

Board of Management

Agenda

Meeting reference: Board 2022-23/01
Date: Thursday 20 October 2022 at 5.00pm
Location: Boardroom (Braham 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 16 June 2022	Clerk	Interim Chair	Paper 1
*4a	Minutes of Extraordinary Board meeting held on 05 September 2022	Clerk	Interim Chair	Paper 2
*4b	Minutes of Extraordinary Board meeting held on 06 October 2022	Clerk	Interim Chair	Paper 3
*5	Actions arising from previous minutes		Interim Chair	Verbal
6	Items for Approval/Endorsement			
*6.1	Annual Health & Safety Report (including H&S Statement of Intent)	Health, Safety & Wellbeing Adviser	Depute Principal	Paper 4
*6.2	AST Budget 2022-23	AST General Manager	Vice Principal (External)	Paper 5
7	Audits & Financial Reporting			
*7.1	Perth College Management Accounts to 31 July 2022	Vice Principal (Operations)	Vice Principal (Operations)	Paper 6
7.2	Perth FFR 2022/23-2026/27	Vice Principal (Operations)	Vice Principal (Operations)	Paper 7
8	Policies & Strategies			
* 8.1	Estates Strategy & Aviation Academy for Scotland	Depute Principal/ Vice Principal (External)	Depute Principal/ Vice Principal (External)	Paper 8

9	Compliance, Risk & Performance Monitoring			
*9.1	Strategic Risk Register	Vice Principal (Operations)	Vice Principal (Operations)	Paper 9
9.2	KPIs & Balanced Scorecard - update		Depute Principal	Verbal
9.3	Amendments to Code of Good Governance		Clerk	Verbal
	Standing Reports			
10	Interim Chair's Report	Interim Chair	Interim Chair	Verbal
11	Principal's Report	Principal	Principal	Paper 10
12	HISA Perth Report (including 2022-23 Plan of Work and Perth Partnership Project)	HISA Perth	HISA Perth President	Paper 11
13	Minutes of Board Standing Committees <i>For the Board of Management to note.</i>			
13.1	Chairs' Committee – 01 September 2022	Clerk	Interim Chair - BoM	Paper 12a
13.2	Learner Experience Committee – 08 September 2022	Clerk	Chair – Learner Experience	Paper 12b
13.3	Strategic Development Committee – 21 September 2022	Clerk	Chair – Strategic Development	Paper 12c
13.4	AST Board – 27 September 2022	Clerk	Chair – AST	Paper 12d
13.5	Finance & Resources Committee – 05 October 2022	Clerk	Chair – F&R	Paper 12e
13.6	Audit Committee – 19 October 2022	Clerk	Chair – Audit	Verbal
14	Date & Time of Next Meeting <ul style="list-style-type: none">Thursday 22 December 2022, 5:00pm	Clerk		
15	Review of meeting (Committee to check against the Terms of Reference to ensure all competent business has been covered)		Interim Chair	Paper 13

Board of Management

DRAFT Minutes

Meeting reference: Board 2021-22/04

Date and time: Thursday 16 June 2022 at 5.00pm

Location: Boardroom (Brahan Room 019)/Online

Members present: Brian Crichton, Chair of Board
Andrew Comrie, Chair, Strategic Development Committee
Jim Crooks, Chair, Audit Committee
Craig Ritchie, Chair, Finance & Resources Committee
Graham Watson, Chair, AST Board
Michael Buchanan, Board Member
Heather Cormack, Board Member
Sheena Devlin, Board Member
Jenny Hamilton, Board Member
Katrina Hodgson, Board Member
Ann Irvine, Board Member
Fiona Martin, Board Member
Debbie McIlwraith-Cameron, Board Member
Margaret Cook, Principal & Chief Executive
John Dare, Staff Board Member
Patrick O'Donnell, Staff Board Member
Todor Pavlov-Kennedy, Student Board Member
Madeleine Brown, Student Board Member
Derek Waugh, Co-opted Member, Finance & Resources Committee

In attendance: Lorenz Cairns, Depute Principal
Veronica Lynch, Vice Principal
Catherine Etri, Associate Principal (until Item 6.1)
Iain Wishart, Director of Finance
Lisa Findlay, Marketing Team Leader (Item 6.4 only)
Stewart McEwan, Design & Communications Assistant (Item 6.4 only)
Ian McCartney, Clerk to the Board of Management

Apologies: Miranda Landale, Co-opted Member, Learner Experience Committee

Observing: Liam Fowley, HISA Perth Depute President-elect

Chair: Brian Crichton

Minute Taker: Ian McCartney

Quorum: 10

MINUTES

Item		Action
1.	<p>Welcome and Apologies</p> <p>Chair welcomed everyone to the meeting, noted apologies, and introduced Liam Fowley, who would be joining the Board once taking office in July.</p>	
6.4.	<p>Perth College Branding</p> <p>This Item was promoted up the agenda to allow Marketing staff to contribute.</p> <p>Vice Principal introduced proposed brand refresh and noted context for their requirement in associated paper. Marketing Team Leader outlined brand principles before Design & Communications Assistant presented graphics.</p> <p>Chair, AST queried why new UHI logo was not being absorbed into refresh. Chair BoM noted that it was assumed this was not permitted pending further discussion.</p> <p>Chair AST queried using so many accent colours. Design & Communications Assistant advised that a minimal number of accent colours would generally be utilised, and additional colours would be managed through the Marketing team.</p> <p>Board Member queried plans for Gaelic versions, eg around dual language signage. Vice Principal advised that this would be undertaken initially at UHI level and then left to individual Colleges to roll out locally.</p> <p>Student Board Member queried timings. Marketing Team Leader advised that Phase 1 would be rolled out by July, with Phase 2 (signage) completed by October.</p> <p>Chair SDC queried accessibility issues with rebrand, eg catering for BSL users. Marketing Team Leader would need to speak to webteam in this regard to ensure legislation/guidelines are complied with.</p> <p>Chair BoM summarised discussion, noting Board's broad agreement with direction of branding.</p>	
2.	<p>Additions to the Agenda</p> <p>There were no additions to the Agenda.</p>	

3.	Declaration of Interest in any Agenda Item Student Board Member advised an interest in Section 23 of Paper 3 as it refers to HISA funding.	
4.	Minutes of Board of Management meeting, 24 March 2022 The minutes were APPROVED as an accurate record of the meeting.	
5.	Matters Arising There were no outstanding actions arising from these minutes.	
6.1	Perth College Strategic Plan 2022-27 Principal introduced Paper 2, highlighting that the KPIs had been amended to show recommendations from SMT as previously requested. Principal confirmed that the high number of KPIs in Strategic Objective 1 relates to SFC reporting requirements. Matter was opened to Board Members for queries and comments, Board Member noted that the appendices and underpinning documents were similar but not in the same order. Principal advised that these were aligned to strategies but were not always neatly aligned; SMT will look at how these are presented. Board Member advised that there were still issues regarding consistency of language and style. Chair AST noted importance to recognise flexibility of plan, and that design was secondary to objectives. Board Member advised that a statement of resilience for College would allow flexibility for unforeseen issues. Board Member expressed disappointment that a number of concerns raised at SDC had not been addressed, eg digital transformation and PC's role within UHI. Chair BoM advised that it wasn't appropriate within a local strategy document to box UHI into a position that may create a hostage to fortune. Principal agreed with Chair BoM, and noted that all comments had been taken on board, however some positions forwarded had been contradictory and latest iteration reflects best fit. Chair F&R advised that digital transformation had been discussed at F&R and it had been noted that F&R was content for the ICT documents that include digital transformation strategies to sit alongside main College Strategy. F&R were comfortable that the substantive comments raised there had been absorbed into this	

	<p>version of the Strategy.</p> <p>Chair AST queried whether Chair BoM would sign off on a final version were this version to be approved in principle. Chair BoM noted that a Chair's preface to the Strategy is yet to be prepared, therefore a final check following today's discussion can be incorporated.</p> <p>Chair BoM proposed that the Strategy be approved in principal, with SMT working through final comments, the document then passed to the Marketing Team to pull together, the preface produced by Chair BoM, and regular reviews of Plan to be timetabled annually each autumn.</p> <p>Board endorsed these proposals and the Strategic Plan was approved in principle.</p>	
6.2	<p>UHI Partnership Agreement</p> <p>Chair BoM introduced Paper 3, noting the briefing note provided to UHI following discussion at Chairs' Committee, which focused on the lack of mutuality and an enshrined top-slice without budgeting justification.</p> <p>Chair BoM then outlined discussions at the Nairn meeting of Chairs and Principals, and concluded with a recommendation to sign Part 1 of the Partnership Agreement but not Part 2 due to issues as noted above.</p> <p>Board Member queried potential impacts of the proposed approach. Chair BoM advised that informal discussions had taken place with the Chair of Court, however there was no intimation of what response is expected. Chair BoM further advised that no single College Board has any documentation beyond the Regional Outcome Agreement, and no other multi-region Colleges have a similar Partnership Agreement.</p> <p>Chair Audit recommended not signing either Part of the Agreement until clarity has been received re the direction of the Partnership. Board should be happy to explore the benefits of partnership but enough is covered under the Financial Memorandum to allow discussions to take place. Chair Audit also advised that the Board's fiduciary responsibilities allow a reason not to sign while there is any dubiety. Chair AST agreed with Chair Audit that the lack of transparency is unacceptable.</p> <p>Principal noted that the first draft of the Partnership Agreement was issued over 2 years ago and the College and UHI have operated without this Agreement during this time.</p> <p>Chair Audit noted that signing up potentially backs the College into the OneUHI model. Board Member added that the document doesn't</p>	

