

Board of Management

Agenda

Meeting reference: Board 2022-23/03
Date: Monday 27 March 2023 at 5.00pm
Location: Boardroom (Brahan Room 019)
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		Interim Chair	
2	Additions to the Agenda		Interim Chair	
3	Declaration of a Conflict of Interest in any Agenda Item		Interim Chair	
*4	Minutes of the Board meeting held on 22 December 2022	Clerk	Interim Chair	Paper 1
*5	Actions arising from previous minutes		Interim Chair	Verbal
6	Standing Reports			
6.1	UHI 2024 – update	UHI	Interim Chair	Paper 2
6.2	Interim Chair's Report		Interim Chair	Verbal
6.3	Principal's Report	Principal	Principal	Paper 3
7	Items for Approval/Endorsement			
*7.1	Corporate Parenting Strategy	Head of Student Experience	Depute Principal	Paper 4
*7.2	Catering Contract		Depute Principal	Verbal
*7.3	Development Trust	Vice Principal (External)	Vice Principal External	Paper 5

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	Agenda Items	Author	Led by	Paper
8	Strategy			
8.1	Curriculum Review	Vice Principal (Academic)	Vice Principal (Academic)	Verbal
9	Audits & Financial Reporting			
9.1	Perth College Management Accounts to 31 January 2023	Vice Principal (Operations)	Vice Principal (Operations)	Paper 6
9.2	Perth College Budget Reforecast 2022/23	Vice Principal (Operations)	Vice Principal (Operations)	Paper 7
10	HISA Perth			
10.1	HISA Perth Report	HISA Perth	HISA Perth President	Paper 8
11	Compliance, Risk & Performance Monitoring			
*11.1	Balanced Scorecard	Depute Principal	Depute Principal	Paper 9
12	Standing Committee Summaries <i>(Includes draft minutes for Board to note)</i>			
12.1	Chairs' Committee – 31 January 2023	Clerk	Interim Chair - BoM	Paper 10a
12.2	Learner Experience Committee – 08 February 2023	Clerk	Chair – Learner Experience	Paper 10b
12.3	AST Board – 23 February 2023	Clerk	Chair – AST	Paper 10c
12.4	Joint Strategic Development Committee and Finance & Resources Committee – 02 March 2023	Clerk	Chairs – Strategic Development/ F&R	Paper 10d
12.5	Audit Committee – 13 March 2023	Clerk	Chair – Audit	Paper 10e
13	Date & Time of Next Meeting • Wednesday 07 June 2023, 5:00pm	Clerk		
*14	Review of meeting (Committee to check against the Terms of Reference to ensure all competent business has been covered)		Interim Chair	Paper 11

Board of Management

DRAFT Minutes

Meeting reference: Board 2022-23/02

Date and time: Thursday 22 December 2022 at 5.00pm

Location: Boardroom (Braham Room 019)

Members present: Graham Watson, Interim Chair of Board
Andrew Comrie, Chair, Strategic Development Committee
Jim Crooks, Chair, Audit Committee (until Item 10.2)
Katrina Hodgson, Chair, Finance & Resources Committee
Michael Buchanan, Board Member
Heather Cormack (from Item 7.2)
Jenny Hamilton, Board Member
Fiona Martin, Board Member
Derek Waugh, Board Member
Margaret Cook, Principal & Chief Executive
John Dare, Staff Board Member
Patrick O'Donnell, Staff Board member
Liam Fowley, Student Board Member

In attendance: Alastair MacColl, Chair UHI Court (Observing - until Item 12)
Lorenz Cairns, Depute Principal
Catherine Etri, Vice Principal (Academic)
Veronica Lynch, Vice Principal (External)
Iain Wishart, Vice Principal (Operations)
Ian McCartney, Clerk to the Board of Management

Apologies: Sheena Devlin, Board Member
Debbie McIlwraith-Cameron, Board Member
Todor Pavlov-Kennedy, Student Board Member

Chair: **Graham Watson**
Minute Taker: Ian McCartney
Quorum: 9

MINUTES

Item		Action
1.	Welcome and Apologies Interim Chair welcomed everyone to the meeting, and noted apologies. Interim Chair extended warm welcome to Alastair MacColl, Chair of UHI Court.	
2.	Additions to the Agenda There were no additions to the Agenda.	
3.	Declaration of Interest in any Agenda Item There were no declarations noted.	
4.	Minutes of Board of Management meeting, 20 October 2022 The minutes were APPROVED as an accurate record of the meeting.	
5.	Matters Arising <u>Ref 7.1 – Perth College Management Accounts to July 2022</u> Action – SMT to put recommendation to next Board re Catering Action Update – To be deferred to next Board meeting (March 2023) <u>Ref 6.2 – AST Budget 2022-23</u> AST Board Chair advised that, while the Going Concern test had been passed at the time of the last Board meeting, this position had been changed and the issue was being re-evaluated. This has resulted in the External Audit not being signed off at present.	SMT
6.1	Perth College Group Report & Financial Statements for the Year ended 31 July 2022 Chair, Finance & Resources Committee presented Paper 2, noting that the paper was provided for ratification by the Board having been approved in principle by a quorum of Board Members at the Joint Meeting of Finance & Resources and Audit Committees held on 12 December 2022. Vice Principal (Operations) summarised the key point of the Statements, and Chair, Finance & Resources Committee noted that robust and healthy discussions were had around National	

	<p>Bargaining and credit clawbacks.</p> <p>Perth College Group Report & Financial Statements for the Year ended 31 July 2022 was RATIFIED by the Board.</p>	
6.2	<p>External Audit Annual Report 2021-22</p> <p>Chair, Audit Committee presented Paper 3, noting that this report had been endorsed, subject to minor amendments, at the Joint Meeting of Finance & Resources and Audit Committees on 12 December 2022.</p> <p>Interim Chair noted the reference made within Paper 3 to governance concerns around Remuneration Committee and advised that, while appropriate processes had been followed, these had unfortunately not been reflected in the minutes. Clerk had produced a report around the issue which would result in changes being made to the Terms of Reference of Remuneration Committee to avoid repetition of the error.</p> <p>Chair, Audit Committee noted the realistic perspective around financial sustainability, and further noted the references to capacity within the Finance department, which had been tabled for further discussion at the next meeting of Audit Committee.</p> <p>External Audit Annual Report 2021-22 was APPROVED by Board.</p>	
6.3	<p>Internal Audit Annual Report 2021-22</p> <p>Chair, Audit Committee presented Paper 4, noting that this paper had been endorsed by the Joint meeting of Finance & Resources and Audit Committees on 12 December 2022</p> <p>Internal Audit Annual Report 2021-22 was APPROVED by Board</p>	
6.4	<p>Audit Committee Annual Report to the Board of Management</p> <p>Chair, Audit Committee presented Paper 5, noting that, in line with the College's Financial Memorandum, the Audit Committee is required to produce an annual report to the Board of Management to provide an assessment of the adequacy and effectiveness of the College's system of internal control.</p> <p>Chair, Audit Committee noted that this paper had been considered by the Joint meeting of Finance & Resources and Audit Committees on 12 December 2022.</p> <p>Audit Committee Annual Report to the Board of Management 2021-22 was APPROVED by Board.</p>	

6.5	<p>Appointment of Senior Independent Board Member</p> <p>Clerk introduced Paper 6, noting that Andrew Comrie had been recommended by Chairs Committee for appointment to Senior Independent Board Member.</p> <p>Board APPROVED this appointment.</p>	
7.1	<p>UHI 2024 - update</p> <p>Interim Chair noted that Programme Board for UHI 2024 had now met 2 or 3 times and had established Terms of Reference and working arrangements.</p> <p>Interim Chair advised that there was evidence of real collaboration, realistic assessment of issues and understanding of the challenges facing UHI. Some of the workstreams have agreed immediate priorities and an external consultant has been engaged to advise on the Curriculum Review, and collectively there is a desire to show real pace to drive forward with the Project. Interim Chair noted there was understanding that the Project was not purely about making savings, that there will need to be some investment where required.</p> <p>Principal echoed the positive processes and good progress, noting that there was different feel than previous iterations of changed processes within the University. Principal did however note the need to determine how and where decisions are best made to avoid decisions being potentially challenged in the future.</p> <p>Principal noted that it would be some time before substantial savings were realised re the Shared Services workstream, and further noted a need for recognition of the time being given to the Project from across the Partnership.</p> <p>Interim Chair invited Chair of UHI Court to address the meeting in response.</p> <p>Chair UHI Court advised that the Interim Chair and Principal had provided a good summary of where the Project sat, and echoed that progress had been significant and momentum was building. Chair UHI Court noted that the biggest issue will be that of capacity, and ways to fund the Project to build on momentum were being looked at.</p> <p>Chair UHI noted the paper looked at by Board under Item 7.2, suggesting that the timing for the Project was perfect given the likely change in government policy. Chair UHI Court advised that UHI Court was fully supportive of the Project and keen to fund developments that are essential, leading to confidence that the work being done will result in transformative change.</p> <p>The floor was then opened to Board Members for comments and</p>	

	<p>queries.</p> <p>Board Member queried whether some of the timescales were realistic, given how close some of the targets were. Interim Chair advised that there had been no notification to Programme Board that timescales are not being met. Indications were that the timetable was challenging but direction is clear. Chair UHI Court suggested that there will be a better idea of timescales against targets around February/March; Principal agreed with this assessment.</p> <p>Board Member queried whether there were some quick wins to be gained in Estates, albeit this may be outside of the core focus of the Project. Chair UHI Court advised that a prioritisation process was under way, however restressed that cost savings were only a part of the Project.</p> <p>Board Member noted that the Project provided an opportunity to enshrine cultures as part of the process, eg around communications. Principal noted that this was something that could be improved, eg providing better information to staff re the process. Chair UHI Court agreed, and noted that the Project Manager will have a key role in ensuring everyone knows what is trying to be achieved and why.</p> <p>Interim Chair stressed the importance of the Workstreams not working in silos as this will be key to success.</p> <p>Principal noted the other work being done around Colleges Scotland's "Thinking The Unthinkable" discussions, which have been exploring what the future might look like across the tertiary sector and what has to change to achieve sustainability.</p> <p>Interim Chair thanked Chair UHI Court for attending and contributing to the discussion.</p>	
7.2	<p>Purpose & Principles for Post-School Education, Research & Skills</p> <p>Principal presented Paper 8, noting the intention that an in-depth discussion around this topic is facilitated via a Board Strategy Session in January 2023, utilising the Discussion Guide around the key principles noted in the Paper.</p> <p>Board NOTED Paper 8.</p>	
8.1	<p>Perth College Management Accounts to 31 October 2022</p> <p>Vice Principal (Operations) presented Paper 9, noting that the bottom line was currently showing as £700k better than Budget, but this did not include projected salary increases, and Residences</p>	

	<p>income had been posted earlier than budgeted for. It was also noted that there had been less spent on staff and travel costs due to the reduction in HE numbers.</p> <p>Board NOTED Paper 9.</p>	
9.1	<p>Streamlining of Board & Committee Procedures</p> <p>Clerk presented Paper 10, noting a number of proposed areas to improve procedures at Board and Standing Committees, including improved use of technology and a requirement for submitted papers to demonstrate a link to the new Strategic Plan before consideration.</p> <p>Following a brief discussion around implementation issues, Board APPROVED Paper 10.</p>	
10.1	<p>Enterprise Risk Management</p> <p>Vice Principal (Operations) presented Paper 11 for information, noting that the proposed new approach had been approved by Audit Committee. Vice Principal (Operations) advised that the current Strategic Risk Register would be reviewed in the new year to provide comfort that risks were being mitigated and managed while the ERM framework bedded in.</p> <p>Interim Chair queried the comments re Risk Appetite. Vice Principal (Operations) advised that these will need to be revisited within the operation of the ERM due to the scoring anomalies this may produce.</p> <p>Chair, Audit Committee noted that Audit Committee was committed to the ERM framework as it allows focus on depth rather than breadth surrounding risk, however pragmatic steps were required around the Strategic Risk Register.</p> <p>Board NOTED Paper 11.</p>	
10.2	<p>Key Performance Indicator Prioritisation</p> <p>Depute Principal presented Paper 12, noting that of the 37 overall KPIs, 13 of these would form the basis for the Balanced Scorecard, and further noting that Strategic Development Committee had endorsed the priority KPIs presented to the December meeting, with the addition of the Sustainability KPI around Reinvestment Planning</p> <p>Chair, Strategic Development Committee noted that SDC were comfortable with the approach being taken following extended review of the Indicators over the last few meetings.</p> <p>Interim Chair queried timings of roll-out of the Balanced Scorecard. Depute Principal advised that this would be from Board Cycle 3, as</p>	

	<p>previously promised.</p> <p>Board APPROVED the priority KPIs recommended for the Balanced Scorecard.</p>	
11	<p>Interim Chair's Report</p> <p>Interim Chair noted nothing verbal to report beyond UHI 2024 update.</p> <p>Interim Chair advised, in role of Chair of AST Board, that there was uncertainty around a major contract which could have a major bearing on the short- and medium-term fortunes of the business.</p>	
12	<p>Principal's Report</p> <p>Principal summarised Paper 13, highlighting the work on the Big Project and the Warm Space initiative.</p> <p>Principal provided a brief update on UHI Perth branding.</p> <p>Principal's Report was NOTED.</p>	
13	<p>HISA Perth Report</p> <p>Student Board Member summarised Paper 14, highlighting progress against the Plan of Work including increased engagement at events, contribution to the cross-HISA cost of living campaign, and the success in recruitment of Student Voice Reps.</p> <p>Student Board Member advised that capacity would be increased with the appointment of a Student Voice Assistant, and noted that an Interim Chief Executive was being recruited while a full-time staff member was recruited.</p> <p>Principal expressed dissatisfaction that students were being short-changed across the Partnership with staffing support levels (albeit not at a local level), and reiterated that, as Accountable Officer, there would be no permanent bar on campus.</p> <p>Staff Board Member queried the support provided to local officers from HQ. Student Board Member noted that there was Regional Officer support on a regular basis.</p> <p>HISA Perth Report was NOTED.</p>	
14	<p>Reinstatement of Voluntary Severance Scheme</p> <p>Principal presented Paper 15, seeking the reinstatement of a Voluntary Severance Scheme. Principal noted that a number of iterations of VSS ran over the last 2 years, but the scheme</p>	

	<p>terminated in July 2022 and requires Board approval to meet the needs of the RSB and SFC.</p> <p>Principal noted that EIS were in favour of a VSS reopening, but it was opposed by Unison. Chair SDC queried the impact of Unison non-engagement. Principal advised that there was no expected impact.</p> <p>Student Board Member queried the impact on frontline student services. Principal confirmed that no impact on such provision was part of the criteria for a VS scheme.</p> <p>Staff Board Member queried whether there was any targeting for particular areas of the College. Principal noted that EIS had raised the issue of the Curriculum Review which may lead to discussions, however this was unlikely to affect Professional Services, and, ultimately, the scheme is still voluntary.</p> <p>Board APPROVED the proposals laid out in Paper 15.</p>	
15	<p>Minutes of Board Standing Committees</p> <p>Board NOTED the following minutes of Standing Committees:</p> <ul style="list-style-type: none"> • Chairs' Committee, 14 November 2022 • Learner Experience Committee, 23 November 2022 • AST Board, 29 November 2022 • Strategic Development Committee, 05 December 2022 • Finance & Resources Committee, 12 December 2022 • Audit Committee, 12 December 2022 	
16	<p>Date & Time of Next Meeting</p> <ul style="list-style-type: none"> • Monday 27 March 2023 at 5:00pm 	
17	<p>Review of Meeting</p> <p>Board confirmed that the meeting had been conducted in line with the Terms of Reference.</p> <p>Condolences were extended to Jim Crooks following a recent family bereavement.</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 (except Item 14) ☒

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** ☒

Committee Cover Sheet

Paper No. 2

Name of Committee	Board of Management
Subject	UHI 2024 – Board Update
Date of Committee meeting	27/03/2023
Author	Rachel Cumberland UHI 2024 Programme Director
Date paper prepared	22/03/2023
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Summary of progress and key information issued to Boards of all Academic Partners within UHI
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	n/a
Action requested	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input type="checkbox"/> For approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	Aligns across all areas of Strategic Plan

Committee Cover Sheet

<p>Resource implications</p> <p>Does this activity/proposal require the use of College resources to implement?</p> <p>If yes, please provide details.</p>	<p>No</p>
<p>Risk implications</p> <p>Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk?</p> <p>If yes, please provide details.</p>	<p>Yes</p> <p>Likely impacts will require to be assessed under ERM</p>
<p>Equality & Diversity</p> <p>Does this activity/proposal require an Equality Impact Assessment?</p> <p>If yes, please provide details.</p>	<p>No</p>
<p>Data Protection</p> <p>Does this activity/proposal require a Data Protection Impact Assessment?</p> <p>If yes, please provide details.</p>	<p>No</p> <p>Click or tap here to enter text.</p>
<p>Island communities</p> <p>Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?</p>	<p>No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>
<p>Status</p> <p>(ie confidential or non-confidential)</p>	<p>Non-Confidential</p> <p>If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld:</p> <p>Click or tap here to enter text.</p>

Committee Cover Sheet

Freedom of Information

Please note that **ALL** papers will be included within 'open' business unless a justifiable reason can be provided.

