair of Board advised that another meeting with the DFM had taken place, and that conversations were easier now that the remit had no formal responsibility for Education.</p>	
9	<p>CDN Training Module – Working With Student Members on College Boards</p> <p>Clerk presented Paper 3, showing a draft Training Module for Board members around working with Student Board Members, to gauge opinion on the level of focus that such a module would receive at Perth College.</p> <p>Chair of SDC noted that the module provides a useful framework for a development or induction session to allow Board members to understand some of the complexities around student engagement. Chair of AST would welcome view of HISA Perth on the issue. Chair of Audit agreed that the module looks best suited to a development event, probably for Chairs and members of Learner Experience Committee.</p> <p>Clerk suggested that a development event jointly run with HISA Perth officials might be appropriate. Clerk to discuss further at Learner Experience Committee.</p>	Clerk
10	<p>AOB – Future Position of Chair</p> <p>Chair of Board indicated that his current tenure of the role concludes in Summer 2022, and that he would be seeking to extend this by 2 years to enable the Board to reach the halfway point of the new Strategy cycle.</p> <p>Chair of Board to write formally to Board outlining this position.</p>	Chair BOM
11	<p>Date of Next Meeting</p> <ul style="list-style-type: none"> Thursday 05 May 2022 @ 5pm 	
12	<p>Review of Meeting</p> <p>Committee agreed that the Terms of Reference had been met</p>	

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Status of Minutes – Open ☐ Closed ☒

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Extraordinary Meeting of Finance & Resources and Audit Committees

Paper 16

DRAFT Minutes

Meeting reference: F&GP_Audit 2021-22/EM

Date and time: Monday 28 February 2022 at 5.00pm

Location: Online

Members present: Jim Crooks, Chair, Audit Committee
Craig Ritchie, Chair, Finance & Resources Committee
Michael Buchanan, Board Member
Brian Crichton, Board Member
Andrew Comrie, Board Member
Heather Cormack, Board Member
Ann Irvine, Board Member
Debbie McIlwraith-Cameron, Board Member
Margaret Cook, Principal & Chief Executive
John Dare, Staff Board Member
Todor Pavlov-Kennedy, Student Board Member
Madeleine Brown, Student Board Member

In attendance: Derek Waugh, Co-opted Member, Finance & Resources Committee
Veronica Lynch, Vice Principal (External)
Iain Wishart, Director of Finance
Henry Nicholson, Financial Accountant
David Archibald, Henderson Loggie
Stephen Reid, Ernst & Young
Rachel Wynne, Ernst & Young
Ian McCartney, Clerk to the Board of Management

Apologies: Graham Watson, Board Member
Fiona Martin, Board Member
Lorenz Cairns, Depute Principal (Academic)

Co-Chairs: Jim Crooks, Craig Ritchie

Minute Taker: Ian McCartney

Quorum: Finance & Resources = 4; Audit = 3

MINUTES

Item		Action
1.	<p>Welcome and Apologies</p> <p>Chair (Audit) welcomed everyone to the meeting.</p>	
2.	<p>Declaration of Interest in any Agenda Item</p> <p>There were no declarations of interest.</p>	
3.	<p>Draft Perth College Group Report and Financial Statements for the Year ended 31 July 2021</p> <p>Director of Finance introduced Paper 1, expressing thanks to all involved in producing the accounts, in particular Henry Nicholson, Financial Accountant.</p> <p>Director of Finance presented summary headlines of the Income Statement, noting the Adjusted Operating Profit (AOP) of in excess of £1m was close to that estimated within the management accounts presented throughout the year. Some significant additional funding received from the Scottish Funding Council had more than off-set losses in Commercial income, and a number of cost areas had shown reduced expenditure due to COVID; indeed in some instances expenditure had been reduced to almost zero. Director of Finance noted that differences in AOP between final and management accounts was due to accounting adjustments in line with College policies, including taxation.</p> <p>Director of Finance advised that, while the accounts showed an underfunding of the LGPS pension fund of £(6.8)m, the triennial Funding Valuation actually showed that the fund was in surplus by £2.4m. The difference between the Accounting Valuation and the Funding Valuation was due to the different purposes of these valuations but the discount rate was the principal reason for the difference in value. Director of Finance explained that the Accounting valuation uses a discount rate based on AA Corporate Bonds while the Funding Valuation uses a discount rate based on the actual make-up of the fund which is heavily weighted in equities. The Accounting Valuation must use the AA Corporate Bond rate to be compliant with FRS102/IAS19.</p> <p>Chair of Audit asked whether the same issues in the Pension Provision held true for the Teachers Pension Fund. Director of Finance advised that the teaching staff pension is a defined contribution pension and therefore doesn't have any reporting requirements in the accounts. Financial Accountant further advised that the Scottish Public Pensions Agency could not provide</p>	