	<p>provide enough quantitative substance to get behind.</p> <p>Based on Board feedback, Chair BoM proposed to go back to UHI indicating that Perth College Board would not be signing off and reiterating reasons for this decision. Board agreed.</p>	
6.3	<p>Perth College Budget 2022/23 & FFR 2021/22 & 2022/23</p> <p>Director of Finance presented Papers 4 & 5, advising that these provide an initial budget for 2022/23 and ways to get back to a breakeven position.</p> <p>Director of Finance noted that indicated reduction in credit numbers from 26k to 24k will also have knock-on effects re staff costs, before outlining some of the key risks potentially affecting the ability to achieve a breakeven position.</p> <p>Chair BoM noted that it would be useful to amp out best and worst case scenarios and determine what that means for resources to be employed at the learner interface, and to provide some idea of what likely financial position at the first meeting of the Board next Academic Year.</p> <p>Chair SDC asked about levels of confidence regarding recruitment. Depute Principal noted that 83% of FE targets had been reached, therefore very condiment in this area, however HE is more troublesome at round 350 FTEs short compared to the tracker position. Additional resources were being provided to Marketing in an effort to address this.</p> <p>Chair SDC asked whether commercial incomes can match this shortfall. Director of Finance advised that work was ongoing to develop a model in commercial activity that increases profitability.</p> <p>Chair BoM proposed that Director of Finance report back on Budget and prepare an FFR with different scenarios to next Board. This proposal was agreed.</p>	Director of Finance
6.5	<p>Tay Cities Deal – Hospitality Skills Project</p> <p>Vice Principal outlined Paper 7, advising that Perth College wishes to submit a bid to lead a £2m project on the hospitality skills element of the Tay Cities Deal.</p> <p>Vice Principal noted that the Scottish Government had agreed the project would be deemed a Business Justification Case, and the SG are keen to proceed at risk to appoint the project lead, with costs to be recouped.</p> <p>Board Member queried what market testing had been done to</p>	

	<p>mitigate the risk re recruitment demand. Vice Principal advised that key risks are attracting new and retaining current recruits within a challenging labour market, therefore the risks can't be mitigated entirely, but College is working proactively with industry and schools.</p> <p>Chair AST queried confidence in levels of support from UHI. Vice Principal confirmed a level of hopefulness, which would be monitored.</p> <p>Board Member wondered whether there was potential in this model being extended to the food processing industry. Vice Principal advised that this is a possibility around common skills areas.</p> <p>Paper 7 was approved by Board.</p>	
6.6	<p>Board Meetings Schedule 2022/23</p> <p>Board approved Paper 8</p>	
7.1	<p>Perth College Management Accounts to 30 April 2022</p> <p>Board noted Paper 9.</p>	
7.2	<p>Audit Action Plan – summary update</p> <p>Board noted Paper 10.</p> <p>Vice Principal advised that Audit Committee had agreed that the few remaining actions be monitored via the appropriate standing committee with Audit Committee being advised of the completion of any remaining action.</p>	
8.1	<p>Chair's Report</p> <p>Chair BoM summarised key points of Paper 11 and provided detailed feedback re the OneUHI/Nairn meeting. Chair BoM advised Board that he had met with John Swinney in his capacity as an MSP and discussed issues arising from the Nairn summit.</p> <p>Chair BoM noted that a follow-up meeting to the Nairn summit was being organised, and suggested an additional Board meeting to discuss issues arising from this due to the importance of what will be discussed. Board agreed, Clerk to organise suitable date.</p>	Clerk
8.2	<p>Principal's Report</p> <p>Board noted Paper 12.</p>	

8.3	<p>HISA Perth Report</p> <p>Board noted the HISA Perth Report, the HISA Perth Plan of Work and the HISA Perth Elections Report.</p> <p>Chair BoM noted low level of voter turnout and queried what actions are to be taken to counteract this. Student Board Member advised that lockdown fatigue was a factor as everyone found it difficult to re-engage, however the issue will be addressed.</p>	
9	<p>Minutes of Board Standing Committees</p> <p>Board NOTED the following minutes of Standing Committees:</p> <ul style="list-style-type: none"> • Learner Experience Committee, 27 April 2022 • Chairs' Committee, 05 May 2022 • Strategic Development Committee, 16 May 2022 • AST Board, 19 May 2022 • Finance & Resources Committee, 24 May 2022 • Audit Committee, 31 May 2022 	
10	<p>Date & Time of Next Meeting</p> <ul style="list-style-type: none"> • Thursday 20th October 2022 at 5:00pm 	
11	<p>Review of Meeting</p> <p>Board confirmed that the meeting had been conducted in line with its Terms of Reference.</p> <p>Chair BoM expressed thanks to Craig Ritchie and Ann Irvine for their lengthy commitment to Perth College Board and Committees, as this Board marks their last meeting before stepping down. Board showed their appreciation to both.</p>	

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

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

Status of Minutes – Open ☒

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

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

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

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

Extraordinary Meeting of Board of Management

Paper 2

Minutes

Meeting reference: Board 2022-23/EM

Date and time: Monday 05 September 2022 at

Location: 5.00pm Boardroom (Braham Room 019)

Members present: Brian Crichton, Chair, Board of Management
Graham Watson, Chair, AST Board
Jim Crooks, Chair, Audit Committee
Andrew Comrie, Chair, Strategic Development Committee
Katrina Hodgson, Chair, Finance & Resources Committee
Heather Cormack, Board Member
Sheena Devlin, Board Member
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
Todor Pavlov-Kennedy, Student Board Member
Liam Fowley, Student Board Member

In attendance: Alastair MacColl, Chair of UHI Court (Item 3 only)
Lorenz Cairns, Depute Principal
Catherine Etri, Vice Principal
Veronica Lynch, Vice Principal
Iain Wishart, Vice Principal
Ian McCartney, Clerk to the Board of Management

Apologies: Michael Buchanan, Board Member
Debbie McIlwraith Cameron, Board Member

Chair: **Graham Watson (on behalf of Brian Crichton)**

Minute Taker: Ian McCartney

Quorum: 10

MINUTES

Item		Action
1.	<p>Welcome and Apologies</p> <p>Chair welcomed new Board Members, Derek Waugh and Liam Fowley to their first meeting, and congratulated Debbie McIlwraith Cameron on the recent birth of her child.</p> <p>Chair welcomed Alastair MacColl, Chair of UHI Court, who would be addressing the meeting under Item 3.</p> <p>Chair noted that he would be formally stepping down on 30th September 2022 and as such would be taking a step back from much of the discussion at this meeting. Chair of this meeting was passed to Chair of AST, who will formally take over as Interim Chair from 1st October 2022.</p> <p>Chair AST thanked Brian Crichton for all he has contributed in the support of students and staff at Perth College over the last 5 years.</p>	
2.	<p>Declaration of Interest in any Agenda Item</p> <p>There were no declarations of interest.</p>	
3.	<p>Presentation from Alastair MacColl, Chair of Court, UHI</p> <p>Chair of Court, UHI noted his involvement with UHI as Chair of Court for over a year, and that it had taken that time to get to know such a complex organisation.</p> <p>Despite the changing environment over the last 10 years, particularly with regards to the market and economic cycles, the partnership hasn't kept up which has led to this "reset" moment re the function, operation and behaviours within the partnership. This would be addressed partly through ways of working.</p> <p>The Paper provided to prior to this meeting (Paper 1) was arrived at with the involvement of key decision-makers within the partnership, including the Chair and Principal of Perth College, to identify where things can be improved. Essentially, the Paper is a framework (or manifesto) for such commitments and aspirations, however the radical element is to actually make this happen; the previous vagueness of responsibilities has to change.</p> <p>Chair of Court, UHI noted that Perth College is a valued part of the partnership, and wants Perth College to be a committed member of this partnership. Delivery of the Paper will improve the organisation for the benefit of students, staff and the community.</p>	

On conclusion of this presentation, Chair AST noted that he had collated some questions from Board Members which would be put to Chair of Court, UHI, following which the floor would be opened to further questions.

Chair AST: It's hard to disagree with the background note, however there's no sense of how the partnership should be structured. Concern has been raised over going down the route of the 7 change initiatives with no idea of the end point of the structure of the partnership.

Chair of Court, UHI: If UHI was being designed from scratch, it wouldn't be structured as it is currently. There is no specific gameplan regarding future structure, however it will clearly need simplified. Would personally like to see fewer partners, and expects to see more alliances, resource sharing, and possibly mergers and less partners represented at Court.

Chair AST: What is the view of Court regarding Perth College remaining a partner?

Chair of Court, UHI: It's fundamental; a summary of inter-dependencies between UHI and Perth College runs to over 3 pages. The financial impact of not working together is almost existential for both parties; not working together forms a huge risk versus the dividend of working together in terms of student numbers and financial and economic impact. Would ask that Perth College fully commits to not just supporting but actively delivering on the 7 initiatives.

Chair AST: Structure and viability has not been tackled in the past – what guarantee will there be to allow Perth College to be confident at the end of the proposed 2-year period?

Chair of Court, UHI: Can't speak explicitly for Court, but would expect Court to want to go faster and be more ambitious than that laid out in the Paper. It's a relatively new Court, with four new members, and there is a conviction at Court that the plan will be worked through and implemented using all partners to allow UHI to prosper. UHI has so much opportunity yet to be exploited.

Chair AST: Do the Senior Leadership Team within EO share the vision to make change with no barriers?

Chair of Court, UHI: Barriers need to be considered as part of any major change programme, and while there is confidence that the programme developed by the partnership will be made to happen, this will only happen if all partners are fully committed.

Chair AST: One way of getting buy in from Perth College would include the College Principal being project lead on one of the 7 initiatives.

Chair of Court, UHI: Having spoken to the Principal, it looks like a deal may already have been done in this regard.