Please select a justification from the list, below:

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] <small>Click or tap here to enter text.</small>	<input type="checkbox"/>

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

UHI 2024 Board of Management Update March 2023

Launched in November 2022, UHI 2024 is a transformational change programme formulated to make significant and radical change to how the UHI partnership operates at all levels to deliver a financially sustainable partnership for the future.

UHI 2024 is bringing our partnership together on a combined mission to review how we are performing, how we could work better together through shared services and how we remove complexity. With unprecedented support across our partners, UHI 2024 is underpinned by six key workstreams, outlined below, and each led by a partner principal. These leads have (and will) gather wider specialist groups of staff from across the partnership to define actions, timelines and key milestones for each workstream as well as an overarching strategy and vision for our partnership.

A programme board is overseeing project progress and reports to UHI Court. We recognise the requirement to ensure all Partner Boards of Management are fully and consistently informed of UHI 2024 activities and progress. Copies of the UHI Court programme updates will therefore be shared with all boards and the March update is included in appendix 1.

Workstream	Executive Lead
Curriculum	Professor Chris O'Neil, Principal, UHI Inverness Professor Neil Simco, UHI Deputy Principal (Academic and Research)
Shared Services	Dr Margaret Cook, Principal, UHI Perth
Executive Office	Professor Jane Lewis, Principal, UHI Shetland Vicki Nairn, UHI Interim Principal and Vice-Chancellor
Governance	Martin Jones, Principal, UHI Argyll Sheena Stewart, University Secretary
Strategy	Lydia Rohmer, Principal Designate, UHI North, West and Hebrides Vicki Nairn, UHI Interim Principal and Vice-Chancellor
People and Culture	Lorna Walker, UHI Vice-Principal Strategy, Performance and Culture

Details of UHI 2024 and its specific workstreams are being made available to all partnership staff through consistent updates in staff newsletters, principal emails, staff forums and via the [UHI 2024 SharePoint site](#). Additionally, specific questions can be directed to uhi2024@uhi.ac.uk.

Appendix 1: March 2023 Court UHI 2024 Update

Background

UHI 2024 is a transformational change programme formulated to make significant and radical change across UHI's operations. The overarching purpose of the programme is to deliver a step change to how the partnership operates by driving partnership wide, collaborative change initiatives and efficiencies to deliver a financially sustainable partnership for the future.

In September 2023 six workstreams were launched with a range of aims and objectives (see annex 1), each led by a partner principal(s). Workstream activity is progressing at pace as is work on developing a clear overarching timeline for the fully scoped programme of work. Activity is overseen by the UHI 2024 Programme Board and through close working with Partnership Council, Partnership Forum and UHI Court.

Overarching Progress

- **UHI 2024 Business Plan**

A business plan for UHI 2024 is in development, bringing together all workstreams, actions, milestones and proposed efficiencies into an overarching, partnership wide plan. This plan will be available from May 2023.

- **Communications**

Providing clarity on the purpose and direction of UHI 2024 across the partnership is a priority for the programme team. As of February 2023 the following actions have been taken:

- Development of Stakeholder Engagement Plan and Communications Protocol, signed off by Partnership Council.
- An initial communication release to all UHI Staff on 14 February.
- Regular updates in the UHI staff communication introducing the Curriculum workstream on the 6th March and Governance / Strategy on the 20th March.
- Development and launch of UHI 2024 SharePoint [UHI 2024 SharePoint](#) to all Partnership Staff.
- Development of terms of reference of a Union and Staff Representative Forum to discuss UHI 2024 activities.

- **GDPR**

- An article 26 Joint Controller Agreement has been drafted and is being shared with partners for review and then sign off to allow fuller sharing of data between partners for the purpose of UHI 2024.

- **Shared Services Principles and Board**

- Principles for shared services and the implementation of a partnership wide shared services board to make decisions on any shared services development has been agreed by partnership council and be set up to first focus on HR in the next couple of weeks.

Workstream Updates

Curriculum

- SMRS initial feedback session took place on 16th February to define UHI's competitive position in Scotland and was well received. SMRS are taking multiple actions forward and have moved onto phase 3 of the review process. Full details are available on the UHI 2024 SharePoint site.
- SMRS final report and recommendations to be shared on the 11th May. In the afternoon the partnership will make decisions on how to take recommendations forwards. All principals will be in attendance and all Chairs requested to attend online.
- Work has commenced with mapping interdependencies in the following areas:
 - Academic portfolio review and new faculty structures (implementation date Aug 2023)
 - Implementation of partnership wide KPIs (implementation date tbc)
 - implementation of new Admissions portal / process (implementation date September 2024)
 - Streamlining academic planning and approvals process (implementation date September 2024)

Shared Services

- Full list of in-scope shared services has been completed and prioritised. Leads are now being identified for each in scope area who will undertake investigation exercises of current status, possible future status and costs/efficiencies.
- Data collation on cost of staffing and systems of priority areas (and better identification of possible efficiencies) will be progressed once the article 26 Joint Controller Agreement has been signed by partners.
- Initial priority areas have been identified and options appraisals are being developed – HR/Payroll, Finance, Admissions and Marketing.
 - Implementation of a shared HR system between UHI Perth, UHI Inverness, Executive Office and UHI North, West and Hebrides is in the process of being scoped. The contractual deadline for agreement is mid-May.
 - The shared services board will support the development of the governance, service level agreement, data protection environment and other arrangements for the shared finance service between UHI Inverness and UHI North, West and Hebrides creating a template for other shared services.
 - Agreement was reached at Partnership Council to progress a single and consolidated approach to admissions to improve student recruitment and a detailed business case is being developed with launch of the new portal to be September 2024.
 - A sub-group lead is to be appointed for marketing and the shared services workstream will support that lead in the scoping of activities to be taken forwards and possible new structures for the partnership, including a fully integrated, collaborative marketing approach.

Focused EO

- Full summary of EO staffing data was provided for workstream review on 28 February. Review undertaken to define RSB functions, University functions and possible areas for shared services with partners.
- Recommendations fed in EO restructuring activities and shared services workstream.
- EO VS scheme outcomes communicated.

Governance

- Initial meeting to scope current and potential governance structures taken place.
- Meeting with University lawyers to identify possible governance structures for the future of the partnership and where barriers may be.

Strategy

- Strategy planning meetings undertaken with Court and Partnership Council.
- Updated draft strategic framework and vision provided to UHI Court for review.
- Full strategy document to be developed for June through consultation with staff, students and stakeholders across the partnership in April and May.

People and Culture

- Full summary of EO data provided and reviewed.

Annex 1: Workstream aims and objectives

Workstream	Executive Lead	Aim	Actions	Objectives	Targets / Efficiencies	Milestones	Date Due	Progress	Notes/progress/Issues
Curriculum	Chris O'Neil Neil Simco Hannah Richie Muir	To establish a partner-wide cohesive and cost-efficient tertiary curriculum which maximises student recruitment	Utilising data provided by all academic partners, carry out a comprehensive tertiary curriculum mapping exercise across all partners to establish what is being delivered by whom, to where, and establish the economics of this	To identify new curriculum areas likely to attract significant numbers of students, including RUK, online and international where appropriate	Non-controlled undergraduate core funded student numbers 5895fte by 2026/27 (current c4850fte) Removes risk of c£5M clawback	Consultancy out to procurement	Nov-22	COMPLETE	
			Agree a tertiary curriculum growth strategy and use this to determine new individual programmes of study which will optimise student recruitment	To identify existing curriculum areas where major revision is desirable to ensure that they are fit for future purpose, and thereby attractive to new student cohorts	Campus based international undergraduate students 243fte by 2028/29 (current 64fte) £2.108M additional income	Consultancy report complete	May-23		All work on track, partnership wide feedback and decision meeting on 11 th May
			Confirm a partnership wide approach to determining arrangements for programme discontinuation, especially where these are deemed to be uneconomic	To identify new and refreshed curriculum areas which will decrease the proportion of Highlands and Islands school leavers who are choosing to leave the region for their higher education	Campus based 'Rest of UK' undergraduate students 350fte by 2028/29 (current 119fte) £2.704M additional income	Curriculum priorities developed	Jul-23		

				To map further education and higher education curriculum to ensure that opportunities for progression are optimised			Validation, development and disinvestment	Dec-24		
				To identify any curriculum areas where retiral of programmes is desirable			New courses available	Aug-24		

Workstream	Executive Lead	Aim	Actions	Objectives	Targets / Efficiencies		Milestones	Date Due	Progress	Notes/progress/Issues
Shared Services	Margaret Cook	To establish clear recommendations on which shared services should be established to run across the whole academic partnership	Carry out a review of all non-teaching costs (purpose and structure) including a comparison against external benchmarks.	Implementation of shared HR system	10 - 20% reduction in staffing across shared services		Summary of all in scope shared services, prioritised	Mar-23	COMPLETE	
			Use this review to work-up costed models which demonstrate efficiency gains through the creation of a range of shared services across the academic partnership, to include for example registry, a common finance system, and human resources.	Development of finance shared service	10 - 30% saving in system duplication and support costs		Review of all non-teaching costs and systems audit	Apr-23		Initial review started, to be further developed by transformation team following data sharing agreement being in place
			Progress a clear implementation plan based for the creation of partnership wide shared services	Implementation of new admissions portal and consistent HE process			Development and implementation of shared services board	Apr-23		Approved 14 March 2023 in process of setting up board
				Development of partnership wide marketing strategy			Implementation plan for the development and roll out of shared services	May-23		
							Options appraisals for each shared service (detail tbc)	April 23 -		

								Dec 24		
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Workstream	Executive Lead	Aim	Actions	Objectives	Targets / Efficiencies		Milestones	Date Due	Progress	Notes/progress/Issues
Focused EO	Vicki Nairn Jane Lewis	To establish a more focused Executive Office based on customer need.	Conduct a customer focused review of partnership services provided by EO based on need in order to determine areas of activity that are required for regulatory purposes, what is highly desirable and what is less so.	Review current structure of EO and operating costs to achieve financial sustainability	EO cost saving of £2.4m by April 2023 through executive team restructuring and VS		Restructure of the senior team	Dec-22	Complete	
			Determine and progress actions in relation to the outcomes of the review, including the establishment of SLAs for in-scope Executive Office services.	Identify, classify, quantify and cost other activities undertaken by EO and conduct a 'Moscow' (must have, should have, could have) review of these non-regulatory activities	Indicative savings of £4m through wider EO restructuring and reduction in running costs		Run VS scheme for EO	Apr-23	COMPLETE	Review of applications and identification of successful applications complete. 50% of required target met
							Restructure of current EO – organisation re-aligned within current budget, identification of non-negotiable regulatory role requirements ahead of any functional changes, links to shared services work	Dec-24		Full data set of data re: EO structure available from 22.02.23 for review by WS on 28 February 2023 Timelines for restructuring EO in development by transformation team

							Review of restructured EO functions – where should academic entities and professional services be located?	Dec- 24		
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Workstream	Executive Lead	Aim	Actions	Objectives	Targets / Efficiencies		Milestones	Date Due	Progress	Notes/progress/Issues
Governance and Communication	Martin Jones Sheena Stewart	To create simplified governance structures, enhancing clarity of where the points of decision are, a clear understanding of roles and responsibilities and enhancing clarity of where accountability lies.	Implement a project to review the governance structure.	Baseline current governance structure	Clear, streamlined, readily understandable decision-making processes		Map current framework to single point of truth and document repository	Mar-23		Workshop to agree overarching approach to the framework and ideation of its broad visual representation complete. Collation of in scope relevant documentation
			Enhance partnership working through governance structures, improved transparency of decisions, and secure joined up decision making in order to engender trust, confidence and respect for decisions.	Develop possible future governance structures for the partnership	Simplification of the current governance systems		Produce induction material for new starters	Jun-23		
		To enhance partnership working through governance structures, improve transparency of decisions, and secure joined up decision making in order to engender trust, confidence and respect for decisions			Cost savings will accrue indirectly as less staff time will be spent on decisions		Rationalise committees and management groups through reviewing remits, updating standing orders, levels of observation, clarifying where decision making powers lie and board support	Jun-23		Initial observations on where the work will focus undertaken

							Identify scenarios for future governance structures. Mapping steps to implement structures and timeframes	Mar-24		Initial meetings taken place with university lawyers to identify parameters and constraints
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Workstream	Executive Lead	Aim	Actions	Objectives	Targets / Efficiencies		Milestones	Date Due	Progress	Notes/progress/Issues
Strategy	Lydia Rohmer Vicki Nairn	Develop an updated strategy for the UHI partnership	Develop new partnership strategy	To agree our collective ambition for 2030 and beyond (UHI futures)			Initial draft strategy to Court	Mar-23	COMPLETE	
			Develop new public facing strategic plan	To review our strategic positioning in a changing world			Final strategic plan to Court	Jun-23		
			Oversee development of relevant underpinning operational and strategic plans / target operating models	To agree a revised overarching strategy and underpinning plans			Underpinning operational and strategic plans in place	Dec-24		

Workstream	Executive Lead	Aim	Actions	Objectives	Targets / Efficiencies		Milestones	Date Due	Progress	Notes/progress/Issues
People and Culture	Lorna Walker	Enhance the staff experience and support the development of a culture of partnership	Establish a partnership wide people and culture strategy	Develop a collective understanding of what the UHI workforce looks like			Provide a summary of the EO workforce	Feb-23	COMPLETE	
			Secure enhanced standardisation of people practices, including areas such as development, workload allocation models, HR policies and guidelines	Increase employees voice at all levels			Support the development of standardised processes and a single HR system	Jan-24		
				Highlight strengths and weaknesses, allowing us to share/adopt the best practices of others			Production of a People and Culture Plan	Jun-24		
				Create a consistent employee experience						
				Create and embed an organisational culture with shared values and agreed behaviours (one UHI)						

UHI Perth – Principals Report

Board Meeting 27 March 2023

Paper 3

Introduction

This is always the busiest and longest term from Christmas to Easter and staff and students are finding it tough at the moment, the Easter break will be welcomed by all.

At the staff conference in February our theme was 'Respect', we are using one of our values for each conference and it was well received with perspectives on respect from staff and students, the students' input was a 'talking heads' video which summarised their views in a very focussed way. We also had music from our staff and students which is always fabulous. The afternoon sessions saw each team concentrate on their input into the strategic KPI process.