	<p>disaggregated information to individual organisations.</p> <p>Chair of Finance & Resources noted that the information provided was entirely consistent with that seen elsewhere; both valuations were doing different jobs and accounting approaches had been set to be consistent in approach.</p> <p>Chair of Board stated that no issues were being advised from the Pension Trustees that would require Perth College to review overall contribution rates in the short term.</p> <p>Director of Finance advised that both the Trustees and the Actuary were comfortable with the positions being expressed, and that no challenge had been received from the Pensions Regulator.</p> <p>Co-opted Member of Finance & Resources asked for clarification on a large movement in Creditors. Director of Finance noted the breakdown of changes since 2019/20 provided in Notes 18 and 19 and advised that certain items such as unspent Student Support Funds had to be paid back, and that there was a much higher rate of accruals in deferred income relating to areas such as Childcare Support Funds and Student Rent.</p> <p>Chair of Finance & Resources had been prompted by a Board Member not able to attend to draw attention to the increase in Senior Staff Emoluments, and noted that the accounts did not clarify the addition of the Director of Finance to the Senior Management Team for part of the financial year, leading to the figures standing out.</p> <p>It was agreed that the Financial Statements be amended to include reference to the addition of the Director of Finance to Note 8.</p> <p>Chair of Audit noted that, while the Internal Audit Report for 2020/21 had previously been approved at the Audit Committee of November 29th 2021, there was some reference in the Financial Statements and the External Auditors' Annual Report of a post year-end Internal Audit Report into Payroll Double Payment, and the Internal Auditor was invited to provide a summary of the Report.</p> <p>Internal Auditor noted that a report had been commissioned into Payroll Double Payments arising in October 2021, and the ensuing report had also been shared with the Regional Strategic Body. The report raised 2 actions for the College around the reporting of progress to UHI on recovery of overpayments, and to ensure that reporting requirements laid out in the Financial Memorandum between Perth College and UHI are met.</p> <p>Internal Auditor advised that, while there were control weaknesses within system, it was important to recognise the speed of response by the College in addressing the matter and that subsequent testing of new controls had proven positive.</p>	Financial Accountant
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	<p>Chair of Audit further noted that, following appropriate consultation with the Chair of the Board, the Report had been shared with the Joint Chairs of Audit across UHI, however no response had yet been received on this matter.</p> <p>Chair of Board requested that the External Audit Report recognised the Double Payment issue as a post-year end event to aid understanding of non-experts in Audit practices.</p> <p>Board Member noted that Directors Report identified Board departures since end of reporting year but did not include new starts. Chair of Audit requested that this oversight be amended, suggesting an additional table to cover post-year end updates.</p> <p>The Report & Financial Statements were ENDORSED subject to amendments noted, and would be presented to the Board for final approval.</p>	Financial Accountant /Clerk
4.	<p>External Audit Annual Report 2019-20</p> <p>External Auditor presented Paper 2 in draft form for both committees to consider in the execution of their governance responsibilities. While noting there were still some items outstanding within the report, following conclusion of these items it was intended to report an unqualified opinion, whereupon the report will be presented to Audit Scotland and published on their website.</p> <p>External Auditor noted that differences were set out in the appendices, however there were no issues of materiality to report. External Auditor further noted contentment around the assumptions around Pensions being reasonable.</p> <p>On the matter of Going Concern, External Auditor advised that the College was by default a Going Concern but that work had taken place with the College's Senior Management Team to ensure that appropriate disclosures and procedures were in place.</p> <p>External Auditor noted significant challenges across the College Sector in relation to financial sustainability, and had highlighted risks around key items of financial management within the Report, resulting in a Red rating.</p> <p>External Auditor added that an Amber rating had been advised for Governance & transparency, predominantly due to the absence of the Board Secretary role for an extended period, and Value For Money.</p> <p>External Auditor completed presentation by advising that the Differences noted on pages 37 and 38 had both received Management Responses.</p> <p>Chair of Audit noted appreciation in notes re financial sustainability</p>	

	<p>being largely out of the control of the College.</p> <p>Chair of Finance & Resources queried whether Red RAG rating on Financial Management was based on previous Audit Report, or had been influenced by recent issues such as the Payroll Double Payments. External Auditor advised that the rating took into account the degree of progress and actions ongoing on previous reports, noting the challenges around resources within the Finance department and the amount of manual processes still required. The Payroll Double Payments issue therefore did not affect the Red RAG rating.</p> <p>Chair of Board expressed interest in the Report's comments around FFR, particularly given the position that the College is in effect a Going Concern until the Scottish Government states otherwise. Chair of Audit reinforced this comment, noting the position that the College is in a position to develop its own FFR outside of the wider process required by SFC, however such a position would require to be very realistic.</p> <p>Board Member commented on the Red RAG rating around Financial Management, noting that in an environment based predominantly on manual processing, errors are likely to be made and that there should be scope for extra control mechanisms to be brought in under any system-based control environment.</p> <p>External Auditor concluded by confirming that, following completion of outstanding items, the Accounts will be presented as unqualified. External Auditor noted that the Group Accounts were still to be completed pending submission of these from AST's external auditors.</p> <p>The External Audit Annual Report 2020-21 was ENDORSED.</p>	
5	<p>Audit Committee Annual Report to the Board of Management</p> <p>Vice Principal summarised Paper 3, noting the statutory requirement in the Financial Memorandum to provide this Report, which would be taken forward to the Board for their approval.</p> <p>The Report provides a summary of activity and reports provided to Audit Committee throughout the year, and External Audit processes and Value For Money considerations are also included.</p> <p>Vice Principal noted that Appendix 3 summarised the key changes which had occurred throughout the year.</p> <p>Co-opted Member of Finance & Resources queried whether the Audit Needs Assessment was connected to the Estates Strategy. Vice Principal noted that the Estates Strategy was at the very early stages of development, and that the Audit Needs Assessment was reflective of current circumstances rather than future requirements,</p>	