	<p>Chair AST: Commitment from Perth College would require a willingness on the part of UHI to open its books. It's hard to really know how money flows in and out of UHI, particularly in regard to Executive Office (EO). The Paper does not show what sustainability means in monetary terms, and transparency is needed regarding benefits received from what College pays for.</p> <p>Chair of Court, UHI: Could not agree more, extracting data from across the partnership has been very difficult, not just around financials, eg Return on Investment, and this includes EO. It's not easy, and will require a forensic effort from all partners.</p> <p>Chair AST: Time is not on our side within the current climate, though. Perth College needs reassurance that it can feed into the Tayside economic recovery rather than Highlands & Islands.</p> <p>Chair of Court, UHI: There is a recognition that collaboration is crucial. It is expected that the partnership will work with a number of economic partners in their geographic areas, however there is a sense that Perth College has looked elsewhere in the past and this project needs full commitment from Perth. The plan will release significant dividend, albeit with the recognition that nothing is forever and ever.</p> <p>Chair AST: Perth College have a strong request to see that the plan represents a genuine partnership rather than a takeover.</p> <p>At this point, the floor was opened to other Board Members to ask questions.</p> <p>Chair Audit: The 7 priority areas provide a map, but processes and structures won't solve all of the issues at hand. It is perceived that there is a culture of "first among equals" with regard to EO. Perth would be looking for an absolute commitment to establish a culture of parity across the partnership.</p> <p>Chair of Court, UHI: Can identify with this statement, and there is a need to change the culture. However, this goes both ways in that there is both "Them & Us" and "Us & Them" on display – this needs to be stopped and replaced with "We, Us & Our".</p> <p>Staff Board Member: Given the various attempts at restricting over the years, there is a definite feeling of "here we go again" amongst staff across the partnership.</p> <p>Chair of Court, UHI: Have heard this, and understand the scepticism, however this time there is absolute conviction and UHI can't afford to fail – fiduciary responsibilities are taken very seriously. UHI has time, resources, capital and cash to make these proposals work.</p> <p>A recent Audit Scotland report was quite explicit about making changes, but these have not been done and now need addressed.</p>	
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	<p>Board Member: As a newish member of the Board, it's a struggle to understand what UHI looks like. The Paper a move toward a tertiary model but doesn't define which one, eg University of London, and this would determine what the initiatives work towards. UHI appears to be in a good position for a new model, but it can't be seen where this is.</p> <p>Chair of Court, UHI: Confident the model will emerge, but it's unlikely to be UoL due to the lack of multiple colleges with degree-awarding powers. Scotland is the only nation in Europe without a successful model of tertiary education, and the work being conducted over the next 12 months will seek to establish this.</p> <p>Staff Board Member: Is it identifiable where the "Us v Them" scenario is at its most obvious, as that's not the experience in terms of collaboration within teaching and research.</p> <p>Chair of Court, UHI: Agreed that at ground level collaboration is working well, however this doesn't appear to be replicated so much at higher levels within the organisation.</p> <p>Chair AST thanked Chair of Court, UHI for his candour and coming to speak with the Board. Chair of Court, UHI offered to attend future Board meetings as an Observer as part of a Court initiative, if that was deemed to be useful.</p>	
<p>4.</p>	<p>General Board Discussion</p> <p>Chair AST opened meeting up to comments and questions from those present, and commenced by asking Principal for initial thoughts.</p> <p>Principal: noted that SMT had met this morning to work on an options paper for Strategic Development Committee (SDC) that challenged the perceived assumption that leaving the partnership would represent a panacea for the College, and had been open with Chair of Court, UHI in a one-to-one meeting earlier today.</p> <p>Depute Principal: There is no doubt that Chair of Court, UHI would like Perth College to be part of UHI, but there is concern over lack of detail within the plan therefore it is difficult to sign up without a level of substance and analysis.</p> <p>Chair Audit: We don't have detail for other options either – could a 2-year commitment as proposed work for Perth College? Main consideration has to be student voice in this, and would be interested to ascertain whether the current set-up meets students' needs.</p> <p>Student Board Member: Every time a question has been posed to Perth College students around this issue, there has been a positive response around the sense of connection. Whilst there is some unhappiness, there is a clear consensus that students want to be part of UHI, albeit there may be different opinions this year.</p>	

	<p>Student Board Member: Key consideration for students is the student experience.</p> <p>Chair Audit: Cannot underestimate role HISA plays in student satisfaction, and what Student Members have advised is that there is a key risk around change.</p> <p>Principal: The main disconnect tends to be at a higher level which should not be visible to students or staff, therefore some care must be taken in making generalisations in this area.</p> <p>Chair SDC: The direction of travel is unclear, so should the Board be considering red lines? These could easily be set out given previous discussions. Agreed that there needs to be a coherent tertiary model set up for UHI.</p> <p>Student Board Member: Students now constantly assess whether they've made the right choice to continue they're studies. Whatever we do we have to provide stability for students.</p> <p>Board Chair: Not wholly convinced that student satisfaction survey results are entirely useful due to how questions are framed and no way of asking students questions around how they would feel about delivery with another partner.</p> <p>Student Board Member: Part of the problem is that most students cannot identify what UHI is, but if changes were made student could make a more considered response.</p> <p>Vice Principal: Ask anyone across the country what UHI is and there will be confusion, including within UHI itself. Chair of Court, UHI mentioned an enormous divide within UHI – this has been the case for 20 years, which has been caused by confusion over UHI's identity. There is a clear divide between FE and HE, so UHI is no different from any other organisation.</p> <p>Depute Principal: EO barely recognises FE which casts adrift the dream of tertiary – this needs changed dramatically. A number of staff are concerned about the most recent curriculum review, therefore the issues between UHI and Perth College are not just at the top levels, it's at ground level too.</p> <p>Chair Audit: We can look at data re migration from FE to HE and can be compared across the sector. The real advantage comes from progression from HNC to HND and degree – it took SRUC 8 years to acquire own degree-awarding powers. Articulation stats tend to be between institutions – UHI offers more well-defined pathways than other FE organisations, and Perth College could lose this advantage under a different set-up.</p> <p>Board Member: The model that appears to be favoured is centrally controlled therefore runs the risk of uniqueness of local offer within the offer of a wider route. The review needs to be about what kind of UHI we</p>	
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want it to be.

Chair SDC: Goes back to red line discussion – progression should be a right.

Board Member: Can't make an informal decision without knowledge of other models, and we don't have a sense of how these might work.

Principal: UHI would like Perth College to park things for 2 years despite Perth College never saying anything about leaving the partnership.

Chair AST: It's a reasonable position for them to adopt, albeit not unconditionally.

Principal: We need quantifiable purposes and expectations if we are to sign up for 2 years.

Board Member: There is clear intent, but not much detail in terms of goals – there is the possibility of the project plan being a distraction for a couple of years.

Chair F&R: Chair of Court, UHI mentioned time, capital, resources and cash being available, however there looks to be about 10 years' of work in this project so remain unconvinced they've had a reality check yet. There may be in inspirational Chair working this through, but where are the team sitting now the chief has gone?

Principal: Intention is for this gap to be filled from across the partnership.

Depute Principal: Biggest problem is recruitment – UHI is 10-15% under target on HE recruitment, which is significant. Is the curriculum not attractive enough? Everything fails without students, and the presentation earlier did not mention student experience.

Board Member: Need to consider what other options look like for student experience too.

Principal: Any "divorce" process would require consideration of validation of HE courses, which may provide opportunity to shop around, however there is a cost to doing this, which would be different to the costs via UHI. Looking at a Tayside collaboration (not merger), courses don't transpose in full. Ultimately, we may achieve a better student experience in the longer term, but this may take many years at significant cost.

Chair AST: There are many things out with our control by going down alternative routes, which brings things back to red lines being a sensible course of action within these timescales as other options would take time to establish.

Chair Audit: There is the potential for some short-term wins from within the Paper. Choosing an alternative option at this time would be difficult having things in place beforehand, and looks impossible within 2 years.

	<p>Board Chair: Be under no illusion that UHI project will take more than 2 years. Red lines should be as audacious as possible as UHI is bust without Perth College. This is about knowing the College's worth, not just its core purpose.</p> <p>Principal: Benchmarking is done widely across the HE sector. If "divorce" was the favoured outcome, this would need to be facilitated by Scottish Government, and UHI would seek to retain custody of HE numbers. We need to test "stay and improve" against other models.</p> <p>Vice Principal: What are we willing to give up as well as seeking to gain? These need to be identified to achieve the "big" wins.</p> <p>Chair SDC: Is unification dead in the water?</p> <p>Principal: Discussion has moved away from "One UHI", and now recognised as not viable, but there is desire for an appearance of this without the parent/subsidiary model.</p> <p>Chair SDC: The offer of Chair of Court, UHI observing at Perth College Board meetings should be taken up, otherwise there is a risk that all information is coming from EO rather from partners.</p> <p>Chair AST: This makes sense if we buy into the commitment of 2 years.</p> <p>It was AGREED that SMT present information to Strategic Development Committee regarding options available and potential red lines. An additional Board meeting will be convened in around four weeks with the intention of reaching a decision on next steps.</p> <p>Meeting closed at 7:05pm.</p> <p>Following conclusion of meeting, Board Chair summarised that his intention as Chair had been to leave the College in a better place than when starting, and hoped that the talent around the table was evidence that this had been achieved. Board again thanked Board Chair for his time and commitment.</p>	
5.	<p>Date & Time of Next Scheduled Meeting</p> <ul style="list-style-type: none"> • Thursday 20 October 2022 @ 5:00pm • Additional Extraordinary Board Meeting tbc 	

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

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

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

Extraordinary Meeting of Board of Management

Paper 3

DRAFT Minutes

Meeting reference: Board 2022-23/EM02

Date and time: Thursday 06 October 2022 at 5.30pm

Location: Boardroom (Braham Room 019)

Members present: Graham Watson, Interim Chair, Board of Management
Jim Crooks, Chair, Audit Committee
Andrew Comrie, Chair, Strategic Development Committee
Katrina Hodgson, Chair, Finance & Resources Committee
Michael Buchanan, Board Member
Heather Cormack, Board Member
Sheena Devlin, Board Member
Jenny Hamilton, Board Member
Fiona Martin, Board Member
Debbie McIlwraith Cameron, Board Member
Derek Waugh, Board Member
Margaret Cook, Principal & Chief Executive
John Dare, Staff Board Member
Patrick O'Donnell, Staff Board Member
Todor Pavlov-Kennedy, Student Board Member
Liam Fowley, Student Board Member

In attendance: Lorenz Cairns, Depute Principal
Catherine Etri, Vice Principal
Veronica Lynch, Vice Principal
Iain Wishart, Vice Principal
Ian McCartney, Clerk to the Board of Management