College Employers Scotland

Both TU's (EIS & Unison) are in dispute with the employers and are in the process of balloting for industrial action, at this time of year any industrial action will impact the exam and resulting process, and this will potentially have a negative impact on our students completing. The current offer on the table is 2% and there have been discussions with the government about funding to increase this offer given the current cost of living crisis.

Scottish Government Purpose & Principles work

This work continues with further iterations of the document, the comments from the Board's strategic development session have been fed into the process verbally at various sessions I have attended. The Civil Servants are coming back to Perth to have further discussions with us and to write up case studies which will hopefully be used in the final document.

Student Numbers

Our numbers in this year for FE continue to be on target however our HE numbers continue to be significantly below target, this is the trend across both UHI and the wider sector. It is anticipated that this is likely to be the trend in next year although we may exceed targets for FE but our funding for this will be capped so we need to ensure that we are not over delivering with no payment for that delivery. The SFC have reduced the targets for FE by 10%

whilst not reducing the income associated with it but at present it is not clear what this balance of income along with an additional £26m fund which colleges can bid for is intended to be used for, one view is that this will be to enable 'transformation' within the sector but there is no clarity at this point. We will feed any further information to the Board as it becomes available.

As part of our recruitment activity for next year we held an Open Day on Saturday 11 March, and this was well attended with students signing up for next year. This activity will continue till August to maximise our numbers.

Thinking the Unthinkable

This work is continuing and focussed workstreams have been developed, I am on both the Workforce and the Strategic themes. The intention is to be in a position to give the Scottish Government a view on how the sector can transform in the scenario of flat cash (at best) for the next 5 years.

HMI Visit

We had our HMI Team visit on 11 January for a very successful session, we now have a very positive report and this will go through the next Board cycle with Joe Mulholland, our lead inspector presenting to the Board.

HISA

There have been significant changes at HISA centrally with the CE leaving and an interim CE been put in place for 6 months whilst the post is filled permanently. There continue to be significant concerns over the ability of our local staff and officers to deliver the required level of service to our students in Perth, this was discussed extensively at the Learner Engagement Committee but is of relevance to the wider Board.

There are significant changes planned at HISA which will see the following changes –

- Officers will be appointed for a 10 month term not the 12 months as at present, this will mean that from a governance perspective we will not have students Board members for the latter part of cycle 4 ie there will be no input into the budget setting process from our students, this would a key failure of governance.
- Officers would not be available for the full planning period for Freshers, one of the key parts of their year as Officers.

- Regional HISA officers are to be paid at a higher rate than our local Officers.

We are currently one full time member of staff short and there is no sign of an appointment being made, this post has been vacant since September and has put an unacceptable strain on both our Officers and our local staff but most importantly has a negative impact on our students. At the same time Partnership Council has been asked for additional income for a change project. The overall HISA budget is c£850k of which Perth contributes the largest partner share of c£68k, EO fund a significant part of the budget paid for through the top slice from partners.

I have met with both the outgoing and the incoming CE and raised these concerns and it is imperative that these matters are resolved as a matter of urgency.

Campus Development

We continue to have discussions with the Council on this and are planning a Board Strategic Development session in April to develop our vision for the potential new campus, dates will come out for this.

Committee Cover Sheet

Paper No. 4

Name of Committee	Board of Management
Subject	Corporate Parenting Strategic Plan
Date of Committee meeting	27/03/2023
Author	Deborah Lally – Head of Student Experience
Date paper prepared	14/03/2023
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	As an educational establishment, we have a responsibility as a corporate parent to meet the needs of looked after children, young people and care leavers. This strategic plan informs us of how we will do this.
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	Student Engagement Group College Management Team
Action requested	<input type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input checked="" type="checkbox"/> For approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	Excellence in Learning and the Learner Experience; College Growth and Ambition; Partnerships and Collaboration Corporate parenting - Looked after children - gov.scot (www.gov.scot)

Committee Cover Sheet

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 UHI Perth, or mitigate against existing risk? If yes, please provide details.	Yes/ No Click or tap here to enter text.
Equality & Diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please provide details.	Yes/ No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please provide 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 (ie confidential or non-confidential)	Non-Confidential If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld: Click or tap here to enter text.

Committee Cover Sheet

Freedom of Information

Please note that **ALL** papers will be included within 'open' business unless a justifiable reason can be provided.

Please select a justification from the list, below:

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] <small>Click or tap here to enter text.</small>	<input type="checkbox"/>

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

UHI | PERTH



UHI | PERTH
Goodlyburn Building

Corporate Parenting Strategic Plan

Our Vision

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

Our Values

We will act with integrity in everything we do, we will be:

Student Centred

Innovative

Ambitious

Respectful

Inclusive

Collaborative

Regional Context

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

UHI is an integrated university encompassing both further and higher education and part of a new breed of tertiary institutions, the only one in Scotland and one of only a few in Europe.

A diverse and flexible partnership serving their communities and connected to their needs offering flexible and supported learning from access level to PhD.

UHI have 31,000 students at the heart of the partnership and routinely exceeds student activity targets and surpasses many sector benchmarks of performance.

UHI Perth Context

The city of Perth is located with 50 miles of 90% of Scotland's population, in the local authority of Perth and Kinross.

The population of Perth and Kinross in 2021 was 151,900, a 0.1% increase from 2019.

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.

UHI Perth is proud to serve the needs of its local area, as well as the wider Highlands and Islands Region and beyond.

“UHI is an integrated university encompassing both further and higher education and part of a new breed of tertiary institutions, the only one in Scotland and one of only a few in Europe.”



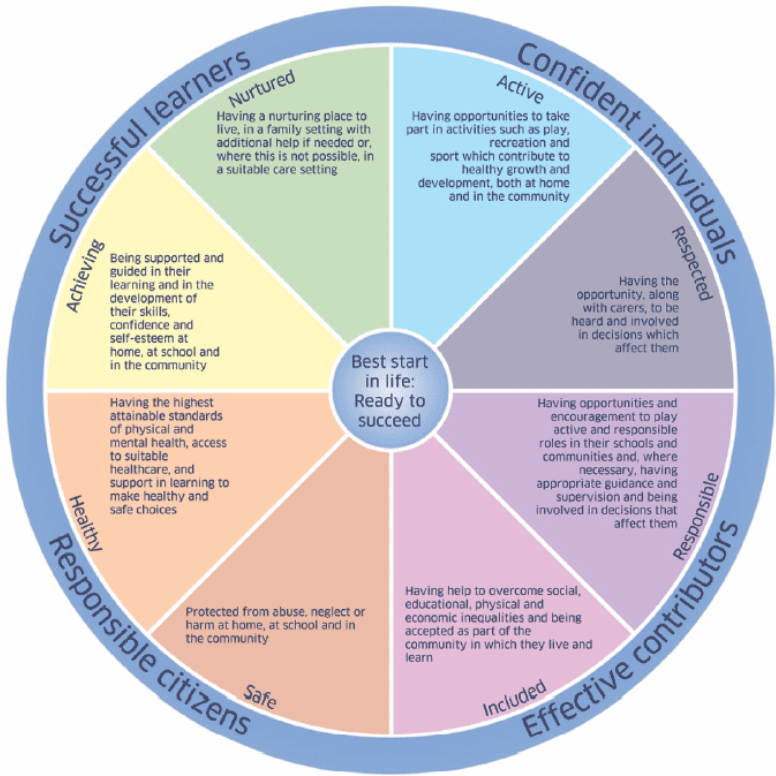
Corporate Parenting

Introduction

The Children and Young People (Scotland) Act 2014 defines corporate parenting as ‘the formal and local partnerships between all services responsible for working together to meet the needs of looked after children, young people and care leavers’.

Statutory guidance on Part 9 (Corporate Parenting) of the Children and Young People (Scotland) Act 2014 defines corporate parenting as: ‘an organisations performance of actions necessary to uphold the rights and safeguard the wellbeing of looked after children or care leavers, and through which physical, emotional, spiritual, social and educational development is promoted.

Section 96(2) of the Act describes the term of wellbeing in terms of eight indicators. These eight indicators are known collectively by the acronym SHANARRI, as illustrated in the SHANARRI wellbeing wheel shown above.

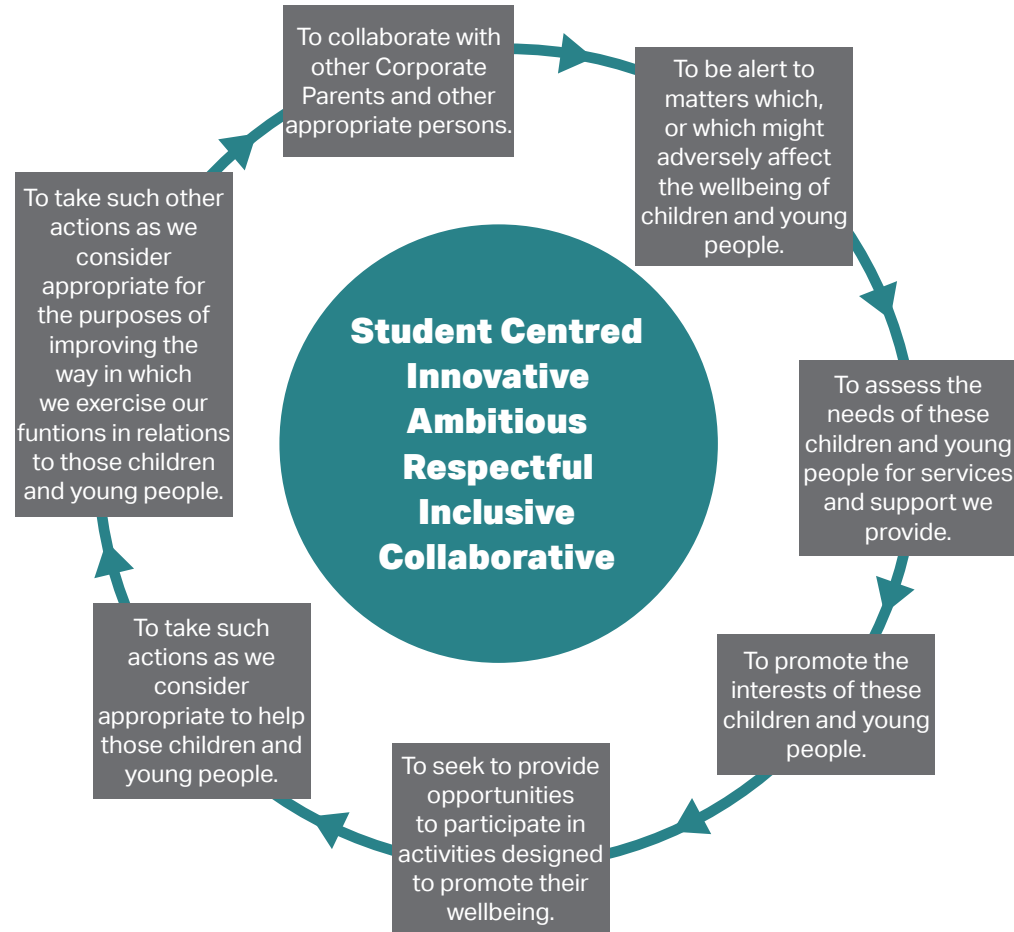


In practice the eight indicators can be interconnected and overlapping. When considered together they give a holistic view of each child or young person. They enable the child or young person, and the adults supporting, to consider strengths, as well as any obstacles they may face to growth and development.

A young person may become a care leaver if they cease to be looked after on, or at any time, after their sixteenth birthday. The Act also states that this also applies to every child who is looked after by a local authority, and every young person who is under the age of 26.

A corporate parent's duties apply equally to all looked after children, regardless of their age, gender, location or placement type.

Under Section 58 the corporate parenting responsibilities that we are committed to are set out as:



We will do this through:

Being alert

The Student Engagement Group, which has representation from each area of the College, including HISA Perth to oversee the delivery and monitoring of the Corporate Parenting Strategic Plan.

Continuing to encourage applicants and students to disclose to us that they are care experienced to ensure timeously introduction to key support staff and to be able to prioritise funding and residences applications. Students initially have opportunities at the time of applying for courses and/or funding; and enrolling to disclose to us that they are

care experienced. Students also have access to their own record throughout their time with us which includes being able to update their contact details and monitor their progress.

Through the BRAG process, monitor and track students performance and attendance, intervening early when there are signs of disengagement, supporting them to get back on track, improving retention and attainment.

Continuing to deliver various awareness sessions to class groups covering topics such as, but not limited to; bullying, exploitation, e-safety, PREVENT. Building up their resilience for the world of today.

Assessing the needs

- Continuing to allocate a key contact person as soon as is practically possible, offering an individualised needs assessment and tailored support and advice regarding funding, digital support requirements, wellbeing and learning support.
- Continuing to promote all the services that support learning, including additional support, counselling, health and wellbeing services, and study skills, ensuring that these services are being utilised to their full potential for students to be successful in their studies.
- Continuing to support staff development with regards to training and professional qualifications to ensure timeously psychometric/diagnostic testing, putting support mechanisms in place right from the start.
- Our Careers and Guidance Team to support those applicants where they have not been successful in their course choice, exploring other potential alternatives.
- To continue to monitor key performance indicators, identifying strengths, weaknesses, opportunities and threats, allowing us to respond, intervene and /or take action where appropriate.

Promoting the interests

- Care experienced students will be given a key contact in Student Services throughout their time at College. This key worker will provide a tailored support package which can include visits to College prior to commencing their studies, support to ensure everything is in place from day one, including additional support and funding
- Continuing to offer our 'Get Ready for College' course, introducing key staff members and build familiarisation with the campus layout and grounds.
- Key staff members to continue to engage and build relationships with external stakeholders, including other organisations and agencies, delivering presentations that will promote the support provided at the College for our Care Experienced students.
- Continue to offer a Graduation Bursary to ensure those eligible to graduate are able to access and participate in the graduation ceremony.
- Continue to offer free breakfasts and other initiatives (e.g. the big project) to ensure our students have the opportunity to eat a health breakfast, helping them to focus throughout the day on their studies, improving retention and attainment.

Providing opportunities

- Continue to develop and deliver activities, events and campaigns to support student mental health and wellbeing, such as Time to Talk; Healthy Relationships; Celebratory Days; History Months; Stress Awareness; Sexual Health Matters; Mental Health Awareness; Decider Skills
- Continue to promote and build on a variety of groups (e.g. LGBTQIA+ Group, Neurodiversity Group) where students can share their experiences with their peers. The aim of these groups is to celebrate our differences where students have a space to chill out, enjoy activities, socialise and be accepted for who they are and their many strengths
- Continue to offer a discounted price to join both the Gym and Climbing Wall, promoting positive health and wellbeing
- Continue to explore and build into the curriculum, volunteering and work-placements, giving our students an insight into the World of Work, providing invaluable experience including the opportunity to work with a more diverse groups of people.
- Continue to work collaboratively with HISA Perth actively listening to feedback from students and exploring further opportunities with regards to clubs and societies.