	The Audit Committee Report to the Board of Management was APPROVED .	
6	<p>Code of Good Governance Checklist</p> <p>Clerk to Board of Management presented Paper 4 for information, noting the checklist is designed to provide Board Members with reassurance that the College is fully compliant with the Code of Good Governance, and highlighting 3 areas of ongoing work around uploading of Board papers, updating of Equality & Diversity Policies, and negotiations around the Staff Governance Standard.</p> <p>Student Board Member suggested corrections around B1 relating to Student membership on this committee, and B5 around the HISA Perth Comms Intern role no longer being in place. Clerk will update these items.</p> <p>Chair Audit queried how monitoring of the Staff Governance Standard. Clerk noted that this would take place via Finance & Resources Committee as it is a staffing matter, however, due to the compliance element, it would also seem appropriate for updates to also be tabled at Audit Committee. Clerk to liaise with Head of HR & Organisational Development to ensure timely reports are received.</p> <p>Joint Committees NOTED the Code of Good Governance Checklist.</p>	<p>Clerk</p> <p>Clerk</p>
7	<p>Dates & Times of Next Meetings</p> <p>Dates of next meetings were confirmed as:</p> <ul style="list-style-type: none"> • Extraordinary Board - Monday 07 March 2022 @ 5:00pm • Finance & Resources – Monday 14 March 2022 @ 5:00pm • Audit – Wednesday 16 March 2022 @ 5:00pm. 	

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

Air Service Training - Board of Directors Meeting

DRAFT Minutes

Meeting reference: AST 2021-22/03

Date: Thursday 10 March 2022

Location: Online meeting

Members present: Graham Watson, Chair of AST Board
Craig Ritchie, Board Member
Katrina Hodgson, Board Member
Margaret Cook, Principal, Perth College UHI
Mark Taylor, AST General Manager
Chris Holliday, Non-Executive Director (from Item 2; excepting Item 8)

In attendance: Veronica Lynch, Vice Principal
Henry Nicholson, Financial Accountant
Andrew Budge, Senior Training Manager AST
Robert Sutherland, Senior Business Manager AST
Ian McCartney, Clerk to the Board

Apologies: Craig Ritchie, Board Member
Iain Wishart, Director of Finance

Chair: **Graham Watson**
Minute Taker: Ian McCartney
Quorum: 4



Minutes:

Item		Action
6.	<p>Appointment of Non-Executive Director</p> <p>Approval was sought to appoint a new Non-Executive Director after a comprehensive search process. General Manger provided brief overview of candidate's qualifications for the role.</p> <p>AST Board APPROVED the immediate appointment of Chris Halliday as non-Executive Director. Some contractual issues regarding the NED's recruitment for provision of consultancy services are still to be finalised.</p>	
1.	<p>Welcome and Apologies</p> <p>Chair welcomed everyone to the meeting, and introductions to new NED were made. Apologies were noted from Craig Ritchie.</p>	
2.	<p>Additions to the Agenda</p> <p>There were no additions to the Agenda.</p>	
3.	<p>Declaration of Interest in any Agenda Item</p> <p>NED noted a conflict of interest relating to Item 8. This Item would be moved to the end of the Agenda to allow the NED to leave the meeting</p>	
4.	<p>Minutes of Previous Meeting</p> <p>Board approved the minutes from the meeting on 23 November 2021 as an accurate record.</p>	
5.	<p>Matters Arising from Previous Minutes</p> <p><u>24 September 2020</u></p> <p><u>Item 8 - Training Report</u> Action: General Manager to reintroduce dashboard approach to AST reports - to be introduced from November</p> <p>Action Update: Not yet complete</p> <p><u>Item 12 Non-Executive Director Role</u> Action: Chair to discuss using the Nominations Committee approach for this appointment with Chair of Board of Management – General</p>	General Manager