Apologies: None received

Chair: **Graham Watson**

Minute Taker: Ian McCartney

Quorum: 10

MINUTES

Item		Action
1.	<p>Welcome and Apologies</p> <p>Chair welcomed all present to the meeting.</p>	
2.	<p>Declaration of Interest in any Agenda Item</p> <p>There were no declarations of interest.</p>	
3.	<p>Minutes of the Previous Meeting</p> <p>The minutes of the Extraordinary Meeting of the Board of Management on 05 September 2022 were APPROVED.</p>	
4.	<p>General Board Discussion</p> <p>Interim Chair noted that the purpose of the meeting was to follow-up on the previous Extraordinary Board and the work undertaken in the interim by the Strategic Development Committee (SDC).</p> <p>Chair requested that Chair of SDC provide a summary of the SDC meeting held on 19 September 2022.</p> <p>Chair of SDC summarised the discussions around the options presented to SDC and the financial statements that supported these options. Chair of SDC noted that the biggest question posed at the meeting was that of “What is UHI?”, however that did not get answered as the impact of potential delivered outcomes were not clear. The change programme lacked detail with regards to structure and resource, and it was not clear which methodology was to be used to manage the project.</p> <p>In addition, there was a lack of clarity around the financial outcomes expected, and a lack of benchmarking around funding within the wider sector, and the extent to which Executive Office costs are seen and needed by each Academic Partner were not obvious, with no reference to whether there will be buy-in or opt-out options.</p> <p>It was SDC’s recommendation that remaining as part of UHI was the best option available given the current climate, however SDC requested that further SMT provided evidence-based justification of the SWOT analysis was provided, plus reference to other documents such as the Audit Scotland report, in order to fully support this position.</p> <p>Chair of SDC advised that the cultural negotiating positions around revenue generation and curriculum strategy would still require to be explored.</p>	

Interim Chair thanked Chair of SDC for this feedback and requested that the Principal summarised any update to these positions.

Principal noted that all workstream leads had been identified, however details have not yet been released with respect to these. Principal advised that a meeting with the Chair of Court had been organised next week to clarify authority and methodology for workstream leads. Principal of Perth College would be leading on the Shared Services workstream.

Interim Chair asked the Board whether there was any desire to explore any other option than Scenario 1, ie remaining within UHI. Board **AGREED** to proceed with Scenario 1 as only viable option.

Chair of Audit suggested that an underlying issue that would need worked on is the freedom for each AP to develop and retain strategic links within own geographic community. Principal agreed, and advised that the Chair of Court had recognised this as a positive factor; Principal saw no evidence that this position will change.

Interim Chair noted that speed is vital for this project to have the required impact of taking costs out of the business, and it will quickly become apparent whether actions match words in terms of achieving significant financial change.

Chair of Audit noted the need to broker a Perth-centric view for our community. Principal advised that the College would not be fulfilling its contract with the Government if this was not an area of focus.

Depute Principal noted that the whole sector was in crisis, not just Perth College, and expressed concern that there is no vision and no plan within UHI24.

Chair of SDC noted that there needs to be some methodology for local checks and balances as the project is worked through, and suggested that the College would need to behave differently as well as UHI, including engaging with the Chair of Court at PC Board meetings.

Board Member referred to historic issues with EO and compared this with impassioned speech from a student member of SDC regarding the value of UHI; it is clear that our issues are with the structures and processes adopted by UHI and not the student experience.

Depute Principal noted that there were still huge transparency issues regarding finance, amongst other things, that need to be addressed. Board Member agreed that the financial issues are key, but there appears to be a nervousness around the figures being presented. Interim Chair advised that having the PC Principal leading the Shared Services workstream should provide greater transparency.

Interim Chair noted that the governance around the change process needs to be clear, with opportunity for levers of influence to be applied. Principal advised that this process commences on Monday, albeit initially

at high-level only, and that the Interim Chair and Board will be regularly updated. Interim Chair and Principal agreed that the key to success will be obtaining appropriate resourcing for the workstreams.

Board Member queried whether the Minimum Negotiation Points were the correct ones to make Scenario 1 happen. Depute Principal expressed concerns regarding the visibility and cohesiveness of the project given 7 separate workstreams. Interim Chair noted the need for an oversight group; Chair of SDC advised that SDC agreed with this position, adding that there is a need for the partnership to empower each Academic Partner to make decision locally.

Chair of F&R queried whether there would be a project management team formed for the project in order to start winning hearts and minds. Principal understood that someone was being brought in for this purpose, but it's not yet clear who that may be.

Board Member noted that part of the discussion at SDC focused on the potential for silos and the need for clarity of understanding around the change process to avoid this. SDC stressed the need for highlight reports being routinely circulated to local Boards for scrutiny across all workstreams.

Interim Chair suggested that the Chair of Court would be unlikely to be surprised at any of the negotiation points as they are not in themselves particularly controversial; it is about how these are framed. Chair of SDC agreed, noting that the first bullet point suggests something that is done to the College rather than something the College is an active partner in.

Board Member suggested that what PC Board requires is updates of work in progress rather than an end-product report in order to make comment on the direction of travel. Chair of F&R proposed building 30-minute inputs from UHI into each Board meeting, whether this be from the Chair of Court or the project team. Principal advised that Chair of Court had indicated that there would also be increased representation from AP Boards at Court, although these proposals had not yet been seen.

Principal advised that negotiation points will likely move and flex throughout such an iterative process therefore how matters are reported and how College can influence are vital.

Interim Chair noted that the recent debate around UHI/College branding has been a good example of changing mindsets, and asked SMT to provide an update on the latest position.

Vice Principal (External) noted that UHI had tabled it's new compromise position with SMT, and displayed a series of example graphics on screen for the Board's consideration, noting that there were in effect 3 options going forward:

- Option 1 – stick with current branding;
- Option 2 – adopt UHI proposals in full;
- Option 3 – proceed with local refresh.

SMT's position was that FE recruitment would be damaged by dropping the word "College" from the main brand, and that there is a need to reference both College and UHI to demonstrate tertiary nature of PC, however proposal from UHI doesn't achieve this in an equitable manner.

Chair of Audit suggested that the College needs to start committing to compromise to move to a position of trust rather than suspicion, and therefore would be prepared to drop own commitment to the word "college". However it would also be useful to hear from students on this matter.

Student Board Member advised that HISA Perth had conducted a consultation with a students and the majority preferred UHI Perth, however that process involved a small number of students and it may be useful to repeat the conversation now more student are on campus. Student Board Member expressed a personal view that the word "college" is important.

Chair of SDC noted that the matter comes back to the big question of "What is UHI?". Is compromise on this matter more about how and where "college" is presented within the text, and if so is this a battle worth fighting at this time given other priorities? Chair of F&R added that there are a number of things that can be done to ensure that a search for "Perth College" lands on the correct page.

Student Board Member referred to the Graduation ceremony earlier in the day where 2 brand identities were on show on stage, which looked confusing. In reference to the low numbers of students taking part in the consultation, is this an indication that students don't care that much?

Principal advised that there was a danger of only involving those students already enrolled as opposed to potential and future students, who tend to be the core focus of our marketing efforts.

Principal agreed that the branding issue will be seen as a proxy test for being committed to the UHI24 process. Interim Chair noted that if UHI24 works, all APs will all be under one brand anyway.

Chair of SDC noted that the UHI brad doesn't promote either the University or the Highlands & Islands, so could already be considered a compromise position. Principal advised that UHI brand recognition wasn't as strong in Perth & Kinross as it was across the region.

Chair of F&R queried whether funding around a rebrand could be a negotiating position. Principal advised that offer at the time to other APs was minimal funding for external signage but nothing beyond this. Vice Principal (External) further advised that PC contribute more historically to UHI marketing due to size of local marketing team.

Interim Chair stressed that compromise on the branding should be around visibility of "College" within the UHI brand. Student Board Member

	<p>requested that SMT ask what UHI can do to boost brand locally. Principal noted that the brand guidelines were very restrictive, and that it would be unlikely that UHI would be able to offer anything more than other APs received.</p> <p>Principal sought clarification that the Board wished to adopt the UHI branding proposals in principle, with further discussion required with UHI regarding the positioning and visibility of Perth College within these proposals. Board AGREED with this position. Principal advised that this matter would need to be handled carefully with staff and students given previous consultation process.</p> <p>Interim Chair clarified with Board that the desired position was to adopt Scenario 1, ie remain in UHI and commit fully to UHI24. Board AGREED with this position.</p> <p>Interim Chair advised that a formal response to the Chair of UHI Court outlining the Board's position on both these agreed positions would be issued as soon as possible, and that Board would be kept informed of any key items of correspondence in both regards.</p>	Interim Chair
5.	<p>Date & Time of Next Scheduled Meeting</p> <ul style="list-style-type: none"> Thursday 20 October 2022 @ 5:00pm 	
6.	<p>Addendum to Minutes</p> <p><u>Email from Interim Chair to Chair of UHI Court</u></p> <p>From: Graham Watson Sent: 07 October 2022 11:03 To: Alastair MacColl Subject: UHI2024</p> <p>Alastair</p> <p>As you are aware, the Perth College UHI (PC) Board met last night to discuss its appetite to play a full, collegiate, and positive role in the UHI2024 project.</p> <p>I am pleased to say that having examined in detail a range of options for PC, there is a unanimous desire within the PC Board to move forward urgently and collaboratively with UHI2024, and to reset the tone of our relationship.</p> <p>The PC Board believes in the long-term strengths and opportunities inherent in the UHI partnership. While the existing model has many weaknesses, not least around its complexity, financial inefficiency, trust deficit and lack of accountability, we are optimistic that by working together as equal partners with the UHI Court and other academic partners, we can deliver quickly, a much improved and fully transparent operating structure, that works better for students and staff and is</p>	

financially sustainable.

Looking ahead, we sense that UHI2024 will involve considerable cultural change across the partnership. To set this programme of change in context at its outset, we would like you to articulate for the PC Board (and other partners as you wish) what your vision of success, apart from financial sustainability, at the end of UHI2024 will look like; in other words, what the real deliverables and DNA of UHI will be.

As far as managing and governing the seven workstreams is concerned, we would like to see the creation of a project oversight board (POB). We anticipate that an early priority for the POB, populated we would hope with sponsors from each of the partners, would be to propose and agree with the UHI Court, suitable Terms of Reference (ToR).