Taking action

- To put in place and continue to review any reasonable adjustments, removing physical barriers or providing extra support both in the classroom and exams (where appropriate).
- To ensure reasonable adjustments are clearly written in personal learning support plans, that they are easily accessible and shared with those who need to know, allowing for measures to be implemented effectively and successfully.
- To continue to operate and promote our Crisis Support Daily Rota, ensuring that students who need non-medical emergency support receive it.
- To continue to operate and promote our Drop In Hub, ensuring that students who need time out or just time on their own, have the space to do so.
- To continue to review and monitor any waiting lists for support services, to ensure we can minimise this as much as possible and students get the contact they need within time constraints.
- Our Student Engagement Team to continue to be visible to all students, forming good professional relationships, as this can sometimes be a first point of contact for students share issues, concerns or seeking support and not to sure where to go.
- To continue to promote and raise awareness of the 24/7 ‘Spectrum Life’ support that is available to our students with regards to their health and wellbeing.
- To continue to promote and raise awareness of the 24/7 ‘Residences’ support that is available to our students who are experiencing issues in the residences including supporting their health and wellbeing, signposting or initiating contact with other agencies.
- To continue to encourage staff to access relevant e-learning, having a greater understanding of the needs of care experienced students
- Mandatory staff training to raise awareness

Collaborating

- Working collaboratively, where we may have a duty under Section 20 of the Post 16 Education (Scotland) Act 2013: to share, provide support and guidance, co-ordinating activities that could prevent unnecessary duplication and sharing responsibility:
- To continue to engage and work in partnership with Skills Development Scotland (SDS)
 - To continue to be active members of the UHI Priority Group Forum
 - To continue to be active members of the Perth and Kinross Corporate Parenting Committee
 - To continue to be active members of the Perth and Kinross Child Protection Committee
 - To continue to be active members of the Perth and Kinross Adult Protection Committee
 - To continue to be active members of the Perth and Kinross Looked After Strategic Forum
 - To continue to actively work with schools
 - To continue to actively engage with Who Cares? Scotland
 - To continue to develop existing links with Throughcare Aftercare, Foster Care and Kinship Care teams across Perth and Kinross
 - To continue to develop and actively engage the School/ College Partnership

Relevant Legislation

- Children and Young People (Scotland) Act**
- Children (Leaving Care) Act 2000**
- Data Protection Act 1998**
- Equality Act 2010**
- Human Rights Act 1998**
- Local Government in Scotland Act 2003**
- Mental Health (Care and Treatment) Scotland Act 2003**
- Post 16 Education (Scotland) Act 2013**
- Protecting Vulnerable Groups (Scotland) Act 2007**
- Public Bodies (Joint Working) (Scotland) Act 2014**
- Social Work (Scotland) Act 1968**
- Social Care (Self-Directed Support) (Scotland) Act 2013**
- Statutory Guidance on Part 9 (Corporate Parenting) of the Children and Young People (Scotland) Act 2014**
- The UN Convention of the Rights of the Child (UNCRC)**

UHI | PERTH

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Committee Cover Sheet

Paper No.5

Name of Committee	Board of Management
Subject	Perth College Development Trust Governance
Date of Committee meeting	27/03/2023
Author	Veronica Lynch, Vice Principal External
Date paper prepared	17/03/2023
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	<p>This paper provides an update on the progress to date on the work undertaken to review the rationale for retaining/ dissolving Perth College Development Trust whilst still being able to undertake philanthropic activity to support the viable implementation of key strategic projects at UHI Perth.</p> <p>It is recommended that the Board:</p> <ul style="list-style-type: none">i) Note the review undertaken to determine the future approach of UHI Perth's Development and Alumni activity.ii) Subject to approval of Gannochy Trust funding bid, engage with Gannochy Trustees to obtain permission to transfer current funding application from Perth College Development Trust to UHI Perth.iii) Endorse the recommendation to dissolve the Perth College Development Trust and undertake closure process through OSCR.iv) Endorse future discussions to take place with UHI Advancement and Alumni Engagement Team to agree the optimal customer focussed and time effective collaborative approach to maximising fundraising activity for UHI Perth.v) Note the plans to refresh UHI Perth's Development Strategy within the next board cycle.
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	Strategic Development Committee Finance and Resources Committee Perth College Development Trust

Committee Cover Sheet

Action requested	<input type="checkbox"/> For information <input type="checkbox"/> For discussion <input checked="" type="checkbox"/> For endorsement <input checked="" type="checkbox"/> For approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	Financial Sustainability
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 UHI Perth, or mitigate against existing risk? If yes, please provide details.	Yes/ No Click or tap here to enter text.
Equality & Diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please provide details.	Yes/ No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please provide details.	Yes/ No Click or tap here to enter text.

Committee Cover Sheet

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 (ie confidential or non-confidential)	Confidential If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld: Until all decisions on governance and fundraising proposals are concluded with UHI and actions implemented.

Freedom of Information

Please note that **ALL** papers will be included within 'open' business unless a justifiable reason can be provided.

Please select a justification from the list, below:

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 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] Click or tap here to enter text.	<input type="checkbox"/>

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

INTRODUCTION

Following the discussions in December 2022 and 2 March 2023 at Strategic Development and Finance and Resources Committees, this paper provides an update on the work undertaken to review the rationale for retaining/ dissolving Perth College Development Trust whilst still being able to undertake philanthropic activity to support the viable implementation of key strategic projects at UHI Perth.

BACKGROUND

The current governance structure of UHI Perth's Development Trust is an arms-length body independent from the College. Appendix 1 outlines the Terms of Reference for the Development Trust. There is a Development Committee which sits underneath the Trust with a focus on targeting individuals of high net worth and organising events to attract funds to the College. Since its inception in 2004, £8.5m has been raised in partnership with the College. The Terms of Reference of the Development Committee are noted at Appendix 2.

The existing Trust Deed complies with current charities legislation overseen by OSCR and a separate set of accounts are produced annually audited by Henderson Loggie and lodged with OSCR.

The College's external auditors' feedback in consecutive reports relating to capacity constraints within UHI Perth's Finance Team prompted the Vice Principal Operations and Head of Finance to explore whether there would be any restrictions in undertaking philanthropic activities directly rather than through the Development Trust. With the ONS reclassification of the College as a public body preventing the retention of reserves, it is important that any decision is in the best interests of UHI Perth.

Raising funds to support UHI Perth Strategic projects remains a priority and the Board are requested to note the current Strategic Priority Projects outlined in Appendix 3.

It is recommended that an optimum structure with reduced complexity and administrative burden should be implemented to ensure that the Finance Team capacity constraints are eased, and our 0.5 FTE Development Trust and Alumni Manager can spend as much time raising funds and less time focusing on the administration of the Trust.

IMPLICATIONS OF DISSOLVING PERTH COLLEGE DEVELOPMENT TRUST

Work has been undertaken by the Finance and Development Trust Teams to determine whether the Perth College Development Trust should be retained.

The following implications have been assessed:

1. UHI Perth Finance Team have explored any potential implications on retention of larger amounts of cash raised through the Trust in relation to restrictions we face as a result of UHI Perth's status as public a body. This has involved discussions with other Colleges as well as seeking accounting advice over the SFC's view over the treatment of and philanthropic reserves within the cash flow return (CFR) process. UHI Perth's cash position is projected to remain tight for several years as highlighted within the most recent FFR. Therefore, holding too much cash is unlikely to be a concern. Other Colleges undertaking fundraising activity verify this situation, however, note that SFC can always choose to implement restrictions on providing cash support where ringfenced cash is held. This is deemed to be a low risk.

2. The Development Trust Team have undertaken a review of which Trusts and Foundations that UHI Perth would be unable to bid to for funds directly should the Development Trust no longer exist. While different trusts would be targeted for different campaigns, the trusts supporting education and skills were reviewed. Out of a total of 55 Trusts identified, only 3 would prohibit applications from organisations with over £2m revenue. In addition, the Gannochy Trust would not fund organisations with reserves. UHI Perth having no reserves still makes this trust eligible.

This relatively small number of Trusts and Foundations that would be closed to a bid from UHI Perth rather than through the Development Trust is a low risk and therefore not deemed to be a factor in any decision over the need to retain the Trust. Should the Board endorse the recommendation to dissolve the Trust, this will also remove the need for the Perth College Development Trust deeds to be amended to remove the current personal liability relating to the Trust by the UHI Perth Chair and Principal.

In addition, a discussion with the Gannochy Trust would be taken to review any potential implication over the current bid of £300,000 over 3 years to increase STEM engagement within schools with a particular focus on early years and primary education pupils. A decision is expected in early April. This bid would be submitted from UHI Perth rather than through the Development Trust.

UHI DEVELOPMENT AND ALUMNI STRUCTURE

We have discussed our proposal to dissolve the Perth College Development Trust with the UHI Advancement and Alumni Engagement Team. UHI confirmed that they had taken a similar decision in 2014 to dissolve the UHI Development Trust. At that time, there were two options for the future governance of philanthropy.

- i. The continuation of an independent charitable trust (the University of the Highlands and Islands Development Trust).
- ii. The creation of a 'Development Board' or similar within the university governance structure.

Within these two options, there were two further options as to the functions to be undertaken by either an independent charity or an 'in-house' development board. These were:

- To continue a responsibility for fundraising alongside the stewardship role.
- To restrict the responsibility of either the trust or a development board to stewardship.

UHI Court opted to dissolve the independent trust in 2015 and to create a Development Committee to support fundraising and the stewardship of funds. This committee reports to the Court's Finance and General Purposes Committee and oversees the funds raised by UHI's Advancement and Alumni Engagement activity for the full UHI partnership. UHI Perth have benefitted from and will continue to benefit from funds raised by this central UHI team.

Discussions have taken place in relation to greater collaboration between UHI Perth and the UHI team including the potential for sharing team resources and consideration of how the existing UHI Development Committee structure can work to support fundraising towards UHI Perth's strategic projects.

While the proposed UHI Together Campaign has been paused due to senior staffing changes at UHI, a closer working relationship with UHI Development and Alumni Team is identifying areas where we can pool our resources to achieve a bigger overall return. This will be included within the refreshed Development Trust Strategy once this has been quantified. UHI Perth Strategic projects that will be targeted for funding by the Development Trust are included at Appendix 3.

Should UHI Perth consider engaging with UHI's Development Committee, funds sourced and ringfenced for Perth would be able to be managed consistently along with all other UHI funds and allocated to UHI Perth or in the form of scholarships directly to students. We could consider accessing this UHI central resource in full or as a subset Campaign Board type approach led from Perth for each UHI Perth strategic projects.

These discussions will continue to determine the optimal way forward including the most transparent and customer focussed approach while being the least resource intensive approach, thereby gaining economies of scale for the return on staff time investment.

RECOMMENDATIONS

It is recommended that the Board:

- i) Note the review undertaken to determine the future approach of UHI Perth's Development and Alumni activity.
- ii) Subject to approval of Gannochy Trust funding bid, engage with Gannochy Trustees to obtain permission to transfer current funding application from Perth College Development Trust to UHI Perth.
- iii) Endorse the recommendation to dissolve the Perth College Development Trust and undertake closure process through OSCR.
- iv) Endorse future discussions to take place with UHI Advancement and Alumni Engagement Team to agree the optimal customer focussed and time effective collaborative approach to maximising fundraising activity for UHI Perth.
- v) Note the plans to refresh UHI Perth's Development Strategy within the next board cycle.

PERTH COLLEGE DEVELOPMENT TRUST

Purpose

Perth College Development Trust (PCDT) supports Perth College UHI to deliver its strategic objectives and an enhanced student experience by ensuring the governance of the Development Trust complies with OSCR legislation.

Ethos and Values

Ambition, Integrity, Respect

Structure

PCDT is an arms-length organization to Perth College UHI which is registered as a charitable organization. Annual updates on PCDT activities, progress and achievements will be provided to Perth College Board.

PCDT will provide a governance structure to support the management of all funds generated by Perth College and the Perth College Development Committee (PCDC). All funds generated will be re-invested for the benefit of Perth College UHI student experience as detailed in the revised Trust Deed.

PCDT Remit

- Undertake the governance of the PCDT and any associated funds held within the Trust.
- Act as an ambassador of Perth College UHI, raising the profile of the work of the College

Meetings

Meetings will take place bi-annually and will be coordinated by the Chief Operating Officer and the Vice Principal External.

Membership

Membership will comprise the College's Board Chair, the College Principal and 2 independent individuals who have an interest in supporting the strategic priorities and an enhanced student experience of Perth College UHI.

Members should be willing to attend a minimum of 2 x 2hr meetings per annum, as well as support at least one additional College and/or external events throughout the year.

Strategic Fundraising Priorities of PCDT

Identify and attract funders to enhance the student experience at Perth College UHI, particularly relating to:

- Research, project development, direct funding awards, peer support initiatives, equipment and facilities
- Target audiences - care experienced, vulnerable, disadvantaged and disengaged individuals to increase their opportunities
- Target interventions - learning, skills development, work experience, innovation, enterprise, health and wellbeing

PERTH COLLEGE DEVELOPMENT COMMITTEE

Purpose

Perth College Development Committee (PCDC) through Perth College Development Trust (PCDT) supports Perth College UHI to deliver its strategic objectives and an enhanced student experience by generating increased external fundraising activities.

Ethos and Values

Ambition, Integrity, Respect

Structure

PCDC is a sub-committee of PCDT which is arms-length organization to Perth College UHI which is registered as a charitable organization. All funds generated by PCDC will be re-invested for the benefit of Perth College UHI student experience.

Remit

PCDC remit will be:

- Act as an ambassador of Perth College UHI, raising the profile of the work of the College
- Identify potential funders/ donors to support Perth College UHI strategic objectives
- Enable introductions to Perth College UHI of new prospects and individuals of high net worth
- Provide advice and support to enable regular gift donations to Perth College UHI
- Identify and assist with the delivery of fundraising projects and activities
-

Meetings

Meetings will take place quarterly and will be co-ordinated by the Development and Alumni Manager

Membership

Membership will comprise 6-8 individuals who have an interest in supporting the strategic and priorities and an enhanced student experience of Perth College UHI. Membership will include the Vice Principal External and the Chief Operating Officer.

Members should be willing to attend a minimum of 3 x 2hr meetings per annum, as well as support at least one additional College and/or external events throughout the year.

Strategic Priorities

Identify and attract funders to enhance the student experience at Perth College UHI, particularly relating to:

- Research, project development, direct funding awards, peer support initiatives, equipment and facilities
- Target audiences - care experienced, vulnerable, disadvantaged and disengaged individuals to increase their opportunities
- Target interventions - learning, skills development, work experience, innovation, enterprise, health and wellbeing

UHI PERTH STRATEGIC INVESTMENT PROJECTS 2023-2030)

Perth College Development Trust are targeting funding for the following strategic projects:

1. **From Birth to Doctorate at UHI Perth Community Campus** – (Masterplan with PKC under development £100m+ supported by Scottish Futures Trust who expect a collaborative funding bid within 12 months). These discussions with PKC are currently confidential due to implications for other education provision within Perth city. Estimated completion date 2027/28
2. **Aviation Academy for Scotland** - £6m capital funding already in place through UK Government TCD. Sub projects which will be targeted at different philanthropic audiences as a collective or as stand-alone projects include, UHI Perth Aviation Engineering Centre of Excellence, UHI Perth Sustainable Energies Academy (incorporating sustainable transport, offshore wind, green skills), UHI Perth STEM Centre for Resilience and Wellbeing (Gannochy Trust interest with invitation to discuss project with Trustees. £300k bid submitted with decision April 2023), UHI Perth Innovation Centre, Composites Centre. (Timing for £6m investment could be immediate, however decision on location of investment now linked to broader Estate Strategy investment outlined in above project so likely project investment start timescale in 2023/24). Parallel Pilot Training Academy at Dundee Airport. Strong connectivity with Boeing in Moray (Moray Growth Deal). UHI Perth College supporting UHI Moray through AST and Perth Engineering Team.
3. **Hospitality Finishing School** - £2m Scottish Government TCD already awarded. Project Manager started December 2022. TCD project start date September 2023 (subject to BJC approval date). Strategic relationships with Gleneagles and other Perthshire Hotels in place.
4. **Academy for Sport, Wellbeing and Resilience** - £160k already raised from philanthropic donations plus £75k capital from Sports Scotland for all weather sports pitches. Planning permission granted. UK Shared Prosperity bid of £115k submitted. A further £22k has been raised and invested in a wellness garden officially opened by Aviva on 26 October 2022.
5. **Centre for Creative Confidence** - £177k employability revenue funding raised plus UK Shared Prosperity revenue funding bid of £500k submitted with agreement to proceed at risk by PKC ahead of funding formally awarded.
6. **Student Residences** – UHI Perth currently has 3 blocks on campus with 72 beds available. Demand within Perth City would easily double that number. Opportunity for private developer to undertake this development within Perth City Centre or on campus.