	<p>Manager to discuss potential candidates with G Watson and K Hodgson</p> <p>Action Update: Complete</p> <p><u>23 November 2021</u></p> <p><u>Item 6 – General Manager’s Report</u> Action 1: General Manager to develop client engagement policy</p> <p>Action Update: Document created, General Manager to circulate</p> <p>Action 2: General Manager/Director of Finance to review SLA with College and application of Financial Regulations</p> <p>Action Update: Ongoing</p> <p><u>Item 7 – AST Cashflow/Gift Aid</u> Action: GM to prepare report of F&R Committee and report/recommend on reserves policy</p> <p>Action Update: Complete</p> <p><u>Item 8 – Potential Acquisition of Replacement Fixed Wing Training Aid</u> Action: Advise AST Board on Cranfield costs</p> <p>Action Update: Complete, on Agenda</p> <p><u>Item 10 - AST Management Accounts</u> Action: Include narrative on key points</p> <p>Action Update: Complete</p> <p><u>Item 13 – Training & Examinations Report</u> Action: Process report of grading and job evaluations to be produced</p> <p>Action Update: Complete</p> <p><u>Item 14 – Compliance & Student Feedback Report</u> Action: Reinstate Risk Register as standing Board report</p> <p>Action Update: Complete, on agenda</p>	<p>General Manager</p> <p>GM/DoF</p>
7	<p>AST Financial Statements for Year to 31 July 2021</p> <p>Financial Accountant presented Paper 2, noting the Audit Highlights Report which sets out all main issues advised by the External Auditors.</p>	

	<p>Chair expressed comfort with recommended actions around internal control points. Financial Accountant agreed that these should be accepted full, and advised that work had already started on the review of Fixed Assets, which will include a review of assets held in hangar to ascertain nature of items.</p> <p>Chair noted that Going Concern was no longer listed as a material uncertainty.</p> <p>Chair advised that it had been agreed that no Gift Aid to Perth College was to be transferred from 2020/21 to allow some degree of comfort to business.</p> <p>The AST Financial Statements for Year to 31 July 2021 were APPROVED.</p>	
9.	<p>General Manager's Report</p> <p>AST Board received Paper 4 from the General Manger, who summarised the headline items.</p> <p>General Manager updated Board on latest news re a CAE opportunity for a 10-year contract with a 5-year extension in Albania which would provide significant levels of income if agreed. General Manager was looking to sign contract by April 1st with an initial cohort of 50 students. As speed is a factor in this deal, approval will be required outside the formal meeting cycle.</p> <p>NED queried who the contracting party would be. General Manager advised that CAE based in Montreal are running the project with a Middle East consortium responsible for buildings and infrastructure.</p> <p>Chair asked about potential exchange risks. General Manager noted that there may be risk around certain operational expenses eg accommodation costs, but the contract is being conducted in Sterling.</p> <p>General Manager will circulate documentation with a formal request for approval of this project in due course.</p> <p>General Manager noted that the MAATIC deal was coming under some pressure from Boeing. A meeting was being held on 18th March to seek to resolve these issues. Principal queried the impact on AST; General Manager advised that, while there is confidence that the programme will run as proposed, some of MAATIC's aspirations may not be delivered.</p> <p>Chair noted reference to Digital Online Learning Strategy as sight should not be lost of this issue. General Manager advised that this will be incorporated into the budget cycle as an integral party.</p>	General Manager

10.	<p>AST Risk Register</p> <p>General Manager tabled Paper 5 for noting by AST Board.</p> <p>Chair advised that the Scone lease needs to be on the radar as 2024 is looming.</p> <p>General Manager explained issue around Leonardo, which has been a lifeline in sales over last 2 years, however the risks associated with students arriving on the course not having the standard of English required from licensed engineers is increasingly concerning.</p> <p>NED expressed surprise at absence of COVID, cyber security and Health & Safety on Register. General Manager noted that these areas are reported in other documents, but these will be extracted and reported for future versions.</p>	General Manager
11.	<p>AST Management Accounts - year to January 2022</p> <p>General Manager presented Paper 6 for noting.</p> <p>Chair enquired whether there would be another reforecast after Q3. General Manager advised that a live I&E matrix had been agreed with Finance to allow regular reforecasting.</p> <p>Board member noted appreciation of improvements to the layout and brevity of the Accounts Report.</p> <p>Board noted the report.</p>	
12.	<p>Sales & Business Development Report</p> <p>Senior Business Manager presented Paper 7 for noting, highlighting key information for new Board members to be aware of.</p> <p>Chair enquired as to whether the current conflict in Ukraine had any impact. Senior Business Manager advised that there were no projects involving Ukraine or Russia at present.</p> <p>Chair asked about lessons learned from lost opportunities. Senior Business Manager noted that most failures were due to issues re number of qualified trainers, travel/visa restrictions due to COVID, and AST due diligence resulting in dialogues not being taken any further.</p> <p>Board noted the report.</p>	