At a minimum, we would expect these ToR to confirm that one of the shared outcomes of UHI2024 will be a slimmed down Executive Office, that is accountable to and serves the needs of the partnership. Operationally, we assume that the role of the POB will be to hold each of the seven strategic initiative leads accountable for rapid and integrated progress, and to act as a conduit for the regular reporting of progress to partners.

You and I have spoken previously about the importance of transparency in the process and the need for urgency in taking tough decisions across the partnership. Implicit in this mutual desire is quickly building a sense of comfort that the seven strategic initiatives will deliver a financially robust Executive Office, supported by financially robust academic partners. For an academic partner such as PC, that is already facing a very challenging and potentially existential short/medium term outlook, this will necessitate at a minimum, a significant reduction in the top slice of income retained by Executive Office.

We believe therefore that it will assist in the work that is to follow, if Executive Office is able quickly to conceptualise, agree with the partners and implement a restructuring plan that is focused on early financial sustainability and that is agile and responsive to external opportunities.

While continued freedom to conduct business as usual in local markets is important, one of the major attractions of UHI2024 for PC is the chance to build an organisation where continuous improvement and ongoing market development, nationally and internationally, are the norm. We support fully the desire for the UHI partnership to become more agile and more responsive, thereby enhancing its reputation, increasing its recruitment, and capitalising on new revenue streams.

We are pleased that you have invited the PC Principal to lead on the shared services workstream. We view the creation of an attractive shared delivery model that works for all partners, coupled with the emergence of a new curriculum strategy led by academic partners, as two of the major early prizes of UHI2024.

The active involvement of the PC Principal in the process, coupled with PC representation on the POB, gives the PC Board considerable comfort that the assumptions behind its support for UHI2024 will be validated as outcomes are realised.

I hope the PC Board's enthusiasm for UHI2024 is welcomed and I look forward to your support for PC's full engagement on the basis set out above.

In moving forward together as outlined above, I am pleased to confirm that PC is now agreeable to adopting the new UHI branding, with a limited number of caveats around the use, positioning, and size of the 'College' sub text, that the Principal will agree with UHI colleagues prior to adoption. I have advised colleagues that you had indicated a willingness to consider financial support for the cost of implementing the branding change, and this is appreciated.

I hope that as we work together on UHI2024, you might be willing to attend future PC Board meetings as an observer and to offer the occasional opportunity for PC to be represented as an observer at UHI Court meetings.

PC looks forward to being a full partner and an active contributor in the rapid evolution of UHI as a successful and financially robust tertiary institution, that is recognised as delivering a world class research and teaching environment for all students and staff.

I have shared this email with PC Board colleagues.

Regards,

Graham

Graham Watson
Interim Chair

Response from Chair of UHI Court to Interim Chair

From: Alastair MacColl
Date: Fri, 7 Oct 2022 at 11:59
Subject: RE: UHI2024
To: Graham Watson

Hi Graham

Thank you for letting me know the outcome of your Perth College UHI (PC) Board meeting last night. I am delighted that the PC board unanimously supports moving forward together to implement UHI2024 and realise the full potential of our partnership.....and the positive impact

	<p>we can have on the economic destiny of our students, staff and communities. Your flexibility in allowing us to reach a shared solution on branding, underlines in a very meaningful way, quite how quickly a new spirit of partnership is developing. It is much appreciated.</p> <p>The management and governance of the workstreams that underpin UHI2024 will be overseen by a Task and Finish Group/POB chaired by Andrea Robertson. I'd like to invite you to join this group, which includes representation from academic partners, the university court, staff and students. Margaret will of course be centrally involved, along with all of our partner principals, in defining and realising the priorities you refer to in your note. An immediate priority will be to explicitly articulate how we measure success. And of course, we will be working together with all of our Chair colleagues, to guide, shape and build momentum to support UHI 2024.</p> <p>The other observations and comments in your summary are noted and understood.</p> <p>On a more personal note, I'd be delighted to accept your invitation to join the PC Board as an observer.</p> <p>All the very best. I look forward to working together to turn our plans into results.</p> <p>Alastair</p>	
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Do the minutes contain items which may be contentious under the terms of the Data Protection Act 1998? **Yes** ☐ **No** ☒

Perth College UHI

Paper No. 4

Committee	Board of Management
Subject	Annual Health, Safety and Wellbeing Report
Date of Committee meeting	20/10/2022
Author	Ian Bow, Health, Safety and Wellbeing Advisor
Date paper prepared	03/10/2022
Executive summary of the paper	<p>Please outline the follow elements of this paper:</p> <ul style="list-style-type: none"> i) Purpose – what is it for ii) Impact – what are the intended outcomes iii) Course of Action – what happens next & by whom <p>The purpose of the Annual Health, Safety and Wellbeing report is to give board members, senior management and all stakeholders an understanding of health, safety and wellbeing arrangements in place within the College, and to provide assurances on the adequacy of these measures. This report is a statement of Perth College UHI health and safety management for the academic year 2021/22 and its intentions going forward for 2022/23 and beyond.</p> <p>This report highlights the key health and safety measures and systems within our Safety Management System to minimise risk and ensure the health, safety and wellbeing of our staff, students and visitors.</p> <p>Perth College is committed to continual improvement of health and safety. The contents provide a review of management arrangements, health and safety activities and lessons learned in this reporting period.</p>
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	Health and Safety Committee Audit Committee 19/10/2022

Perth College UHI

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

Perth College UHI

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

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

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

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

Perth College UHI

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

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

and

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

Annual Health, Safety and Wellbeing Report

Academic Year 2021-2022

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Introduction

This report is a statement of Perth College UHI Health and Safety Management for the academic year 2021/22 and its intentions with regards to 2022/23 and beyond. The purpose of this report is to give an overview of arrangements in place to fulfil the Colleges statutory health and safety obligations. It provides a review on management arrangements, sickness absence and accident performance data, and health and safety activities that have taken place over the last 12 months. This report sets out key health and safety control measures and systems in place to demonstrate the College approach to minimising risk and ensuring the health and safety of its employees, students, and visitors.

Perth College provides learning opportunities at all levels, from pre-16 provision for school students to higher and further education courses, apprenticeships and work-based learning, across a wide vocational spectrum, including engineering, construction, motor vehicle, hair and beauty, hospitality and catering, business and ICT, land-based, leisure, sport and public services, creative arts, health and social care.

Executive Summary

This reporting period has again proved challenging to our staff and students. Working and studying from home has had some negatives but also benefits. The way in which we work and study has changed and those changes have identified the flexibility and advantages in delivery of services as we learn to adopt and adapt to changing situations.

Health & Safety has continued to be managed proportionately, sensibly and practicably. To mitigate the risks to which the College, our staff, students, visitors and those associated to the College are exposed to, we focus resources on priorities and achieving key outcomes to support our business needs and delivery. Whilst Health, Safety and Wellbeing improvements are being made, we should always remember that there is always room for improvement. Detail and results from this report will be used for focusing our attention on continually improving performance going forward. We are to be fully committed to ensuring that Health, Safety and Wellbeing is an important part of all we do as a College, not just a “nice to have”.

Henderson Loggie conducted a Health and Safety Assurance Audit in May 2020 which identified or systems “Requires Improvement” noting the specific areas Policies and Procedures review cycle is too long, mandatory Health and Safety Training compliance was low, risk assessments for tasks, processes and activities did not meet the level of compliance required and there was under-reporting on Near Miss incidents. This report shows the improvements being made in all these areas.

We can report with confidence an increase in internal audits designed to assess the Safety Management System of the College, an increase in mandatory training and in-house Health and Safety related training events.

Further to this, our raising of Stress and delivery of Stress Awareness training and providing our managers with the training and tools to address manage stress in the work environment has proved beneficial to many as well as the organisation.

Focusing on the performance of the Safety Management System, progress is being made in all aspects with the expectation that the near return to normal business during this reporting period and onward to 2022-23 academic year will see a noticeable improvement.

1. Health and Safety Management

1.1 Policy

The Perth College Health and Safety Policy forms the basis of the Safety Management System. The Policy is read in 3 parts, the Statement of Intent which is signed by the Principal and Chief Executive and the Chair of the Board of Management. Health and Safety Organisation (Part 2) is included in the Health and Safety Policy and identifies the roles and responsibilities to ensure the Policy is enacted effectively. Part 3 is the Arrangements for Health and Safety which supplement additional health and safety related policies and procedures giving further direction on the implementation and enacting of the policies.

Additional Health and Safety related Policies and Procedures are also produced to provide instruction, guidance and legal compliance.

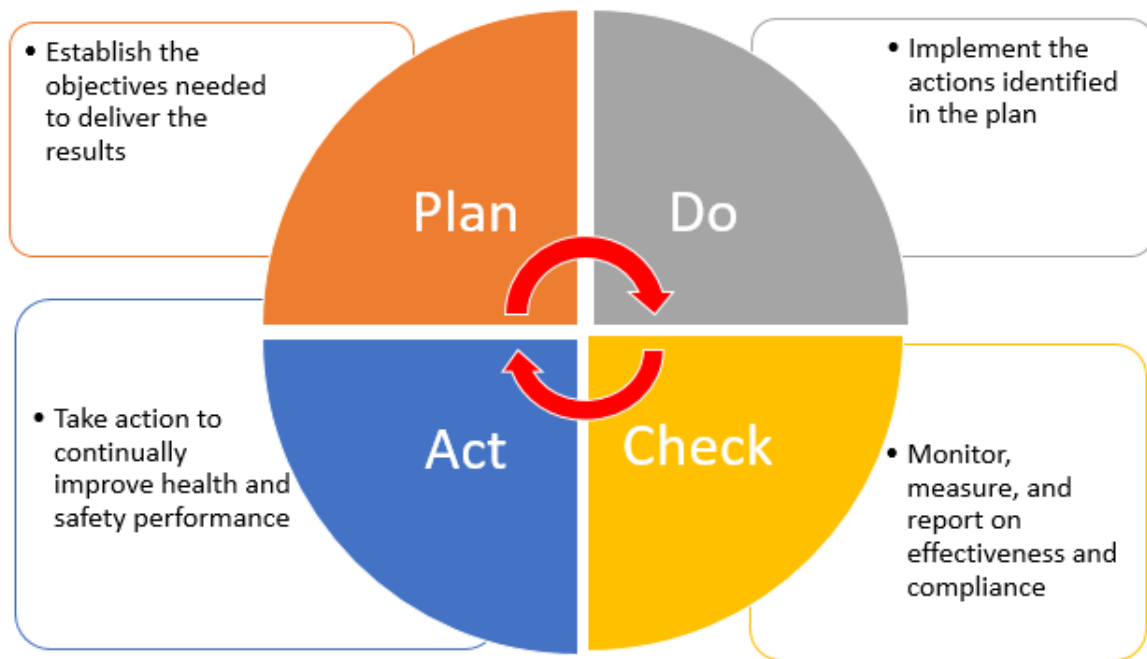
1.2 Planning and Implementation

Perth College has a legal duty to put in place suitable arrangements to manage Health and Safety. The Management of Health and Safety at Work Regulations 1999 requires the College, as the employer, to put in place arrangements to control health and safety risks.