Committee Cover Sheet

Paper No.6

Name of Committee	Board of Management
Subject	Management Account h1 22/23
Date of Committee meeting	27/03/2023
Author	Iain Wishart
Date paper prepared	24/02/2023
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Financial position through the first half of 22/23
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	Reviewed at joint meeting of Finance & Resources and Strategic Development Committees, 02 March 2023
Action requested	<input checked="" type="checkbox"/> For information <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input type="checkbox"/> For approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	Reflects on use of resources and gives an indication of our financial sustainability position/risk.

Committee Cover Sheet

<p>Resource implications</p> <p>Does this activity/proposal require the use of College resources to implement?</p> <p>If yes, please provide details.</p>	<p>No</p>
<p>Risk implications</p> <p>Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk?</p> <p>If yes, please provide details.</p>	<p>Yes</p> <p>Financial sustainability is part of our strategic risk register.</p> <p>Click or tap here to enter text.</p>
<p>Equality & Diversity</p> <p>Does this activity/proposal require an Equality Impact Assessment?</p> <p>If yes, please provide details.</p>	<p>No</p>
<p>Data Protection</p> <p>Does this activity/proposal require a Data Protection Impact Assessment?</p> <p>If yes, please provide details.</p>	<p>No</p> <p>Click or tap here to enter text.</p>
<p>Island communities</p> <p>Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?</p>	<p>No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>
<p>Status</p> <p>(ie confidential or non-confidential)</p>	<p>Non-Confidential</p> <p>If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld:</p> <p>Click or tap here to enter text.</p>

Committee Cover Sheet

Freedom of Information

Please note that **ALL** papers will be included within 'open' business unless a justifiable reason can be provided.

Please select a justification from the list, below:

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"/>

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

UHI Perth

Financial Performance Review

Q2 22/23



Group Overview

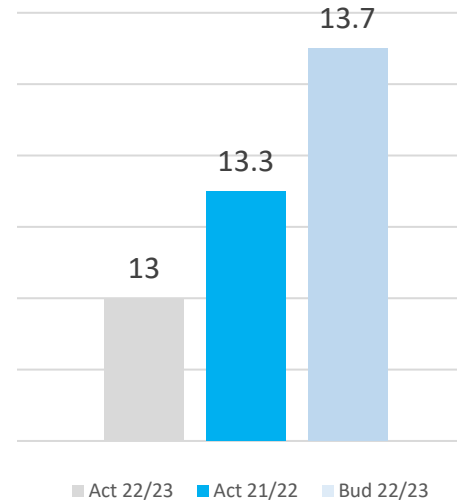
The year to date deficit is in line with expectations arising from the shortfall in HE FTE performance. There should be some improvement in these figures in the rest of the year but the majority of enrolments should have happened by now.

Actual HE Funding figures are based on actual enrolments.

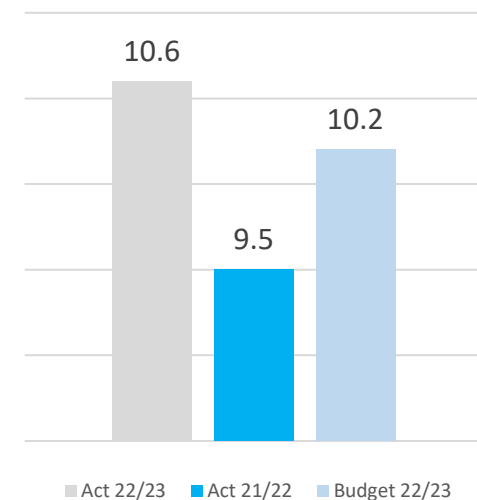
There is a potential release, by UHI, of legacy ESIF funding in the coming months which may offset some of the HE reduction.

Staff cost increases against budget and prior year are due to applying an estimate for 22/23 of 6%, double the budget estimate. The impact of the increased pay award is all recorded against services at the moment and not spread across all areas.

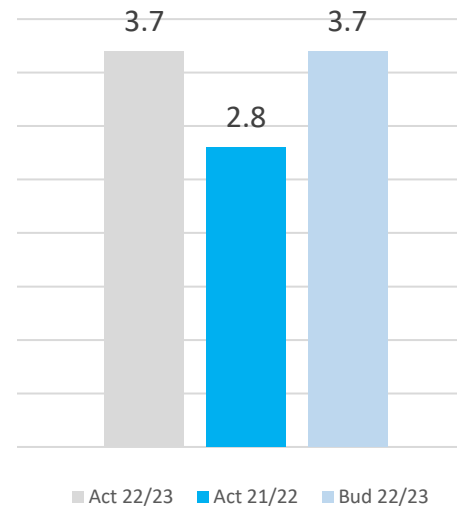
YTD Income (Excl Bursary) £M



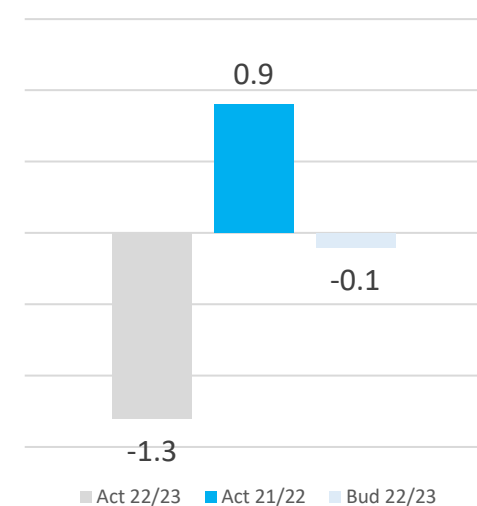
YTD Staff Cost £M



YTD Non-Staff Cost £M



YTD Surplus/Deficit £M



Group Overview v Budget

The Gross Profit of the academic areas, driven by income shortfall, are now behind the budget rate of 32.3%. This compares with the businesses who are at still only at a Gross Margin of 2.6%.

Actual staff costs now include an estimate for a 6% national bargaining pay award to cover the period from September to January against our budget assumption of 3%. Note the impact of the pay award is all shown in services and not spread across each area.

Actual £K

Actual YTD 22/23	Academic	Business	Services	Total
Funding	7,495	0	731	8,226
Tuition Fees	1,247	917	178	2,342
Commercial	1,229	667	506	2,401
Total Income	9,970	1,584	1,415	12,969
Staff Costs	6,483	1,012	3,062	10,556
% Income	65.0%	63.9%	216.4%	81.4%
Non-Staff Costs	727	531	2,425	3,683
% Income	7.3%	33.5%	171.4%	28.4%
AOP Surplus/(Deficit)	2,761	40	-4,072	-1,271
% Income	27.7%	2.6%	(287.8)%	(9.8)%

Budget £K

Academic	Business	Services	Total
8,166	0	379	8,544
1,831	880	0	2,712
1,492	556	430	2,478
11,489	1,436	808	13,734
6,424	1,048	2,700	10,173
55.9%	73.0%	334.0%	74.1%
923	467	2,265	3,654
8.0%	32.5%	280.1%	26.6%
4,142	-79	-4,157	-93
36.1%	(5.5)%	(514.2)%	(0.7)%

Variance £K

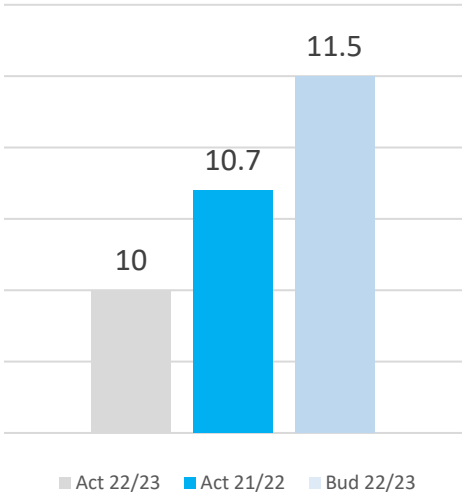
Academic	Business	Services	Total
-671	0	352	-318
-584	37	178	-370
-263	111	76	-77
-1,519	147	607	-765
-58	36	-361	-383
	24.6%	-59.5%	
196	-64	-161	-29
	-43.7%	-26.5%	
-1,381	119	85	-1,177

Academic Performance

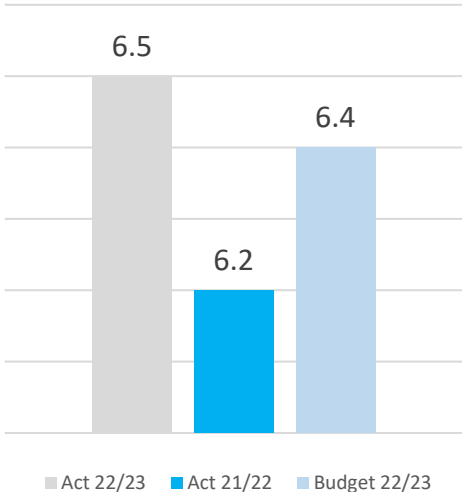
You can see that, due to income shortfall, the Gross Margin for academic areas is now behind both budget and prior year.

Staff costs are slightly higher than budget, primarily driven by STEM and ALS. The estimated pay award increase has been charged to a central admin code so is not impacting on academic performance.

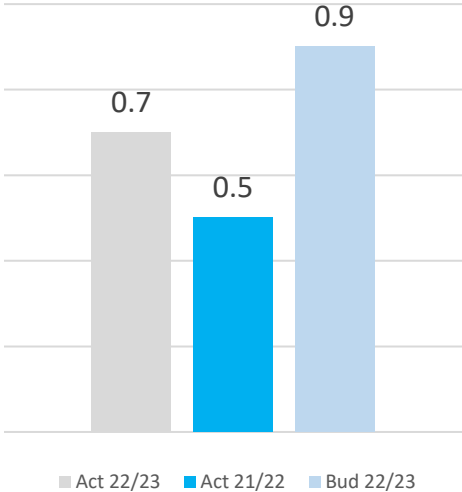
YTD Income (Excl Bursary) £M



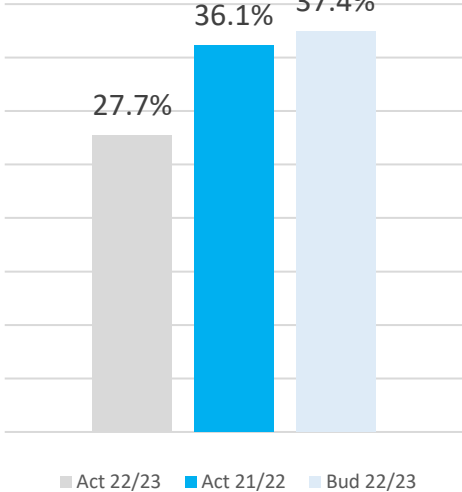
YTD Staff Cost £M



YTD Non-Staff Cost £M



YTD Gross Margin £M



Academic Performance

The figures below show Gross Profit at £1.4m behind budget. This is due to a number of reasons:

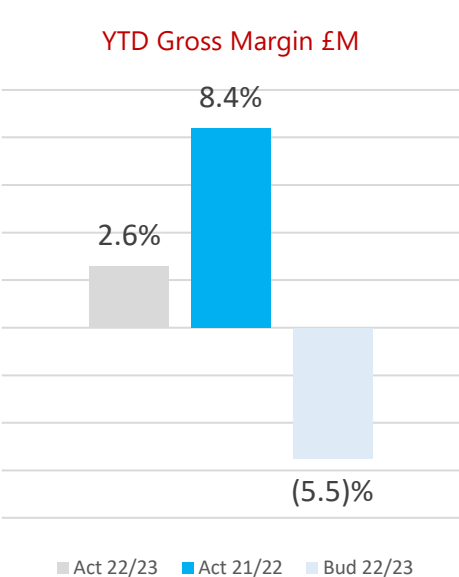
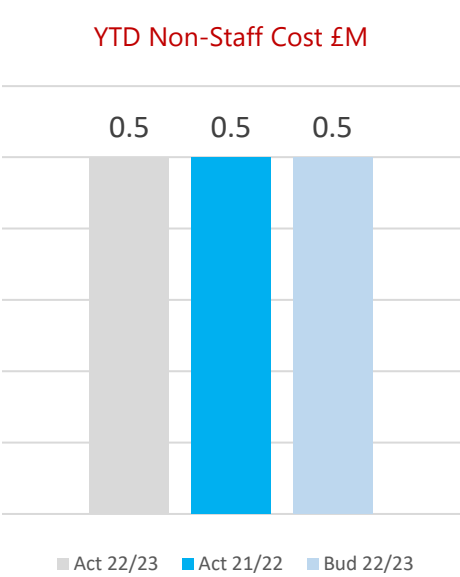
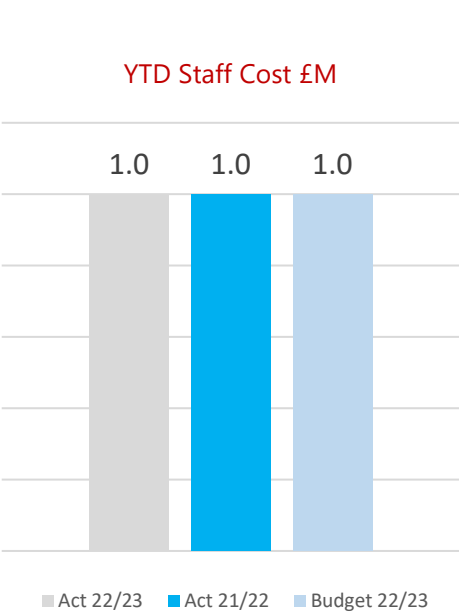
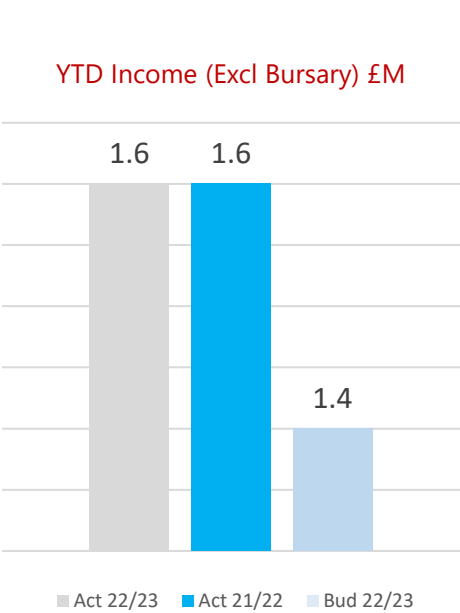
- 1. Funding for HE is based on actual FTE's enrolled. There are 1,469 funded FTE currently achieved against a funded target of 1,877 which equates to a funding and tuition shortfall of £1.1m YTD and estimated at £2.2m for the full year. There will be some additional FTE enrolled in the remainder of the year but these are not included.
- 2. We have received payment for £356k of tuition fees from SAAS which have not been allocated to invoices. Half of this amount £178k is recognised in a central account code because they cannot be allocated to the correct areas. The resolution of the discrepancy is being investigated at the UHI level.
- 3. STEM and ALS are over budget for staff costs which does not include the pay award estimate. These variances are primarily due to omissions in the budget submissions.