13.	<p>Training & Examinations Report</p> <p>Senior Training Manager presented Paper 7 for information, highlighting key issues.</p> <p>Senior Training Manager noted that there had been more impact arising from COVID in last 10 weeks than experienced over previous 2 years, and that AST is likely to face some recruitment challenges should the CEA contract be approved, as experienced instructors are thin on the ground.</p> <p>Board noted the report.</p>	
14.	<p>Compliance & Student Feedback Report</p> <p>General Manager presented Paper 8 for information, noting that things were moving in the right direction and no concerns raised other than those noted in the report. General Manager reported that there is a challenge being experienced around care and support for staff around bereavement rates. Principal noted the same issues were reflected across the College.</p> <p>Board Member enquired whether deeper levels of feedback were available re BSc cohorts. Principal noted that it is not currently possible to disaggregate the feedback received within the National Student Survey results.</p> <p>Board noted the report.</p>	
15.	<p>Aviation Academy for Scotland/Tay Cities Deal update</p> <p>Vice Principal presented Paper 10, and provided a brief background on the project for the benefit of NED.</p> <p>Vice Principal advised Board of the revised timeline, and the reviewed facilities on campus to allow for an extend and refurbishment option rather than new build.</p> <p>Vice Principal noted that Tayside Aviation had now under new ownership. A positive meeting had been held with them, but input from Dundee City Council and HIAL is still awaited.</p> <p>Vice Principal advised that the spend profile previously agreed in 2020 shows the first drawdown of £1.63m is due by March 2023, however given issues above, there are risks associated with a drawdown within this timescale. Vice Principal proposed that agreement be reached not to drawdown.</p>	

	<p>Chair enquired as to impact of potential re Scone hangar not having its lease extended. General Manager advised that some of AAS would still be able to be delivered, but not all, however initial discussions re extending lease have been positive.</p> <p>Board noted the report and agreed to the Vice Principal's recommendations re spend profile.</p>	
16.	<p>AST Governance</p> <p>Clerk provided verbal update on some governance issues around AST. Clerk advised that the role of Vice Chair was added to the Terms of Reference as part of an external evaluation of College governance – AST Board, due to being a wholly-owned subsidiary, is not required to comply with this if it is preferable not to have this. The same principle applies to Quoracy (set at 50% of membership +1).</p> <p>Clerk advised Board that a scoping exercise had been conducted around 2 years ago regarding the roles undertaken by a Company Secretary, which is not a statutory requirement, however other priorities including COVID meant that this was not taken further.</p> <p>It was agreed that Chair and Clerk meet off-line to discuss options and bring these back to next AST Board meeting.</p>	Chair/Clerk
17.	<p>Date & Time of Next Meeting</p> <ul style="list-style-type: none"> Thursday 19 May 2022 @ 5:00pm 	
18.	<p>Review of Meeting</p> <p>Board agreed that meeting had been conducted within the Terms of Reference.</p>	
8.	<p>J41 – Approval of Purchase</p> <p>General Manager summarised Paper 3, seeking approval of funds totalling around £100k for the purchase of a replacement fixed wing aircraft for training purposes.</p> <p>General Manager advised that the cash outlook was more positive than it had been in a while, however there would potentially be challenges around May due to income structures; these could be mitigated across a range of levers.</p> <p>Principal noted that this was exactly the type of investment the College Board would expect AST to make given the decision not to Gift Aid any 2020/21 profits to College.</p>	

	<p>AST Board APPROVED the purchase detailed within Paper 3.</p> <p>Principal and Clerk would discuss processing of this item via College Finance & Resources Committee and Board given the timescales involved.</p>	Principal/ Clerk
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Status of Minutes: **Open** ☐ **Closed** ☒

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

Finance & Resources Committee

Paper 18

DRAFT Minutes

Meeting reference: F&R2021-22/03

Date: Monday 14 March 2022 at 5.00pm

Location: Online

Members present: Craig Ritchie, Chair

Michael Buchanan, Board Member

Andrew Comrie, Board Member

Heather Cormack, Board Member

Brian Crichton, Board Chair

Margaret Cook, Principal

John Dare, Staff Board Member

Derek Waugh, Co-Opted Committee Member

In attendance: Lorenz Cairns, Depute Principal (Academic)

Veronica Lynch, Vice Principal (External)

Katy Lees, Head of HR & Organisational Development

Ian McCartney, Clerk to the Board

Apologies: Todor Pavlov-Kennedy, HISA Perth President

Iain Wishart, Director of Finance

Kevin Lynch, Head of Estates

Chair: Craig Ritchie

Minute Taker: Ian McCartney

Quorum: 4

MINUTES

Item		Action
1.	Welcome and Apologies Chair welcomed everyone to the meeting and noted apologies.	
2.	Additions to the Agenda Items on Extension of Voluntary Severance Scheme, AST Acquisition and Banking Matter were added as Items 7.5, 7.6 and 7.7 respectively	
3.	Declaration of Conflict of Interest in any Agenda Item There were no declarations of interest in any item on the agenda.	
4a.	Minutes of Meeting of Finance & Resources Committee, 29 November 2021, including Joint F&R/Audit section The minutes were approved as a true and accurate record of the meeting. Clerk noted that minutes relating to Joint Section of the meeting on 29 November only recorded members of Audit Committee present; these will be updated to reflect attendance.	Clerk
4b.	Minutes of Extraordinary Meeting of Finance & Resources & Audit Committees, 28 February 2022 The minutes were approved as a true and accurate record of the meeting.	
5.	Actions Arising from previous minutes There were no Actions Arising to report to Committee.	
6.	Consideration of Draft College Strategic Plan Principal advised Committee that a brief update on progress was being provided at the meeting, with the final version of the Strategic Objectives being provided to the next Board meeting following collation of feedback from various staff consultations. Work would then focus on agreeing the Key Performance Indicators and Operational Plan elements, including a Board Development session prior to Board Cycle 4. Deputy Principal provided a brief presentation of the Strategic Objectives, noting that the format of the Plan was different from	