The Health and Safety Executive (HSE) state the employer should have processes and procedures to meet the legal requirements and as a minimum:

- a written health and safety policy;
- assessments of the risks to employees, contractors, customers, partners, and any other people who could be affected by your activities – and record the significant findings in writing. Any risk assessment must be 'suitable and sufficient';
- arrangements for the effective planning, organisation, control, monitoring and review of the preventive and protective measures that come from risk assessment;
- access to competent health and safety advice;
- providing employees with information about the risks in your workplace and how they are protected;
- instruction and training for employees in how to deal with the risks;
- ensuring there is adequate and appropriate supervision in place;
- consulting with employees about their risks at work and current preventive and protective measures

Health and Safety Planning is part of a continuous cycle where the plan is regularly reviewed for effectiveness and for the regular resetting of objectives.



The Policy and Procedure Group (a sub-group of the Health and Safety Committee) are continuing to review policies and procedures in line with recommendations made by the Henderson Loggie audit in May 2020. The group has so far reviewed 20 Policies and Procedures with a further 3 yet to be reviewed.

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

The Health and Safety Committee plays an integral part in the Health and Safety Management by:

- Monitoring the organisation's health and safety performance against legal and statutory requirements.
- Delivering Health and Safety Policy(ies), strategy and plans and in particular, the College Health and Safety Programme and make recommendations.
- Reviewing annually the College health and safety management system and the relevant parts of the risk register and make recommendations.
- Providing a consultation forum for management, staff and unions on health and safety matters
- Promote co-operation between the College and its employees and students in instigating, developing and carrying out measures to ensure health and safety.
- Ensuring accidents and near misses are recorded, fully investigated and commit to reducing work-related injury and ill health and to take all reasonable steps to promote health and well-being at work
- Reviewing accident, incident, work related absence and occupational ill-health trends and to make recommendations for corrective action.
- Considering reports on health and safety inspections, audits and other monitoring activities and make recommendations.
- Considering reports and information provided by inspectors of the enforcing authorities.

- Considering reports submitted by Trade Union Safety Representatives or other Committee members.
- Promoting and overseeing health and safety training in the College at all levels and monitor attendee data.
- Making recommendations on improvement of health and safety performance and minimisation of occupational injury and ill health as appropriate

During the past year we have yet again been curtailed in our plans for staff development. This said, with the easing and eventual dropping of restrictions, we have been able to enact some of the planned activities for developing staff and student competences and skills. (further detail at 1.4 below). The proposed plans for training and monitoring performance have again been redrafted for the next academic year.

Implementation of the standardised format and template College wide for Risk Assessment has proved successful, evidenced during training and internal audits. Competent trained risk assessors appreciate the reduction of concerns they may have had in conducting assessments in their individual areas.

1.3 Cooperation and Communication

The Health and Safety Committee consists of representatives from curriculum areas, support services departments, Trades Unions and Students and is the forum for discussion, information and consultation. The Committee has met on 4 occasions in this reporting period. Attendance was good on all occasions.

- Chair (Head of HR & OD)
- Member of Board of Management
- 4 x Head of Curriculum Area (or deputy)
- Unison Staff Side Representative(s)
- EIS Staff Side Representative(s)
- Head of Estates
- Health, Safety and Wellbeing Advisor
- Student Body Representative

The Committee along with Trade Union safety representatives has played an invaluable part in providing a safe working environment.

With the removal of PerthNet, the College Intranet, which was outdated and not well maintained, 2 SharePoint communication pages have been created for Health and Safety and Health and Wellbeing. The latter is a new initiative and contains information on Healthy Eating, Mental Wellbeing and Physical Wellbeing. Access is open to all staff. Content and input for the page originates from the Health and Wellbeing Group.

The Health and Safety communication page contains information and guidance on Risk Assessments, Health and Safety Training, Health and Safety Performance and Employee Wellness. These pages provide us with the ability to directly communicate instantly with updates, news, promotions and links to internal and external sites.

The Covid Response Group was set up in April 2021 and includes managers, staff and Trade Union safety representatives. The groups remit is to stay abreast of the ongoing Covid Pandemic situation and to monitor and report on the College 's response to

Government legislation and guidance. During this reporting period, the Group met on 19 occasions.

1.4 Training and Competence

The Health and Safety at Work and the Management of Health and Safety at Work Regulations place duties on the College as the employer to provide suitable and sufficient information, instruction and training in order to ensure health and safety compliance.

Part of the role of the Health, Safety and Wellbeing Adviser is to work with the Human Resources and Organisational Development team to design and deliver a programme of health, safety and wellbeing training and to develop and maintain the competence of staff. Most training is delivered in-house which reduces costs and uses internal expertise to develop and provide specific training to meet the needs of the College. All training courses delivered are a statutory requirement with relevant specialist training being sourced externally.

As mentioned previously, planning and delivery for staff development has been amended due to the pandemic. However, a lot of training has been conducted internally and externally.

A further 4 members of the College Management Team have enrolled in the Institute of Occupational Safety and Health (IOSH) Managing Safety.

An additional 10 staff have completed the General Risk Assessor training. This now gives a total of 80 competent assessors.

44 staff have completed the Mental Health First Aid training which teaches people how to identify, understand and help someone who may be experiencing a mental health issue.

6 staff have qualified or requalified as competent First Aiders after successful attendance at a British Red Cross First Aid at Work course and 10 staff have completed Emergency First Aid at Work widening our capability across the Campus to respond to incidents and accidents. We have also followed recommendations to conduct First Aid Refresher Training to maintain skills and confidence with 14 of our first aiders.

Following the “normal” resumption of business and the requirement to transport students for events such as Duke of Edinburgh Award, external sports activities and educational visits, we have had 11 staff attend MiDAS training. MiDAS is the Minibus Driver Awareness Scheme. It is a scheme that promotes a UK wide standard for the assessment and training of minibus drivers and is viewed as best practice. The scheme aims to enhance minibus driving standards and safe operation of minibuses.

Completion of mandatory Health and Safety related training modules remains with slow but steady progress in achieving full compliance. Again, we have sent reminders to managers and staff regarding the requirement to undertake and complete these modules. Monthly monitoring of compliance by the HSWA and HR takes place and reporting to the Head of HR&OD. Compliance has improved (see table below) although some areas are not as compliant (as raised in the Health and Safety Audits).

It should be noted that with the withdrawal of the Blackboard platform and the initiating of Brightspace for some online modules, there was a time lag where the modules could not

be accessed and the records from Blackboard cannot now be retrieved. This is reflected in the Fire Awareness module uptake numbers.

1.5 Risk Management

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

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

Each department and curriculum area has had a “hazard survey” conducted to identify those foreseeable hazards likely to cause harm. This is the foundation of the risk assessment process. Since the end of Covid restrictions and specific “Covid Safe” risk assessments, Covid has been included as a workplace hazard on general risk assessments.

The Estates Department employ contractors to conduct works on site. All approved contractors must provide the Estates Department copies of their Risk Assessments and Method Statements (RAMS), which are examined and commented upon as required prior to any works commencing. Contractors are given a Health and Safety Induction by a member of the Estates team. Work permits are issued by Estates for hot works, working with electricity etc.

Departmental workplace health and safety inspections are conducted on a risk basis, higher risk areas completing on a bi-annual basis. Raising awareness of hazards and potential risks has brought more requests for advice and guidance from the Health, Safety and Wellbeing Adviser.

The Health and Safety Risk Management Profile has not been reviewed this reporting period, mainly due to Covid and the time required to assess and review the document. It is to be on the agenda for the November Health and Safety Committee meeting.

As stated earlier, with the lifting of restrictions and the lowering of the risk of severe illness, Covid Safe assessment have been withdrawn. However, we maintain a weather eye on infection rates, hospitalisations, Government Guidance and advice from Health Protection Scotland. We have also ceased to issue Lateral Flow Devices on instruction from NHS Scotland.

1.6 Advice and Support

The Health, Safety and Wellbeing Adviser (HSWA) is the appointed “Competent Person” as per the Management of Health and Safety at Work Regulations 1999, Regulation 7 and continues to provide support and advice to management and staff. During this reporting period, the main focus has been on internal audits, training and development, advice and assistance in the compilation of departmental risk assessments.

2. Audit and Review

2.1 Internal Audits

Internal Audits identify strengths and weaknesses in the Safety Management System, application of our Policies and Procedures as well as legal compliance.

The programme of Internal Audits has been subject to change due to the pandemic and availability of personnel to take part. Commencing in January 2022, 12 Health and Safety Audits have been undertaken incorporating 17 areas. Where requested, subject areas have been combined for ease of management and control.

To ensure observations and actions from these audits are followed through, actioned and resolved, each area audited is required to provide an update of their individual action plans to the Health and Safety Committee. Again, due to staffing and the pandemic, some areas have yet to fully report on the status of observations made.

Areas audited are identified in the table below.