Actual £K							Budget £K							Variance £K						
Actual YTD 22/23	STEM	BMCL	CCI	ALS	Research	Academic Total	STEM	BMCL	CCI	ALS	Research	Academic Total	STEM	BMCL	CCI	ALS	Research	Academic Total		
Funding	1,839	1,453	1,619	2,556	28	7,495	1,907	1,902	1,658	2,669	30	8,166	-68	-448	-39	-113	-2	-671		
Tuition Fees	68	450	312	402	15	1,247	154	578	500	599	0	1,831	-86	-128	-188	-197	15	-584		
Commercial	811	168	104	90	55	1,229	741	429	124	112	86	1,492	70	-261	-20	-22	-31	-263		
Total Income	2,718	2,071	2,035	3,048	98	9,970	2,802	2,908	2,282	3,380	116	11,489	-84	-837	-247	-332	-18	-1,519		
Staff Costs	1,632	1,550	1,136	2,080	85	6,483	1,494	1,726	1,213	1,908	82	6,424	-138	177	77	-172	-2	-58		
% Income	60.1%	74.8%	55.8%	68.3%	86.2%	65.0%	53.3%	59.4%	53.1%	56.5%	70.6%	55.9%								
Non-Staff Costs	284	212	141	80	9	727	353	163	212	189	5	923	69	-49	71	108	-3	196		
% Income	10.5%	10.2%	6.9%	2.6%	8.7%	7.3%	12.6%	5.6%	9.3%	5.6%	4.6%	8.0%								
AOP Surplus/(Deficit)	802	309	758	887	5	2,761	955	1,018	858	1,283	29	4,142	-153	-709	-100	-396	-24	-1,381		
% Income	29.5%	14.9%	37.2%	29.1%	5.1%	27.7%	34.1%	35.0%	37.6%	38.0%	24.7%	36.1%								

Business Performance

Actual margins are better than budget other than in ASW.

The Gross Margin %'s have large differences but this converts into small absolute values.



Business

The commercial business numbers are broadly in line with budget. The overall variance is primarily due to AST and Residences being ahead of budget.

The favourable AST Gross Margin, versus budget, is primarily due to staff cost savings with a number of staff leaving and not being replaced.

ASW's unfavourable Gross Margin is due to £17K of staff costs due to bank staff (£17k). Non staff costs are £31k higher than budget due to the backdated music licence costs (8k), increased consultancy costs (£13k) of consultancy costs, unbudgeted climbing centre equipment (£4k) and other timing differences.

Residences Gross Margin is favourable to budget due to income for summer lets as well as higher than budgeted occupancy levels for student lets.

Actual £K						Budget £K					Variance £K				
Actual YTD 22/23	AST	Residences	ASW	Nursery	Total	AST	Residences	ASW	Nursery	Total	AST	Residences	ASW	Nursery	Business Total
Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Tuition Fees	917	0	0	0	917	880	0	0	0	880	37	0	0	0	37
Commercial	2	274	277	114	667	5	169	273	109	556	-3	105	4	5	111
Total Income	919	274	277	114	1,584	885	169	273	109	1,436	33	105	4	5	147
Staff Costs	602	0	236	175	1,012	665	0	219	165	1,048	63	0	-17	-10	36
% Income	65.5%	0.0%	85.1%	153.5%	63.9%	75.1%	0.0%	79.9%	151.8%	73.0%	189.3%	0.0%	-475.2%	-189.6%	24.6%
Non-Staff Costs	295	146	80	10	531	294	105	49	19	467	-1	-41	-31	9	-64
% Income	32.1%	53.2%	29.0%	8.7%	33.5%	33.2%	62.3%	18.0%	17.2%	32.5%	-4.1%	-38.7%	-852.3%	175.1%	-43.7%
AOP Surplus/(Deficit)	22	128	-39	-71	40	-73	64	6	-75	-79	95	65	-45	4	119
% Income	2.4%	46.8%	(14.1)%	(62.1)%	2.6%	(8.3)%	37.7%	2.1%	(69.0)%	(5.5)%					

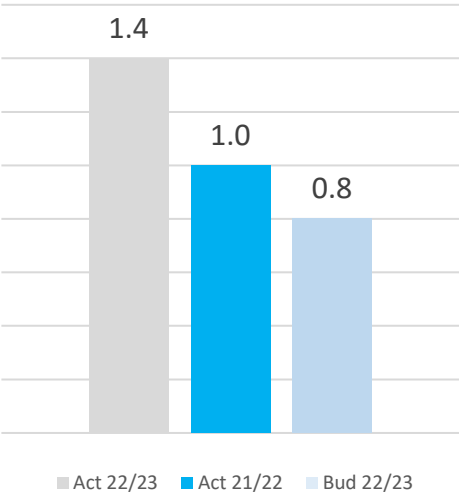
Services (Overhead) Performance

Income, which is more cost funding than income for teaching, is £0.6M ahead of budget with the main categories being £178K of unallocated tuition, estates £180K due to timing, digital transformation funding in ICT £66k, £51k AST overhead income.

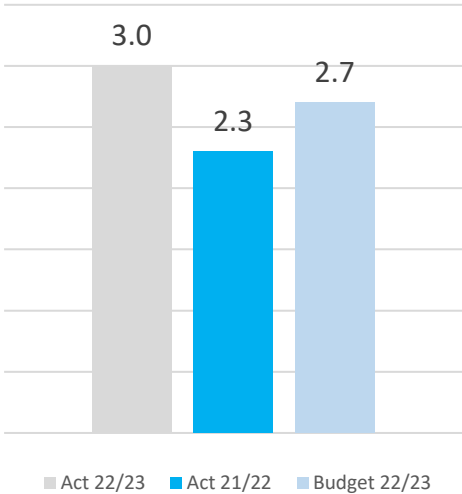
Staff costs are higher than budget which is due to the anticipated pay award cost being charged to a central admin cost. Underlying staff costs are broadly in line with budget.

Non-staff costs are similar to budget.

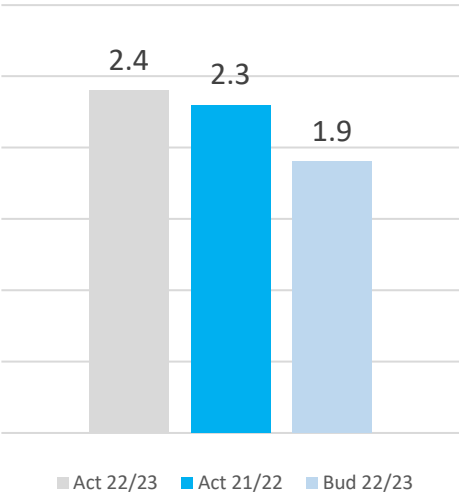
YTD Ohd Funding £M



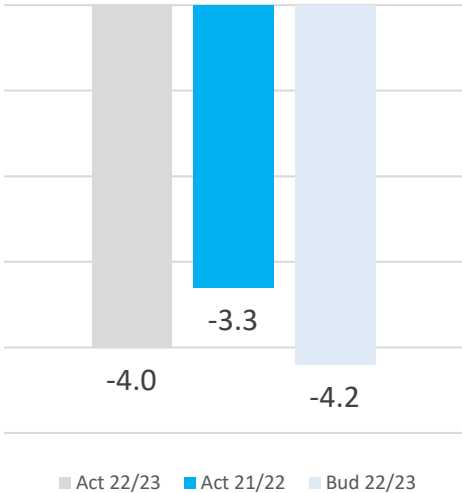
YTD Staff Cost £M



YTD Non-Staff Cost £M



YTD Net Ohd £M



Services (Overheads)

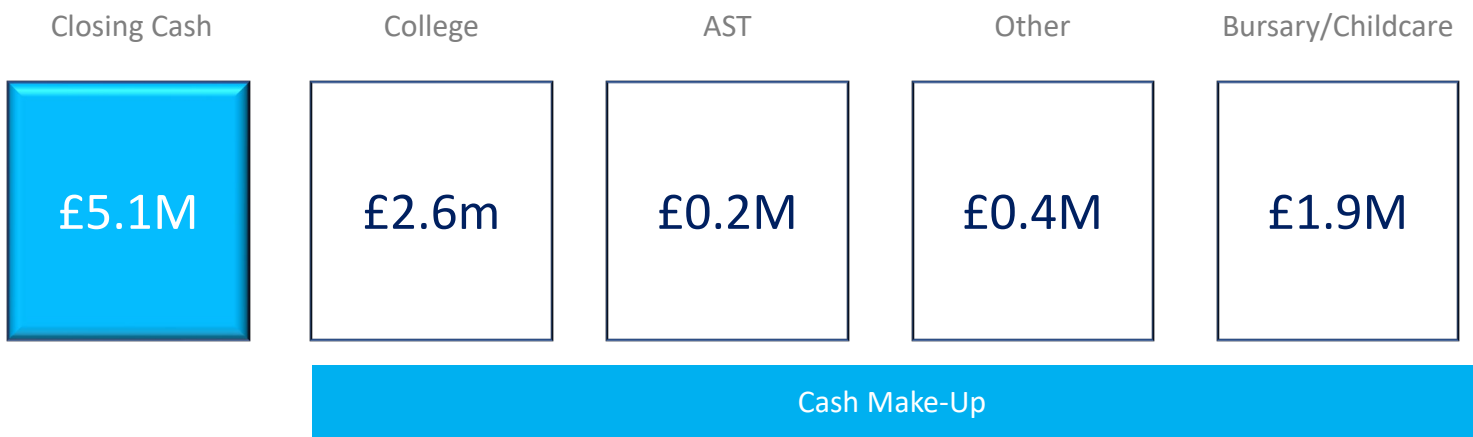
The Estates income variance, favourable £180K is actually drawdown of funds to meet Estates costs, you will see that the non-staff cost variance is unfavourable £(71)K. This is for the continuation of summer works started in 21/22. This remains a timing issue and will correct over the year.

ICT is also a timing issue and represents front loaded spend. Ideally the costs would be spread over the year but as this will all be spent in the year and would be difficult to manage, it is all charged when the goods are purchased.

The Q1 canteen loss has narrowed in Q2 due to increased student numbers and is now broadly in line with he budgeted loss.

Actual £K							Budget £K						Variance £K					
Actual YTD 22/23	Student Services	Estates	ICT	Canteen	Business Services	Services Total	Student Services	Estates	ICT	Canteen	Business Services	Services Total	Student Services	Estates	ICT	Canteen	Business Services	Services Total
Funding	36	652	66	0	-23	731	50	472	0	0	-144	379	-14	180	66	0	121	352
Tuition Fees	0	0	0	0	178	178	0	0	0	0	0	0	0	0	0	0	178	178
Commercial	37	8	0	358	103	506	39	18	0	375	-1	430	-2	-10	0	-17	104	76
Total Income	73	660	66	358	258	1,415	89	490	0	375	-145	808	-16	170	66	-17	403	607
Staff Costs	607	417	252	0	1,785	3,062	644	427	248	0	1,381	2,700	38	10	-4	0	-405	-361
% Income	834.8%	63.2%	383.4%	0.0%	692.1%	216.4%	728.1%	87.3%		0.0%		334.0%		6.1%	-6.2%		-100.5%	-59.5%
Non-Staff Costs	128	1,022	419	381	476	2,425	219	951	308	400	387	2,265	92	-71	-111	19	-89	-161
% Income	175.7%	154.8%	636.7%	106.4%	184.5%	171.4%	247.9%	194.1%		106.7%		280.1%		-41.8%	-168.7%		-22.1%	-26.5%
AOP Surplus/(Deficit)	-662	-779	-605	-23	-2,003	-4,072	-775	-888	-556	-25	-1,912	-4,157	113	109	-49	2	-91	85
% Income	(910.5)%	(118.0)%	(920.1)%	(6.4)%	(776.5)%	(287.8)%	(876.0)%	(181.3)%		(6.7)%		(514.2)%						

Cash



Committee Cover Sheet

Paper No.7

Name of Committee	Board of Management
Subject	FFR – Mid-Year 202-23
Date of Committee meeting	27/03/2023
Author	Iain Wishart, Vice Principal Operations
Date paper prepared	23/03/2023
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Paper provides brief summary of mid-year Financial Forecast Return to be submitted to SFC at end March 2023
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	n/a
Action requested	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input type="checkbox"/> For approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	Sustainability

Committee Cover Sheet

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 UHI Perth, or mitigate against existing risk? If yes, please provide details.	No Click or tap here to enter text.
Equality & Diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please provide details.	No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please provide details.	No Click or tap here to enter text.
Island communities Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	No If yes, please give details: Click or tap here to enter text.
Status (ie confidential or non-confidential)	Non-Confidential If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld: Click or tap here to enter text.

Committee Cover Sheet

Freedom of Information

Please note that **ALL** papers will be included within 'open' business unless a justifiable reason can be provided.

Please select a justification from the list, below:

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"/>

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

FFR Mid-Year 22/23

Our proposed mid-year is detailed below. Key assumptions were:

1. National Bargaining at 5% - This impacts our staff costs. The level was agreed by all FD's across Scotland. This compares with our budget rate of 3%.
2. We have shown the impact of "claw-back" as we haven't had instruction to ignore this.

£M	Proposed FFR	Budget	Variance
Income	23.8	26.0	(2.2)
Staff Cost	21.1	21.1	-
Non-Staff Cost	5.0	4.9	(0.1)
Cash Profit/(Loss)	(2.3)	0.0	(2.3)

Most of the income shortfall is due to being around 450 FTE's down on HE students. This could result in "claw-back" of funds.

Despite the FFR costs reflecting a 5% increase in salary versus the budget 3%, the value of the proposed FFR is still in line with budget due to temporary staff cost savings related to being 450 FTE's down on budget.

Committee Cover Sheet

Paper No.8

Name of Committee	Board of Management
Subject	HISA Local Plan Update
Date of Committee meeting	27/03/2023
Author	HISA Perth
Date paper prepared	17/03/2023
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	This paper provides officer and operational objectives for HISA Perth during academic year 2022-23 Any updates since last committee are in bold .
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	n/a
Action requested	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input type="checkbox"/> For approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership. If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	n/a In line with HISA strategy

Committee Cover Sheet

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 UHI Perth, or mitigate against existing risk? If yes, please provide details.	Yes/ No Click or tap here to enter text.
Equality & Diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please provide details.	Yes/ No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please provide 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 (ie confidential or non-confidential)	Non-Confidential If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld: Click or tap here to enter text.

Committee Cover Sheet

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

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

Local Plan – HISA Perth 2022/2023

Introduction

Below is the team and operational objectives for HISA Perth during academic year 2022-2023. It will give the individual objectives of the student officer team as well as operational plans for the year. This plan of work will be shared to be ratified by the Student Representative Council 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.

Individual Objectives

Individual Objectives – HISA Perth President							
Workstream	Output	Dates	Impact on students	Indicator	Target	To Date	Notes
On Campus Student Bar	Set up a pop-up bar on a regular basis	Sep - Dec	Students over 18 will have a dedicated safe space on campus that will maximise the student experience	Identify a local business within the Perth community that is interested in facilitating a pop – up bar.	1	3	<u>Businesses identified.</u> Several potential businesses have been identified by HISA Perth such as the Bank Bar, TwaTams, and the Ice Factory. Talks happening with Bank Bar. Potential for using its services back on the table.
				Reach an agreement with whichever business chosen	1		<u>Agreement with chosen business for pop up bar</u> Agreement with the Bank Bar is once again being discussed and in progress.
	Feedback from students	Dec-May		Positive feedback gathered from students	40	11	<u>Feedback gathered.</u> <ul style="list-style-type: none"> Feedback gathered at Winter Fling.