	<p>most others within the Sector with 4 Pillars defining the Strategic Objectives. Staff will be asked to determine how they can contribute the Plan via KPIs which will feed into the final version of the Enabling Plan, and this will reinforce staff engagement in terms of contributing to the overall College Strategy, which was identified as a weakness in previous Plans.</p> <p>Chair sought clarification on how input from this meeting was intended to be utilised. Deputy Principal advised that Version 4 showing direction of travel had been presented tonight, but Version 5 will be tabled at Board. The Context Statement has been provided, and a Foreword from the Chair of the Board will be added.</p> <p>Staff Board Member welcomed levels of staff involvement in the planning process compared to previous Plans. Chair of Strategic Development Committee welcomed the evolution of the Plan, endorsed the direction of travel presented, and agreed that a Board Development Session to focus on deliverables was a good step.</p> <p>Chair of Board noted that the terminology on Page 1 regarding continuous improvement may be viewed as underselling work done over the last few years, and recommended SMT review how this is framed.</p> <p>Board Member noted that the structure was strong and clear, however advised that appropriate milestones would need to be considered over the length of the Plan.</p> <p>Principal thanked Members for their input.</p>	
7.1	<p>Perth College Financial Update: Year to 31 January 2022</p> <p>Vice Principal presented Paper 4 for consideration by Committee.</p> <p>Vice Principal noted that income was slightly down over the first 6 months of the Financial Year but savings in cost areas had resulted in an AOP around £1m ahead of Budget, however, Committee were advised that a strong potential exists for SFC clawbacks relating to HE FTE numbers which is likely to negate that position.</p> <p>Vice Principal noted that the upswing in Commercial Income was largely related to gains in international and foundation apprenticeships income. Staff costs were lower than budgeted due to the reduction in student numbers, and this had also reduced Estates costs. Canteen costs were likely to be up to £100k behind budget due to the reduced numbers of students on campus – a breakeven position had originally been predicted.</p>	

	Paper 4 was NOTED .	
7.2	<p>Financial Outlook</p> <p>Vice Principal provided a verbal update on the Outlook for the year, reiterating the likelihood of reduced SFC funding based on student numbers and detailing some of the options being looked at with regard to reducing the impact of clawbacks.</p> <p>Vice Principal noted that a number of financial challenges were likely to be experienced during the preparation of the 2022/23 Budget, including a flat cash position; increased NI contributions linked to Social Care; inflationary pressures; student numbers; and salary increases. In addition, some additional government funding will be, or is likely to be, removed from 2022/23, including digital funding, mental health funding, funding for additional counsellors, and funding for foundation apprenticeships.</p> <p>Principal noted that the issues experienced at Perth College are experienced throughout the sector, and the focus is likely to move to impacts on staff with industrial action expected re pay awards soon as ballots have been released.</p> <p>Staff Board Member queried whether the College was expected to continue to fund these initiatives after initial funding withdrawn. Principal advised that this was a tactic that had been used before, however the College was reaching appoint where this may not be achievable despite the importance of the funding as there are impacts on both the College and our students. Board Member queried whether there had been any discussion round the unit of resource in these matters. Principal advised that discussions had taken place, but there had yet to be any indication of movement.</p> <p>Chair of Board noted reference to no college looking to draw down extra HE credits. Given the events of the last few weeks resulting in the potential of a global recession, the College need to look at deep and detailed scenario and contingency planning within the Budget process.</p>	
7.3	<p>Pensions</p> <p>Chair noted that the background around this issue had been extensively discussed during the Extraordinary meetings.</p> <p>Vice Principal summarised key points of Paper 5 before seeking endorsement of a status quo position around contribution levels, currently totalling 17%. Vice Principal noted that External Auditors were comfortable with measures shown. It was AGREED to maintain current contribution levels.</p>	

7.4	<p>Aviation Academy for Scotland/Tay Cities Deal Update</p> <p>Vice Principal (External) gave a brief update position since last Board meeting for noting by Committee.</p> <p>Vice Principal noted that discussions were ongoing with Tayside Aviation and the Tay Cities Deal Project Management Office since the recent takeover of Tayside Aviation. Given the current position, Committee were advised that the first drawdown milestone will not be deliverable, which provided a slight risk that Year 1 drawdown would therefore be moved to Year 10.</p> <p>Vice Principal clarified that £1.6m will still be available to the College if total project costs remain the same, and risks associated with loss of these grant funds are mitigated in deal with Perth & Kinross Council, or if full £6m project funds are not required.</p> <p>Board Member queried confidence levels re costs of new build versus refurbishment and extensions. Vice Principal advised that a smaller footprint is required following consultation with key stakeholders, and ruling out of including the hangar at Scone as part of the project, provided reassurances in terms of reduced costs. Vice Principal noted that there would be no investment until all costs are scoped out fully and brought back to Board for approval.</p> <p>Committee NOTED the updated position.</p>	
7.5	<p>Voluntary Severance</p> <p>Principal requested permission from Committee to re-open Voluntary Severance to staff, and to seek an extension to current permissions for up to 3 years, noting that current permissions from UHI and SFC are scheduled to run out in July 2022.</p> <p>Committee AGREED to this request.</p>	
7.6	<p>AST Acquisition</p> <p>Principal advised Committee that AST Board had endorsed the purchase of a new aeroplane for training purposes, with final expenditure including transportation likely to total around £100m.</p> <p>Principal noted that this kind of investment was the intention of the College not requiring AST's surplus to be Gift Aided at the end of Financial Year 2020/21.</p> <p>A full paper would be provided for formal approval at the Board Meeting of 24 March, however Committee endorsement was required to ensure appropriate levels of governance were present.</p>	