Date	Area	Grading - Compliance	Remarks
Jan 2022	Food Studies and Hospitality	Green – 91%	
Jan 2022	Electrical Workshop	Yellow – 88%	
Feb 2022	Mult-Skills and Project Area	Yellow – 87%	Combined 2 into 1 audit
Mar 2022	Joinery Workshop	Yellow – 86%	
Mar 2022	Executive Offices	Green – 94%	
Mar 2022	AST (Scone)	Green – 95%	
Apr 2022	Plumbing & Gas Technology	Yellow – 83%	Combined 2 into 1 audit
Apr 2022	Curriculum Administration	Green – 92%	
Apr 2022	Business, Management & Computing	Green – 94%	Combined 3 into 1 audit
Apr 2022	ICT	Yellow – 77%	Combined 2 into 1 audit
Apr 2022	ASW Commercial	Yellow – 82%	
May 2022	Science Labs	Green – 91%	

2.2 External Audit

There were no External Audits Health and Safety Audits by Henderson Loggie during this reporting period.

The College Nursery had an unannounced inspection by the Care Inspectorate October 2021. The Nursery was graded as follows indicating a significant improvement.

Care and Support – 5 – Very Good

Environment – 4 Good
Staffing – 5 – Very Good
Management and Leadership – 4 – Good

The previous inspection, again unannounced, in February 2020 gave the following gradings.

Care and Support – 4 – Good
Environment – 4 Good
Staffing – 4 – Good
Management and Leadership – 2 - Weak

2.3 Departmental Health and Safety Inspections

The completion of Departmental Health and Safety Inspections using the Workplace Inspection Checklist document had a low uptake due to Covid and reduced personnel on-site. Workplace inspections for “Low Risk” areas (ie. library, offices, classrooms) are to be completed once in an academic year whereas “High Risk” (ie. kitchens, workshops) are to undertake a formal inspection each semester. Workplace inspections shall resume in semester 1 and copied to the HSWA. Reminders will be issued to managers informing them of the requirement to inspect areas in semester 1.

3. Monitoring Performance

3.1 Proactive and Reactive Monitoring

Measures for the monitoring health and safety performance include the Internal Health and Safety Audits (see 2.1 above), Safety Tours observing work practices, Safety Sampling and Safety Surveys looking at activities, processes or work areas.

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

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

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

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

In April of this year, the College received a delivery of 120 Air Quality Monitors for monitoring CO2 levels, temperature and humidity in rooms and spaces. The monitors are battery powered and can be linked via Bluetooth to a mobile phone to view data from the previous 2 weeks. 109 are in place in rooms with mechanical ventilation or where high occupancy is normal, the others are awaiting the completion of room refurbishment. The monitors have a digital display showing the CO2 level, temperature and humidity level

which can be read by the room users to alert them if action is to be taken, ie. open windows and doors.

The HSWA monitors periodically or where a concern has been identified and action required. Monitoring is reported to the Covid Response Group.

3.2 Key Performance Indicators (KPI's)

The comparison of Key Performance Indicators with previous years is skewed slightly and may not provide meaningful benchmarking data. Again, this is due to Covid and the reduction of activity on Campus. Recording continued throughout and comparisons with other institutions within UHI, and externally will be made when their information is made available.

Action	Actual 17/18	Actual 18/19	Actual 19/20	Actual 20/21	Target 21/22	Actual 21/22	Target 22/23
Number of Leaders hold IOSH Directing Safety certification.	Info not available	Info not available	2	2	2 or more	2	2 or more
Number of CMT members and identified staff who hold IOSH Managing Safely or equivalent.	Info not available	Info not available	3	7	10	9	10
Number of staff having completed mandatory health and safety training.	61%	55.6%	Average 84%	88%	90%	*83%	90%
Number of departmental safety inspections.	Info not available	Info not available	Info not available	7	6-8		Min 54
Number of Internal Audits conducted against plan. *some audits combined for curriculum areas	3/3	5/5	5/8	0/10	20	15/18	26
Number of Internal Audit Level 1 Priority Actions outstanding.	Info not available	Info not available	Info not available	Info not available	All	3	0
College sickness absence within agreed levels (average sick days per head)	5.51	5.19	7.88	4.5	Under national average	8.9	Under national average
College turnover levels within agreed levels			26%	13%	20.5% or under	19% (6% for perm roles)	20.5% or under
Number of accidents/incidents (all)	53	75	91	22	<90	86	<90
Number of near miss, hazard and dangerous occurrence reports.	Info not available	7	6	4	Min 20	17	Min 20
Number of lost time accidents.	Info not available	Info not available	1	0	0	0	0
Total number of working days lost due to accident/injury/ill health	3798	6824	4048.50	2263	10% lower	3220	Less than 3000 hours
Number of RIDDOR reportable accidents and ill health.	4	2	0	0	0	0	0
Number of contractor accidents on site.	0	1	0	0	0	1	0
Number of safety related insurance claims.	Info not available	Info not available	0	0	0	0	0
Number of staff absent due to work related stress during year	Info not available	15	TBC	4	Less than 5	5	5 or less
Number of staff absent due to work related musculoskeletal disorders.	Info not available		1	0	0	0	0

*Fire Awareness module added August 2021

3.3 Accidents, Incidents and Near Misses

With the near return to normal for work and study, activity on site has increased but not to pre-pandemic levels. We anticipated a fall in accidents and incidents and an increase in hazard and near miss reporting. During this reporting period we have had 86 accidents/incidents reported and recorded, 2 hazardous situations and 15 near misses noted. (See Appendix 1 for graphical display).

Accidents, Incidents, Near Misses etc. are reported quarterly to the Health and Safety Committee. The method of reporting has been amended to indicate which group of staff has been involved as well as students, school pupils, visitors and contractors, where the accident or incident occurred. For reporting purposes and resource allocation, this will give a better indication for the most likely locations and persons to be injured and how. For instance, this year 4 Academic Staff were injured, all through Slips, Trips and/or Falls. 4 Support Staff were involved in incidents, 2 from the Nursery with injury inflicted by children, a Slip, Trip Fall and an injury to the hand caused during manual handling.

As expected, the number of students injured was high with 51 accident reports being submitted. Quarter 1 and 2 of this reporting period saw the highest and a decline thereafter as students became more aware of their surroundings and their “tools of the trade”.

High numbers of Members of the Public using the Academy of Sports and Wellbeing (ASW), 19 in total which were mainly sports injuries from competitive sports. Alongside this were 7 School Pupils who use the ASW Games Hall for organised sports sessions. The latter being mainly bumps and bruises.

All incidents and accidents are graded for severity and seriousness, Negligible, Low, Medium and High. This effects the level of investigation required, commensurate with the severity and seriousness. 44 were classed as Negligible, a minor injury requiring minimal First Aid and a return to work/activity, 34 Low, again a minor injury requiring minimal First Aid and a return to work/activity but with possible repercussions, Medium, requiring First Aid and/or further treatment off site with an absence from work or study and finally, High which requires medical treatment and stay in hospital and absence from work or study for over 7 days. The latter being RIDDOR reportable instances, of which we have not had any.

There were 2 Hazardous situations reported by a contractor involving unexpected items in nappy bins. 15 Near Misses were also reported which is good to know as we raise awareness of general safety throughout the Campus. Reports included windows opened to the full extent causing difficulties retracting them, Slips and trips which did not cause injury but still had the potential to cause harm or damage and falling objects.

Our First Aid Team attended to 50 calls for assistance where persons did not have an accident on Campus. Calls included anxiety and panic attacks, re-dressing injuries acquired externally, seizures and nose bleeds.

3.4 Sickness Absence

The cumulative sickness absence rate for the College for 2021/2022 has increased when compared to 2020/2021 however, this is expected as 2020/21 was an exceptional year due to COVID. When comparing the 2021/2022 rates to 2019/20 the overall sickness rates are lower with support staff sickness absence seeing a significant reduction whereas the

academic and management sickness absence has increased in comparison to 2019/20. Overall sickness absence per head has also increased in comparison to 2019/20. It is too early to say what the sickness absence levels for 2022/23 will be like.

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

3.5 Fire Safety

Fire Risk Assessments were conducted by the HSWA on all buildings in June 2021:

- Brahan
- Goodlyburn (including Dunne building)
- ASW
- Webster
- Nursery
- Glen Lyon
- Glen Almond
- Glen Shee

Minor observations noted during the assessments have been discussed with the Head of Estates and Estates Officer for action or corrective action.

There have been 6 callouts to Scottish Fire and Rescue Service in this reporting period all but 1 were false alarms.

- Brahan, wilful fire raising of a waste skip (out of hours)
- Goodlyburn, alarm panel fault.
- Brahan Old Games Hall, suspected dust interfering with sensors.
- Brahan 3rd floor toilets, suspected aerosol deodorant set off sensor
- Goodlyburn refectory, (out of hours), suspected sensor fault.
- Brahan, smoke detector set off (toaster left unattended).

11 Evacuation Chairs located on Campus were inspected and serviced in June 2022. All emergency fire fighting equipment (extinguishers and blankets) were inspected and serviced in May 2022 with replacement equipment for all those past their shelf or servicing life.

Fire Awareness and Fire Marshall training (see 1.4 above) on the Brightspace platform continues as a mandatory requirement for all staff. Further training events are planned to increase the numbers of personnel competent to assist in the emergency evacuation of persons and in the use of the Evac-Chair. It is also planned to provide some staff with training in the use of Fire Extinguishers.

The Fire Safety Management Policy and Procedures includes the compilation and completion of the Building Fire Log Books. This has yet to be implemented as well as training for the Estates Caretakers. It is hoped that this will be completed before the Autumn break.

We received notification from Scottish Fire and Rescue Service that they shall, from April 2023 challenge calls made through the Automatic Fire Alarm system from non-domestic premises in order to reduce the number of unwanted fire alarms. Their intention is to contact the College and ascertain if there is a fire or signs of a fire. The Head of Estates

and Health, Safety and Wellbeing Adviser are to meet with Scottish Fire and Rescue Service (Perth) in the near future to discuss how best for us to proceed and the seek guidance on procedures. Student residences will not be affected.