							<ul style="list-style-type: none"> • SRC, • Student Health and Wellbeing Group • Informally at Webster. <p>Gathering Feedback will continue.</p>
	Look at setting up a bar on campus full time	Dec-June		Discussions with local businesses	1	1	In Progress
				Discussions with UHI Perth	1	1	<p><u>Discussions with SMT on pop – up bar.</u></p> <p>Discussions have been had with SMT and it was agreed that an occasional pop-up bar for certain events such as Freshers and other relevant events would be workable.</p>
Enhancing the Library Service	Identification of potential student spaces within the library.	Sep 2022 – May 2023	Students will have access to more spaces within the library such as a Creators Space and other applicable spaces.	Work with the library service to identify what student spaces are needed within the library. Spaces identified in partnership with the library.	2	2	<p><u>Working with the library.</u></p> <p>I have had regular communication with the library team especially during our monthly catch ups. I have worked with them to create new student spaces within the library., The need was identified for a Creator’s Space and an Environmental Sustainability Hub for students and staff.</p>

							I am also supporting the library team in whatever way possible to help promote the Environmental Sustainability hub within the library. The Enviromental hub will be in place from Green Week forwards and HISA will promote any materials provided to us to support the hub.
				Work with the library team and other relevant staff to create new student spaces within the library once identified Spaces created in partnership with the library.	1	1	<u>Student Spaces Created Within Library</u> Environmental Sustainability hub is now set up and officially launched during Green Week.
Building Up the Student Community	Additional spaces for students to socialise on Campus	Sep 2022 – May 2023	An alternative social space will be available to students where they can gather and socialise, and they will be able to borrow board games from HISA and engage in fun activities in said space.	Events and activities ran in Webster and in potential new spaces.	4	3	<u>Webster Halls BBQ for students in halls.</u> At the beginning of this academic year in August 28 th from 12 until 4pm we held a BBQ to welcome halls students and turned this event into a staple HISA Perth event as we held a Halls BBQ the previous year as well. <u>Board games available to be rented in Webster.</u>

			<p>Furthermore, I will work in collaboration with UHI Perth staff and help facilitate various student groups to give students the chance to interact more with each other.</p>			<p>Promotional materials have been distributed.</p> <p><u>Table tennis Table available in Webster</u> Promotional materials distributed.</p> <p><u>Music Lunches</u> I have been supporting the DPAW with the music lunches. Table tennis balls needing purchased for tennis table to be used. These have now been purchased.</p> <p><u>Late night gym in Webster</u> I have worked with the ASW to arrange the use of the Webster for gym classes in the late afternoon and evening which would open the building for halls students to access later in the day and give more students the chance to engage in gym classes and have access to another warm space on campus.</p> <p><u>Mental Health Chill and Chat Day</u> Event took place on 9th of March in partnership with</p>
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							Student Services and local charities.
				Events and activities ran in Wellness Garden	1	1	<p><u>Bike Sale</u> I worked with the HISA Cycling Intern to hold a Bike Sale at UHI Perth Wellness Garden on the 1st of February to promote a healthier and greener means of travel to UHI Perth. The bikes were second hand and more affordable to help with the cost-of-living crisis.</p> <p><u>ASW 'Give it a Go' sessions.</u> Once the weather warms up the ASW will start to do 'Give it a Go' sessions in Wellness Garden as well as outdoor gym classes to encourage students to use the Wellness Garden more.</p>
	Consistent meetings of student groups.	Nov-June		Groups co-facilitated with Student Services	2	2	<p><u>Student Groups</u> I am working with staff members within Student Services and have agreed to co-host various student groups such as the LGBTQ+ and Allies Group and the Man Cave Group.</p> <p><u>LGBTQ+ and Allies group</u> Is working well and has an</p>

							<p>increasing level of student engagement. The LGBTQ+ and Allies Group is fully run by the students and is very successful.</p> <p><u>Man Cave Group for students</u> - i commenced on the 15th of March.</p>
				Students attending groups	10	25	<p>The LGBTQ+ and Allies Group has seen increased engagement and now has a solid number of returning attendees.</p>
				Groups becoming student led	2	1	<p>The LGBTQ+ and Allies Group is fully led by the students participating in it. They vote and decide any activities that happen in the group and what room they would like to meet in. The group has insisted that myself and Apryll continue to attend as they feel more relaxed having us there. We are there as observers and for mental health support if needed. We frequently check with students about their thoughts on how the group is going.</p>

Links to HISA Strategic Plan 2020-2023	<p>1.2 UHI will be recognised for the quality of its students' experience and their achievement</p> <p>3.2 HISA will be a vehicle for social change at a local, regional and national level</p> <p>3.3 Throughout UHI, officers, volunteers and representatives will work in partnership with academics and the wider staff community to solve problems and provide an evidence base to drive policy change</p> <p>5.2 To enhance the student social experience across the UHI Partnership</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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Individual Objectives – Depute President Activities and Welfare							
Workstream	Output	Dates	Impact on students	Indicator	Target	To Date	Notes
Clubs and Societies	Creation of New Clubs	September-June	Clubs provide students with opportunities to interact with various individuals, build skills and produce evidence for their future employers/C V building	Promotion of Opportunities	10-15 students reaching out to set up clubs	7	Use of social media and other advertising to raise awareness
				Number of clubs registered	10	9	Creative Writing, Archaeology and History, Basketball, Book Club, Choir, Music Club, Sewing Club, Society of Student Activities, Volleyball Netball. Clubs looking to re-register – Politics Club, Girls football
	Support and Building club numbers	September-June		Assisting students with operations of their clubs	1	3	Aided Music club in set up with help of HISA Staff, spoke with students looking to begin Girls football club. Supported setting up of Netball club

				Members of clubs	10 (average)		Still collating members
	Give it a Goes	September –June		Freshers’ sessions	3	8	Ran multiple ‘Give it a go’ sessions during freshers in partnership with community organisations and ASW
				Sessions during academic year	8	4	4 Sessions in semester 1 – football, basketball, volleyball and cycling
				Clubs created from sessions	1 from each session	1	Volleyball ‘Give it a go’ has led to creation and operation of club
Fun and Engaging Events	Carnival	October	Large Scale Events gives a chance to be fully inclusive and bring a buzz to Campus which incorporates a wide range of student opportunities and fun.	Organisation and community engagement to promote opportunities for Students	4-5 various sectors engaging with students	Finance, Police, Military, charities , education, job development, community clubs etc.	
				Activities for Students	1-2 options	5	Food organised in form of BBQ, inflatables, competitions (art, costume, student demonstration, bingo)
				Student Engagement	40	70-100	
	Winter Fling	January		Activities for Students	1-2 options	3	DJ, Marshmallow Roasting and Hot Chocolate

				Student Engagement	40	5	Full debrief to look at increasing engagement
	Tropical Getaway	April		Activities for Students	1-2 options		Being revised due to availability
				Student Engagement	40		Being revised due to availability
	Year End Blast	May		Activities for Students	1-2 options		In planning stages Plan accepted and finalising arrangements
				Student Engagement	40		
Socially Responsible Activities	Brit Challenge- 23 events coordination	Jan-Mar	These activities provide an opportunity to work with the community and build connections as well as to give back.	Community Engagement	2 organisations	1	Mindspace assisted with the event.
				Volunteer Experience for students	1	1	Sandra Macrae was the student volunteer who did the initial organization and planning for the green week Mindfulness event.
	Christmas Box for Elderly	December		Students Engaged	10-15		
				Number of Boxes made	40	40	Made and delivered 19/12/22
Ongoing Student Activities	Movie Night	Nov-May	These activities re occur and provide a safe place to engage with other students on a regular basis with set and	Student Engagement	15-30 students	23	Took place 5/12/22 Took Place 9/1/23 Took Place 6/2/23 Took Place 6/3/23
				Number of activities run	5	3	Scheduled every month until May
	Music Lunch	Nov-May		Student Engagement	2-5 New participants each event that	3	19/12/22 – 3 acts booked 16 th January 20 th February 20 th March – 2 acts booked

			simple themes		are integrated into group.		17th April – Acts booked 15th May
				Number of activities run	5	3	Scheduled every month until May
	Seasonal Scavenger Hunts	Oct-May		Number of activities run	5	4	Halloween – Trick or Treat Winter – Snowflake Valentines – Love Bug St Patricks Day – In Progress
				Student Engagement	35-50	53	40 students in Halloween 13 in Winter Snowflakes 23 in Love Bug Hunt
Links to HISA Strategic Plan 2020-2023	<p>1.2 UHI will be recognised for the quality of its students’ experience and their achievement</p> <p>3.4 Equality, diversity, and inclusiveness are embedded in all HISA activity</p> <p>4.1 HISA will be sector-leading for volunteer provision in the Student Association community</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>5.5 To develop societies that are inclusive and attractive to international students</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>						

Individual Objectives – Depute President Education							
Workstream	Output	Dates	Impact on students	Indicator	Target	To Date	Notes
Course delivery and satisfaction	Engagement with students on their	Mar-May 23	Students are enrolled on a course that	Student Satisfaction levels increased	70%		Awaiting Data
				Statistics of increased engagement with lecturers	1		meeting with SDDs to discuss

	educational experiences		suits them & that is delivered in a way that suits them and their learning needs.	Students feel their courses are delivered appropriately	70%		meeting with SDDs to discuss
	Review of course delivery methods and support	Feb 23		Increased opportunities for hybrid lectures	30%		Working with Head of Learning and Teaching Enhancement to ascertain current methods of delivery. Data collection ongoing.
				Increase of student study spaces on campus.	2		Working with Learning Spaces Group and President on this. Advocating for more study booths but financials of this is restrictive
				Better opening hours for hospitality outlets on campus, which will in turn support learning.	1		Aramark unwilling to look at this.
	Learner Spaces reviewed, and work to ensure they are appropriate	March 23		Learner Space audit completed	1		Working with Learner Spaces group on this. Hopeful to assess this once ready.
			Findings shared and implemented wherever possible	1		Discussions about room accessibility, publicising and other issues to be had. Will be using upcoming SRCs to	

							discuss this. Audit ongoing.
Student Voice Reps role with Perth College	SVRs being a co-decision-making body rather than an advisory body within HI Perth	Feb 23	By giving SVRs more power within UHI Perth, this will create more opportunities for SVRs that will increase the role's autonomy and will hopefully lead to wider engagement and increased numbers	Develop process of new development to go to SVRs for discussion/approval	1		Report will be initiated in the new year. Working group will be set up with some SVRs. SVR meetings remain strong attendance. Drop in SRC 4 attendance. SVRs consulted and are currently content with their role within the college but would like to see increase support given to the body.
				SVR Programme being student-led with support from UHI Perth	1		Currently working in partnership with Quality. Training ongoing. Continued concerns about SVRs responsibility between HISA & UHI Perth Quality
				Engagement from college decision makers with the SVRs and council meetings	1		Dates of SRCs shared with Student

							Engagement and Quality. Will discuss with others how can engage
Cost of Living Crisis	Food on Campus	Oct 22	Students are facing crippling financial concerns, which could/will lead to impacts on their studies, so addressing matters like food on campus, access to food and other initiatives could positively affect the student experience.	Consult with students about food on campus	100	500	<p>A consultation has been completed which exceeded the intended target of students and managed to capture the views of over 500 students. A report has been produced.</p> <p>Next stage of this: further conversation with senior Aramark managers to continue. Regularly raised at monthly calls but no further forward.</p> <p>Serious issue with regards to provisions for students with coeliac disease. .No regular provision. A disease that 1 in 100 suffer from.</p>

	Access to produce	Jan 23		Set up scheme of any food going out of date from outlets across campus will be offered, for free, to students.	1		Discussions with Aramark in relation to food that is going out of date. How this is staffed & publicised still being planned. Aramark have introduced 'Too Good to Go' bags. HISA working to ensure these are available for students only and not the general public.
				Explore introduction of community fridge	1		Decision made not to go ahead with this due to various complexities. Will instead focus on continued partnership working on The Big Project.
	Other initiatives	Oct-May		Discuss with college about extended free breakfast times & introduction of free soup at lunch for students.	1		Breakfast time has been extended to 9.15am.

							Discussions will continue with regards to free soup
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>1.2. UHI will be recognised for the quality of its students' experience and their achievement</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>2.3 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>3.2 HISA will be a vehicle for social change at a local, regional and national level</p> <p>6.3 Support the UHI Partnership in creating a whole community that is committed to supporting positive mental health and wellbeing</p>						

Operational Plan

Workstream	Output	Dates	Impact on students	Indicator	Target	To Date	Notes
Freshers and Induction	HISA Perth input during Inductions	September 22	New students are made to feel welcome to UHI Perth	HISA to feature as part of induction programme at UHI Perth	20	53	29 interactive workshops to 32 classes in Brahan Lecture Theatre, 24 delivered in class
	Freshers' activities	Aug-Sept 22		Events taken place.	3	5	Halls Welcome BBQ Freshers Fayre Give it a Go

							Sessions Comedy Evening Pop Up Bar
	Working with local companies/or ganisations/c harities	Aug-Sept 22		Local companies/organisations/charities featured in Freshers' activity.	1	42	42 stalls at Freshers Fair from local organisations/ companies/PC UHI departments
	Integration with regional Freshers' activity	Sept 22		Promotion of local and regional activities to be cohesive.	1	1	Shared promotion and Comedy Night streamed online for all UHI students
Student Voice Reps	Recruitment of Student Voice Reps	Feb 23	Student experience is improved through change suggested and led by students.	Increase in number of courses having at least one student voice representative	60%	64%	Quality and HISA separate SVR sheets, working in partnership.
	Student Voice Rep Training	Nov 22		Deliver student voice rep training in partnership with Quality Team	5	10	Training took place 24 th Oct- 3 rd Nov in partnership with Quality/Student Engagement. Alternative sessions to be

							held for ESOL/SLLE students. Training has been received well, with a review pending on how this should work going forward. Online self-directed training rolled out
				Increase number of class reps trained	70%	66%	Figures to be shared with HISA Perth by Quality
				Regular meetings held	7	5	Meetings set for academic year
				Reps attending meetings	20 per session	32 (average)	41 – SVR Welcome Event SRC 1- 51 SRC 2 – 28
	SRC Meetings	June 23					

							SRC 3 - 24 SRC 4 – 18
ESES	Help improve participation	Oct 22	Changes made to the early student experience based on student feedback.	More students take part in ESES.	38%	59%	ESES running differently – HISA involved in process.
	Improve score	Oct 22		Increase in awareness of HISA	81%	79%	83% HN students HISA analysing and comparing results with other APS
HISA Con	Improve attendance	Jan 23		Number of UHI Perth students attending HISA Con	5	2	HISA Con having different format. 2 attended Student Impact Workshop
Elections	Local positions filled	Feb 23	Effective student representation decided by students for students.	All HISA Perth positions to have a candidate.	2 (per position)	1 Pres 2 DPed 5 DPAW	2/3 positions contested at end of nomination period
	Turnout	Mar 23		Increase on voter turnout from 2021-2022	7%		Voting 21st-24th March – update

							written before results
	Number of candidates	Feb 23		Increase in number of candidates.	6	8	At close of nomination period
National Student Survey	Improve participation	June 23	Student experience improved for HE students.	More students take part in NSS.	75%		
	Improve score	June 23		Increase Q26 score			NSS questions being updated, SU question now Q25
SSES	Improve participation	March 23	Changes made to the overall student experience based on student feedback.	More students take part in SSES.	41%		SSES running differently – HISA involved in process
	Improve score	March 23		Increase in HISA Perth specific questions from previous year.	76%		
OBI Awards	Awards Timeline	Jan 23	Best practice of staff and students shared to all at Perth College UHI	Timeline of awards created and published	1	1	Complete
	Update Nomination Form			Online nomination form updated to ensure comments added	1	1	Complete
	Nominations from every sector	Mar 23		Each sector area has nominations in every category.	1		

	Nomination numbers	Mar 23		Increase in nomination numbers in 2022-2023	400		
				Improve nomination numbers in areas with low engagement	40		
	Celebration of awards	June 23		Awards ceremony takes place.	1		Set for 31st May as part of Celebration Week
				Student involvement in awards ceremony	1		Discussions with SDDs
				Wider promotion of winners	1		
HISA awards	Nominations numbers	June 23	Best practice of staff and students shared to all at UHI Perth	Increase in nomination numbers in 2022-2023	80		
Sporting Blues	Nominations numbers	June 23	Student sporting achievements celebrated, encouraging participation and success in sporting activities at Perth College UHI	Increase in nomination numbers in 2022-2023	5		
Advice for Students	HISA Advice Service	June 23	Students will have an independent advice service to support them during challenging	Promotion of HISA Advice Service to students	1	1	Ongoing
				Number of students accessing Advice Service from UHI Perth	10	7	6 Academic, 1 Housing

			times during their studies, helping retention and the wider student experience				
Link to HISA Strategic Plan 2020-2023	<p>1.2 UHI will be recognised for the quality of its students' experience and for their achievement.</p> <p>2.1 HISA, working in partnership with the academic partners and UHI, will run an effective, accessible and democratic representative system region-wide that takes into account all learning modes and demographics</p> <p>2.2 HISA digital democracy will be sector leading, accessible to all its members and have 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>2.4 HISA's officer structure will be advanced, effective and reflect the needs of its students, UHI and the Partners.</p> <p>3.1 HISA becomes the place that students and academics alike recognise as providing independent appropriate and quality support advice on academic and welfare issues.</p> <p>3.3 Throughout UHI, officers, volunteers and representatives will work in partnership with academics and the wider staff community to solve problems and provide an evidence base to drive policy change.</p> <p>6.1 For all UHI students to feel part of a wider community and for HISA to enhance the spirit and ethos of community.</p>						

Regional Update

After an extensive review, the registration and support process of clubs and societies has been implemented by our Community Engagement Team which includes the opening of the HISA Grant. All information can be found here - [Start a New Group @ Highlands and Islands Students' Association \(uhi.ac.uk\)](https://uhi.ac.uk/start-a-new-group).