	Committee ENDORSED the acquisition by AST.	
7.7	<p>Banking Issue</p> <p>Principal informed Committee that an issue in processing some fraud checks with a Board Member had resulted in the College's bank accounts being frozen for a day. The issue had been sorted quickly, however the matter requires to be reported under the terms of the College's Financial Memorandum with the Regional Strategic Body. The Principal had informed the Vice Chancellor of UHI directly.</p> <p>Committee NOTED this matter.</p>	
8.	<p>Estates Update</p> <p>Depute Principal presented Paper 7, noting ongoing work on the Estates Strategy, organisational changes with the Estates Department, progress towards a plan for summer works, and an issue in Student Residences relating to boiler breakdowns</p> <p>Board Member enquired as to what stage the Estates Strategy was sitting currently, Depute Principal noted that, while much preparatory work had been conducted, the Strategy was still at a fairly early stage</p> <p>The Estates Update was NOTED.</p>	
9.	<p>HR Update</p> <p>Head of HR & Organisational Development presented Paper 8, noting the recent appointment of a new Equality & Diversity Adviser, and the focus of the College's most recent Staff Conference being focus on race issues as mandated by the Race Action Plan, which will also include a new Mandatory Training Module.</p> <p>Head of HR & Organisational Development reported a high level of sickness absence which was causing some concern and is being monitored. Professional Reviews were due to be completed by the end of March after a brief delay.</p> <p>Board Member enquired about changes to the TQFE and whether this needs to be reported at Board level. Principal agreed and would liaise with Clerk to determine the best route for reporting.</p> <p>The HR Update was NOTED.</p>	Principal
10.	<p>Committee Minutes</p> <p>The following Committee Minutes were NOTED:</p>	

	<ul style="list-style-type: none"> • EDIT Committee, 16 December 2021 • JNC Support Staff, 09 December 2021 • JNC Lecturing Staff, 03 February 2022 • Staff Engagement Committee, 13 January 2022 	
13.	Date & Time of Next Meeting <ul style="list-style-type: none"> • 24 May 2022, 5.00pm 	
14.	Review of Meeting Committee confirmed that the meeting had been conducted in line with its Terms of Reference.	

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

Audit Committee

Paper 19

DRAFT Minutes

Meeting reference: Audit 2021-22/03

Date: Wednesday 16 March 2022

Location: Online

Members present: Ann Irvine, Board Member
Fiona Martin, Board Member
Debbie McIlwraith-Cameron, Board Member
Graham Watson, Board Member

In attendance: Margaret Cook, Principal
Lorenz Cairns, Depute Principal
Veronica Lynch, Vice Principal
David Archibald, Henderson Loggie
Ian McCartney, Clerk to the Board

Apologies: Jim Crooks (Chair, Audit)
Madeleine Brown, Student Board Member
Stephen Reid, Ernst & Young
Rachel Wynne, Ernst & Young
Iain Wishart, Director of Finance

Chair: Ann Irvine

Minute Taker: Ian McCartney

Quorum: 3

MINUTES

[illegible]