HISA Elections are underway with voting will take place from 21st March to 24th March. HISA have introduced manifesto guidance and comms on the impact local and regional officers can have. We have also reintroduced "Recommend a Friend" where students can recommend a friend that they think would be good for a role. UHI Perth staff have engaged in this particularly well.

Antony Blackshaw has been appointed interim Chief Executive Officer of HISA, commencing this role from February 2023. A recruitment process for a new permanent CEO will be explored in due course.

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

Committee Cover Sheet

Paper No. 9

Name of Committee	Board of Management
Subject	KPI monitoring/Balanced Scorecard
Date of Committee meeting	27/03/2023
Author	CMT/Lorenz Cairns
Date paper prepared	20/02/2023
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	This paper monitors the college progress in achieving multiple strategic objective targets. Paper provides the summary Balanced Scorecard. The documents show the lead authors, the SMT sponsor, the targets' set for the remainder of the current year (22/23) and the initially proposed actions. Balanced Scorecard has been edited following Audit Committee to, and will require further editing to show "promotion" of leadership KPI following CMT recommendation.
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	This paper was previously presented to the Joint Meeting of Strategic Development and Finance & Resources Committee, 02 March 2023, and to Audit Committee on 13 March 2023.
Action requested	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input type="checkbox"/> For approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf	This document will monitor progress against all strategic objective targets contained in the UHI Perth Strategic plan 2022-27

Committee Cover Sheet

<p>If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.</p>	
<p>Resource implications</p> <p>Does this activity/proposal require the use of College resources to implement?</p> <p>If yes, please provide details.</p>	<p>No</p>
<p>Risk implications</p> <p>Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk?</p> <p>If yes, please provide details.</p>	<p>No</p> <p>Click or tap here to enter text.</p>
<p>Equality & Diversity</p> <p>Does this activity/proposal require an Equality Impact Assessment?</p> <p>If yes, please provide details.</p>	<p>No</p>
<p>Data Protection</p> <p>Does this activity/proposal require a Data Protection Impact Assessment?</p> <p>If yes, please provide 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>Click or tap here to enter text.</p>
<p>Status</p> <p>(ie confidential or non-confidential)</p>	<p>Non-Confidential</p> <p>Click or tap here to enter text.</p>

Committee Cover Sheet

Freedom of Information

Please note that **ALL** papers will be included within 'open' business unless a justifiable reason can be provided.

Please select a justification from the list, below:

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] <small>Click or tap here to enter text.</small>	<input type="checkbox"/>

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

							2022-23			
13 KPIs	College Strategy 2022-27	Strategic KPI	Lead Author(s)	SMT Sponsor	Baseline	Target (Over 5 years)	2022/23 Target	Current RAG	Actions 2022-23	
	Excellence in Learning and the Learner Experience									
SO1: The Learner Experience										
1	Increase retention, attainment, achievement, progression and student satisfaction to sector leading levels	Increase student retention							Note: No KPI for Destination or Recruitment - recruitment now added to KPI 12 (23/2/23) 1. Need to check Baseline and confirm parameters 2. Qualitative: mapping - curriculum teams; initiatives - student services 3. Withdrawal data collation - reasons why + analysis. Focus upon rural and transport 4. Heatmap - Action 22-23 (withdrawals/postcodes) 5. Healthboard: Extremes are extremes 6. Learning and Teaching Enhancement Strategy	
		a) FE by 7%	Jill Elder/ Deborah Lally	Catherine Etri	73%	80%				
		b) HE by 5%			87%	92%				
2		Increase student achievement								
		a) FE by 12%	Jill Elder/ Deborah Lally	Catherine Etri	62%	74%				
	b) HE by 9%	71%			80%					
3	Increase student satisfaction	Student Early Survey (SF1)							1. Confirm ESES 2022-23 satisfaction. 2. Review complaints (thematic review) (red button) CQM 3. Heatmap 4. Implement Learning and Teaching Enhancement Strategy 1. Need to get the 2022-23 satisfaction. 2. Review complaints (thematic review) (red button) CQM 3. Heatmap 4. Implement Learning and Teaching	
		a) FE by 2%	Nicky Inglis/ Deborah Lally	Lorenz Cairns	96%	98%				
		b) HE by 7%			91%	98%				
		Student End of Year Survey (SF3):								
		a) FE by 6%	Nicky Inglis/ Deborah Lally	Lorenz Cairns	92%	98%				
		b) HE by 9%			89%	98%				
SO2: Co-Creative and Progressive Curricula										
4	Strengthen and develop an agile, innovative and dynamic portfolio that responds to regional and Scottish Govt priorities and key sector needs with a focus on recruitment	Continue to annually review the curriculum portfolio and increase overall redesign of our courses by 25%	Lesley Connaghan/ David Gourley	Catherine Etri	50%	75%	55%		1. Curriculum Review (SIPS; RSA; Gov priorities) 2. CPR Model 3. SARU Review Implement 4. Curriculum Strategy	
SO4: Academic Partnerships (Industry)										
5	Value/leverage (£) by partnership	Margin/revenue - overhead recovery +1% by year 5	Gareth McKenna/ Christiana Margiotti	Veronica Lynch		+1%			1. Evaluate process - needs aligned to approvals 2. CPR Model will contribute to ensuring 30%	
College Growth and Ambition										
SO1: Our Culture										
6		Monthly initiative around one of our values	Katy Lees/ Christiana Margiotti	Veronica Lynch	0%					
SO4: Our Ways of Working										
7		Number services/processes improved July 2023 - 4 July 2024 - 8 July 2025 - 12	Jill Martin/ Henry Nicholson	Iain Wishart	0	12	4			
SO5: Digital Transformation										
8		Identify a baseline digital competence framework for each job role	Jill Martin/ David Gourley	Iain Wishart						
Partnerships and Collaboration										

SO1: Relationships									
9	Percentage strategic partnerships v proportion of external engagements	Increase from 5% by 1% pa	Nicky Inglis/ Gareth McKenna	Veronica Lynch	5%	10%			1. Baseline 2. Define parameters 3. Stakeholder mapping
SO2: Commercial Enterprise and Innovation									
10	Commercial AOP/Commercial Income (per college area)	Gross overhead +1% by Year 5	Nicky Inglis/ Gareth McKenna	Veronica Lynch		+1%			1. Clarify the KPI 2. Baseline clarity 2. Define the scope/definition 3. Agree the language
Sustainability									
SO2: Reinvestment Planning									
11	At the end of the strategic cycle have the following cost/income ratios:	1. Staff Cost/Income 70%	Henry Nicholson	Iain Wishart	80.90%	70%	80%		1. Links to KPIs 26,27 and 28 2. Baseline
12		2. Non-Staff Cost/Income 21%			23	21%	22.8%		
SO3: Environmental Sustainability									
13	Percentage gross carbon footprint reduction	Decrease by 2% pa	Head of Estates/ David Gourley	Lorenz Cairns	1864	1481 tonnes	1900		1. Check Baseline 2. As per sustainability strategy

Board of Management – Standing Committee Summary

Paper No: 10a

Name of Committee: Chairs' Committee	Date of Committee: 31/01/23
Key Issues discussed: <ul style="list-style-type: none">• UHI2024 Update• Financial Update• Campus Masterplan• Chair/IBM Recruitment• Board Committee Make up• CDN External Effectiveness Review• Remco Review• Development Trust restructuring	Actions agreed: Participation Agreed Revise TOR once Union representation finalised Proposal for Board Cycle 4
Committee Chaired by: Graham Watson	Date of next meeting: 02 May 2023

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Board of Management – Standing Committee Summary

Paper No: 10b

Name of Committee: Learner Experience Committee	Date of Committee: 8 February 2023
Key Issues discussed: HISA Plan of Work – key issues <ul style="list-style-type: none">• Student Representative Council – issues for students, car parking, lifts & free snacks.• Winter Fling event had a disappointing attendance – lessons learned for future events• HISA changes – covered in the Principal's Report Induction & Early student experience Survey – key issues <ul style="list-style-type: none">• Increased response rate from 38% to 59%• Increase in overall satisfaction 93% to 97% HMI Report – <ul style="list-style-type: none">• Very positive report and the final version will be available in the next Board cycle when our Lead Inspector – Joe Mulholland will present the Report. Student Recruitment – key issues <ul style="list-style-type: none">• Anticipated that we will surpass our FE credit target.• HE continues to be 400 students short.• Identified the need to convert more applications to students. Curriculum Review –	Actions agreed:

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<ul style="list-style-type: none"> Both the UHI Perth and the UHI Curriculum Reviews are ongoing and these will feed through into the next Board cycle. 	
Committee Chaired by: Dr Margaret Cook	Date of next meeting: 26 April 2023

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Board of Management – Standing Committee Summary

Paper No: 10c

Name of Committee: AST Board	Date of Committee: 23/02/23
Key Issues discussed: <ul style="list-style-type: none">• Major Customer A non-payment• Major Customer B Contract terms and relationship issues• Management Accounts Review• Digital Planning update• 2022 Audited Accounts• General manager Remuneration	Actions agreed: <ul style="list-style-type: none">• Consider timing of escalation (payment now received)• Discharge current contract and terminate renewal discussions• Staff Pay Award agreed• Digital presentation at next Board Meeting• Accounts to be signed off in current form• Uplift agreed
Committee Chaired by: Graham Watson	Date of next meeting: 18 May 2023

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Board of Management – Standing Committee Summary

Paper No: 10d

Name of Committee: Joint SDC/FRC	Date of Committee: 2 March 2023
Key Issues discussed: Financial Update to 31 January 23 Outlook did not look any better due to projections of approx. 400 FTE shortfall on HE credits. The cash position was not yet critical, but this could crystallise quickly depending on EO's treatment of the shortfall in student numbers. Of the 700 FTE shortfall of HE numbers across UHI, Perth accounted for 400 FTEs, therefore Perth is likely impacted more than other partners due to HE exposure SFC was unlikely to take cash back, however this may be retained by EO as it was last Academic Year, therefore it was unknown how much of the £2m shortfall would be released to Perth College. Financial Outlook Financial Outlook had not changed since it have been presented to the Board in Cycle 2. The transfer of unused HNC/HN credits from HE to FE provision on a short-term basis which should help mitigate their position, however this option was not available to Perth College due to the mechanism using FTE for HE qualifications. Committees agreed that a conversation with EO/SFC should be arranged to discuss options in this area.	Actions agreed:

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Commercial Outlook

Different options for commercial activity were considered:

Nursery. Annual loss of £157k gross/£228k net and noted the limitations imposed a solution re the Estates Strategy Masterplan with PKC.

ASW. £13k gross loss in ASW. Options considered and to be explored further.

AST. Board in June 2021 decided to retain and grow the business, however current contractual and cashflow challenges mean that it seems prudent to revisit these options.

Residences. Demand for places was greater than supply demand than places available, and planning permission was in place to build an additional residence block. Committees endorsed further discussions with potential commercial partners for building an additional residence block.

International Strategy. Key points noted.

Development Trust. To be discussed further once review is completed.

Business Development. Strategy to be updated and considered at a future meeting.

Estates Strategy

Discussions still taking place with PKC. PKC have permission for further discussion within their budget process, and the joint Committees approved this too for the College. It was suggested that the Board had an input to the visioning process. It was suggested that a short-life working group was formed for this purpose and would include Board members.

UHI2024

It was noted that a new academic structure had been put in place with a view to generating savings.

Shared Services work continued with agreement that Finance and HR would look towards full Shared Service across the Partnership and Marketing and Admissions moving towards a team model across the Partnership.

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Board of Management – Standing Committee Summary

Paper No: 10e

Name of Committee:	Date of Committee:
Audit Committee	13 March 2023
Key Issues discussed: Balanced Scorecard Report: the Committee noted this revised report identifying the 12 KPIs. The report is much more manageable for the Committee to consider and discuss in greater detail because of its focus. In particular, we noted the joined-up thinking between the CMT and SMT in managing these risks operationally. The report will help the Committee to monitor progress more effectively in future. Some discussion took place on the issue of Digital Skills and the focus on both Staff and students with the emphasis needing to be placed on effective learning using digital skills in both teaching and learning. Enterprise Risk Management: the Committee were lead through a Risk Report to ensure that the process we understood to be in development would deliver the necessary joined up thinking with the College Strategy but also allow appropriate interrogation of Key Risks presented in the report. The Committee was agreed that the system as presented would meet the agreed objectives and noted the considerable amount of work undertaken to get us to this point.	Actions agreed: A further KPI is to be added concerning leadership. The system as developed would be fully populated with supporting data and the Risk Report will go live as soon as possible. The Risk Report will be made available through a Teams notification and questions and challenges will be able to be made when the report is issued quarterly and then discussed quarterly within the Committee cycle or meetings. We also agreed that the current Risk Management report would be updated and issued periodically until the new ERM Risk Report is also fully operational. We also agreed that the UHI Common Risks could be more formally annotated within the iterative cycle that had been produced thereby putting Perth UHI on the front foot in requiring to incorporate any common strategic risks within our ERM system.

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<p>Finance Capacity: we noted and discussed the recommendation of the External Auditor in the last report to the Committee concerning the Financial Statements that the capacity of the Finance Department was needing to be addressed.</p> <p>Audit Plan: the Internal Auditor updated the Committee on the field work for the agreed Investigation and Reporting cycle that had been previously agreed.</p> <p>FOI and Data Protection: the report on FOI and Data Protection requests received and responded to was considered.</p>	<p>We agreed that whilst the issue was legitimate and that there was a risk in running with our current capacity, the matter was an operational issue to be addressed by the Principal and the SMT who, in the current round of budget deliberations had to consider all capacity issues across the College. The issue will be discussed within the context of future budget proposals made by the SMT.</p> <p>There were no proposed amendments to the Audit Plan for 2022-23 and progress was approved.</p> <p>The report was noted after a discussion on the frequency and category of FOI requests in particular.</p>
<p>Committee Chaired by:</p> <p>Jim Crooks</p>	<p>Date of next meeting:</p> <p>30 May 2023</p>

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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
Vice Principal (Academic)
Vice Principal (External)
Vice Principal (Operations)

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.