	<p><u>Matters arising from 29 November 2021</u></p> <p><u>Ref 6.1 – Audit Action Plan</u> Action 1: Vice Principal to update Committee on progress with completion of Equalities actions.</p> <p>Action Update: Verbal update on Agenda</p> <p>Action 2: Director of Finance to provide Committee with report on completion timescales and context including Sarbanes-Oxley principles</p> <p>Action Update: DoF not in attendance; deferred to next Meeting</p> <p><u>Ref 6.2 – Compliance Template</u> Action: Principal to incorporate any comments received from Members and include comment on outstanding Equalities actions in final compliance report to Board</p> <p>Action Update: Complete</p> <p><u>Ref 6.3 – Review of Risk Register</u> Action 1: Risk 17 – Update register to reflect current position.</p> <p>Action Update: Complete, on Agenda</p> <p>Action 2: Risk 26 – Director of Finance to provide update to Committee on progress with integrated systems.</p> <p>Action Update: DoF not in attendance; deferred to next Meeting</p> <p>Action 3: Risk 29 - Review information provided on asset management risk.</p> <p>Action Update: Complete, on Agenda</p> <p>Action 4: SMT to undertake overall review and update of Risk Register to reflect current deadlines, mitigating actions and residual risks.</p> <p>Action Update: Complete, on Agenda</p> <p><u>Ref 6.4 – Annual Health & Safety Report</u> Action: Head of HR/OD to forward internal audit plan by e-mail to Members for information.</p> <p>Action Update: Not complete, to be provided by next meeting</p>	<p>Director of Finance</p> <p>Director of Finance</p> <p>Head of HR/OD</p>
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	Compliance	
6.1	<p>Audit Action Plan – Progress Update</p> <p>Vice Principal provided a verbal update on the latest position around the Audit Action Plan.</p> <p>Committee were advised that, of the original 116 actions, only 9 remain to be completed, with only 1 of these from the UHI Action Plan. This action concerns financial procedures and will be achieved via an Internal Controls Framework and is a work in progress.</p> <p>Other outstanding actions include work on the Business Continuity Plan, 2 actions around Equalities, condensing policies and procedures (a Short Life Working Group is leading this work) and 2 actions being progressed by the ICT Strategy Group.</p> <p>Chair thanked all involved in making such solid progress over the piece from what started as a mammoth undertaking.</p>	
6.2	<p>Strategic Risk Register</p> <p>Clerk presented Paper 3, noting that the update was provided by exception whilst work progressed on the new format of the Register to ensure Committee can be satisfied that risk was still being monitored. Updates or changes were listed against 9 risk references, and included 2 amendments to Residual Risk Scores.</p> <p>Chair queried whether International Instability noted in Risk 3 should also be applied to Risk 25 given the international nature of AST. Vice Principal noted that there may be some impact re fuel and energy prices that may have an impact. Clerk to update.</p> <p>Board Member noted some errors in risk score calculations. Clerk to correct.</p> <p>Board Member queried actions in Risk 17 being complete but Residual Risk remained high. Clerk noted that the work on Equalities Mainstreaming was only recently completed and a new Equality & Diversity Adviser only recently appointed, so it was felt prudent to allow for an element of delay in this area before assessing the risk score.</p> <p>Committee NOTED Paper 3.</p>	
6.3	<p>Internal Audit Action Plan 2021/22 - 2023/24</p> <p>Internal Auditor presented Paper 4, which incorporates both the proposed 3-year Audit Plan and scoping proposal for 2021/22 audit priorities.</p>	

	<p>Internal Auditor noted the intention to table the 2022/23 plan in the middle of the year rather than the current timescale to allow Audit Committee earlier opportunity to scrutinise. Committee welcomed this development.</p> <p>Board Member queried the late timing of Cyber Risk in the Plan, and the lack of Procurement within the Plan. Vice Principal noted that the UHI cyber incident had led to significant investment in security measures and it had been agreed to allow these some time to bed in before reviewing. Vice Principal further noted that a major exercise on Procurement had been completed within the last 12-18 months.</p> <p>Chair queried whether the Cyber Risk could be included within the work scheduled to take place around the Business Continuity Plan. Internal Audit advised that the 2 are closely connected as Business Continuity Plans move away from being about estates resilience to IT resilience, particularly post-COVID. However, Internal Auditor advised that the Cyber Risk area was a large piece of work and consideration should be given as to what would be required. Vice Principal added that the Cyber Security Audit Report prepared for UHI Audit Chairs may provide useful information in this regard, in particular ensuring consistency given the nature of shared services provided to the College.</p> <p>Committee AGREED to review the timing of the Cyber Risk element within the Audit Plan, and Internal Auditor would liaise with Principal to revise timetable.</p>	Principal/IA
6.4	<p>Internal Audit Report No: 2022/03 – Payroll Double Payment</p> <p>Internal Auditor presented Paper 5, noting that the report had already been tabled at UHI Audit Committee. Internal Auditor confirmed that the work done by the College to mitigate the risks was perfectly reasonable, and that the software issue on the system that caused the problem had now been switched off.</p> <p>Principal advised that the matter was deemed to be closed at UHI Court and updates on the final aspects of the remedial work were being regularly communicated to the UHI V-C.</p> <p>The Internal Audit Report on Payroll Double Payment was NOTED.</p>	
6.5	<p>Banking Issue</p> <p>Principal informed Committee that an issue in processing some fraud checks with a Board Member had resulted in the College's bank accounts being frozen for a day. The issue had been sorted quickly, however the matter requires to be reported under the terms of the College's Financial Memorandum with the Regional Strategic Body. The Principal had informed the Vice Chancellor of</p>	

	UHI directly. Committee NOTED this matter.	
7	FOI & Data Protection Quarterly Update Clerk advised Committee that FOI requests were very low over the last 6 months, and that full analysis would be provided to the next Audit Committee. Clerk further advised that the Request To Be Forgotten issue which had been regularly reported to Audit Committee over the last 2 years had now been concluded.	
8	Date & Time of Next Meeting <ul style="list-style-type: none"> 31 May 2022, 5.00pm 	
9	Review of Meeting Committee confirmed that the meeting had been conducted in line with its Terms of Reference.	

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

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.