4. Health and Wellbeing

4.1 Health and Wellbeing Group

The Health and Wellbeing Group, which has members from Curriculum and Professional Services, has met on 8 occasions in this reporting period and have been working towards maintaining the standards of the Healthy Working Lives Award, promoting healthy eating and lifestyles, mental health, wellbeing training and to make recommendations to the Health and Safety Committee. The remit to review the Stress Surveys and create an action plan has been removed from this group, as a separate Stress Management Group has been created with a dedicated focus on stress prevention and the Terms of Reference have been changed accordingly.

In March 2022, we promoted National No Smoking Day with a stand in Brahan and a wide range of materials and brochures. Although we were still restricted in the numbers of persons on Campus, uptake was good.

In April we celebrated Stress Awareness Month with Stress Awareness presentations, a stand in Brahan where staff and students could receive information and take a simple on-line stress test. Those who attended were offered a free “Stress Ball”. Again, this was well attended.

Also in April, Sports and Fitness students offered Health Checks to staff and students looking at weight, blood pressure, height, body mass index. Hair and Beauty offered “De-Stress” treatments as part of Stress Awareness month where 3 staff attended. They will be continuing in Semester 1.

As well as the SharePoint Health and Wellbeing Communication site we also have our Health and Wellbeing Calendar on the Perth College Website indicating upcoming events, promotions and campaigns.

4.2 Stress

In January 2022, we repeated the Organisational Stress Survey to evaluate staff responses and further direct improvements in perception and meet the HSE Management Standards. This year we included a text box for qualitative responses as well as the quantitative.

The responses indicated that some areas had fared better with less dissatisfaction but others where the negative responses increased. It can possibly be assumed that this was in part due to Covid, home working, isolation and pressures adopting new work methods and patterns.

Again, the Health and Wellbeing Group were to formulate an action plan to address the issues identified. propose measures which were SMART and work to meet the Management Standards. Unfortunately, the group’s proposals did not meet with expectations so a recommendation went to the Health and Safety Committee to form a Stress Management Group which should include senior management, trade unions and

members of the committee. This group has been formed and has met twice agreeing to set up Stress Focus Groups to canvas employees on a team and personal level. Focus Groups will commence in semester 1. It is planned to repeat the Stress Survey in January 2023.

The HSWA has conducted 10 sessions of 1 hour face-to face on Stress Awareness with 44 attendees who stated the sessions were very useful and provided a better understanding of pressure and stress. The HSWA has also conducted 6 Managing Stress sessions of 2 hours, again face-to-face, designed for managers who have first attended the Stress Awareness sessions. A total of 17 managers have attended. The sessions are designed to provide managers with the skills and confidence to identify and address stress in their areas and to conduct stress surveys and risk assessments. Stress surveys are recommended for all areas regardless.

The HSWA has also conducted a further 2 Individual Stress Risk Assessments with employees who identified they felt stressed due to their working conditions. However, 2 additional assessments have yet to be finalised due to individual personal reasons.

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

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

4.3 Health Surveillance

Following the introduction of the Health Surveillance Policy in 2020, work has been ongoing with the HSWA, HR and Departmental Managers to identify staff posts/roles which require specific health surveillance. Main areas for baseline testing and further surveillance are Noise Induced Hearing Loss (Audiometry), Respiratory (Spirometry) and blood tests for lead. Medigold, our Occupational Health Provider, have been requested to place a quote for the services required. It is anticipated this would be approved and a request would be made for a mobile unit to attend the Campus in order to undertake the surveillance with minimal disruption.

4.4 Home/Hybrid Working

There remains a mixture of On-Campus and Home Working (Hybrid) for many staff and students. Those staff who are working hybrid attend Campus either 2 or 3 days a week, depending on their contract and working pattern, and work from home the rest of their hours. This mixture of working will remain until the end of semester 1 (January 2023).

We maintain the requirement for those staff to provide/review their Home Working Risk Assessment and their Display Screen Equipment Assessment for scrutiny by their line manager. Due to the pandemic and the increase in home working activity across all industries, the HSE has provided advice and guidance reminding employers that they have the same health and safety responsibilities for people working at home as for any other worker.

Staff have also been given the opportunity to apply for “flexible working” which would be a permanent change to their contract. Requests are submitted to the line manager and a decision whether to approve or not is made by the Senior Management Team taking into account any reasonable adjustments required and the line managers recommendation.

4.5 Returning to Work and Study

With the removal of Covid restrictions, there has been an increase in activity on Campus with greater numbers of staff and students attending and would expect this to be 100% of staff not on flexible working by February 2023.

We retain general measures, promoting hand hygiene, washing regularly, using gels and sanitisers, maintain distance where practicable and also the “Distance Aware Scheme” for those persons who do not wish to be in close proximity to others. As above, hybrid working continues for the present.

With the removal of restrictions, Organisational and Departmental Covid-Safe assessments have been amended with Covid as a workplace hazard and risk assessments shall reflect this with appropriate controls to ensure a safe and healthy work and study environment.

4.6 Healthy Working Lives

We have recently been informed that Public Health Scotland will no longer deliver the Healthy Working Lives Award. We hold the Bronze, Silver and Gold Awards and were due a review of our Gold status this year. Although disappointing not to have this accreditation, we will still maintain our work in promoting Healthy Working Lives and fulfill all the criteria set out within the standards. The Health and Wellbeing Group will be taking this forward.

4.7 Student Health and Wellbeing

The Student Engagement Team continue to provide face to face Student Induction Talks which includes essential information regarding returning to campus and for those who are new students. There are also a number of videos to help student familiarise themselves with the Campus, Do's and Don'ts, acceptable behaviour, etiquette and more.

The Student Additional Support Team provide a range of services including Loan Bank, Assistive Technology Workshops, Microsoft Accessibility, Disabled Students Allowance (DSA) and Alternative Assessment Arrangements to assist and support our students through their studies and onward to a successful career.

Student Counselling Services provide experienced counsellors for students who may be or are experiencing difficulties, feeling low, confused or stressed. This service provides the students an opportunity to discuss anything that is troubling them, to unburden themselves and seek assistance and guidance with academic worries to mental health issues and personal relationship problems.

The Student Engagement Team cover a range of activities to encourage engagement during the academic year. They deliver workshops and in-class talks, which are updated each academic year to show change in mood and external influences.

These include:

- How to stay focused when studying online
- Public speaking in a formal setting
- Stress and anxiety
- Hate crime
- What is e-safety?
- Bullying - what and why?
- How to dig deep and stay the course!
- Sexual assault at festivals and clubs
- Sex, drugs and rock 'n' roll - let's talk about it
- Student Voice Representative Team

Student Wellbeing and Support Service also provide a wide range of support, including Drop-In sessions for those students who experience issues which impact on their Mental Wellbeing for example feeling anxious, having difficulties with motivation or low mood, feeling isolated and alone, having relationship issues, struggling with irregular sleep patterns.

The Student Health and Wellbeing Group is recruiting membership from the student body and hopes to hold it's first meeting in October. Terms of Reference for the Group have been approved.

4.8 Health and Fitness

The Academy of Sports and Wellbeing (ASW) has provided an invaluable service throughout this reporting period by promoting and delivering a wide range of wellbeing initiatives to our students, staff, and wider community.

These initiatives support physical, mental, and social wellbeing and involve all age groups ranging from 6 month to 80 plus. ASW offers a wellbeing service that supports everyone regardless of ability and we take great pride on our #HEREFOREVERYONE philosophy.

This has resulted in over 40,000 gym attendances, 18,500 fitness class attendances, 13,000 climbing attendances and over 130,000 sports hall attendances.

ASW gym membership stands at 1092 members with an additional 600 "pay as you go" members. They have also registered 2,300 climbers in 22-23 and now work with over 30 local clubs and National Governing Bodies that allow them to host a multitude of sporting opportunities each week.

ASW continue to support the wellbeing of students not only with services highlighted above but also support their financial and educational wellbeing having provided over 120 work-based learning opportunities in the last 5 years including 15 in 22-23. They also currently employ 8 students within our ASW operation and have 5 Perth College UHI graduates working at ASW.

ASW provides a high-profile, professional, community focused health and wellbeing service. This is recognised across the city of Perth, their service and customer focus further enhances the student and staff experience and positively impacts on the reputation of the college and the role it plays on the wellbeing of our community.

5. Communication with External Agencies and Groups

During this reporting period there have been no inspections, visits, requests for information, Fee for Intervention Notices, Prohibition or Improvement Notices issued by the Health and Safety Executive (HSE). We receive regular updates and information from the HSE via email (HSE ebulletin Service and HSE Weekly Digest Bulletin).

We have also not had any visits or requests from Perth and Kinross Council seeking information.

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

The UHI Health and Safety Practitioners Group consists of Health, Safety and Wellbeing leads from UHI and meets periodically to discuss issues, new initiatives, legislation and share best practice. The frequency of meetings has now reverted back to 2 monthly with the ending of Covid restrictions. This group reports into UHI Executive Office.

The Tayside Health and Safety Forum consists of Health and Safety practitioners from Fife, Dundee and Tayside Colleges and Universities. The group meets frequently to discuss and share experiences and best practice.

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

All the groups have again focused on the Covid pandemic until restrictions eased and eventually lifted. All groups also share information and discuss general health, safety and wellbeing issues such as manual handling, training opportunities, stress at work, home/remote working, hazardous substances and of course, Covid.

6. Going Forward – 2022-2023

6.1 Training and Competence

We shall continue to provide IOSH training opportunities to our Management Team in order to raise their competence and awareness of the Health, Safety and Wellbeing issues within their work areas.

Due to the findings of Internal Audits already conducted, managers are more aware of the need to provide in-house training sessions for subjects such as Hazardous Substances, Working at Height, Manual Handling and Elementary Health and Safety. These sessions shall be programmed into the calendar as soon as is practicable. Additionally, we shall be providing additional sessions for General, Control of Substances Hazardous to Health (COSHH) and Manual Handling risk assessments.

We will continue to promote our online training resources on Brightspace and Marshalls platforms with regular reviews and reports of enrolment and completion of mandatory training modules.

6.2 Internal Audits

The programme of Internal Audits forecasts another 26 audits to be conducted between August 2022 and August 2023. 4 of these are delayed or postponed from this academic

year. Again, our Trades Union colleagues will be invited to be part of the audit team and it is hoped their participation will be forthcoming where practicable.

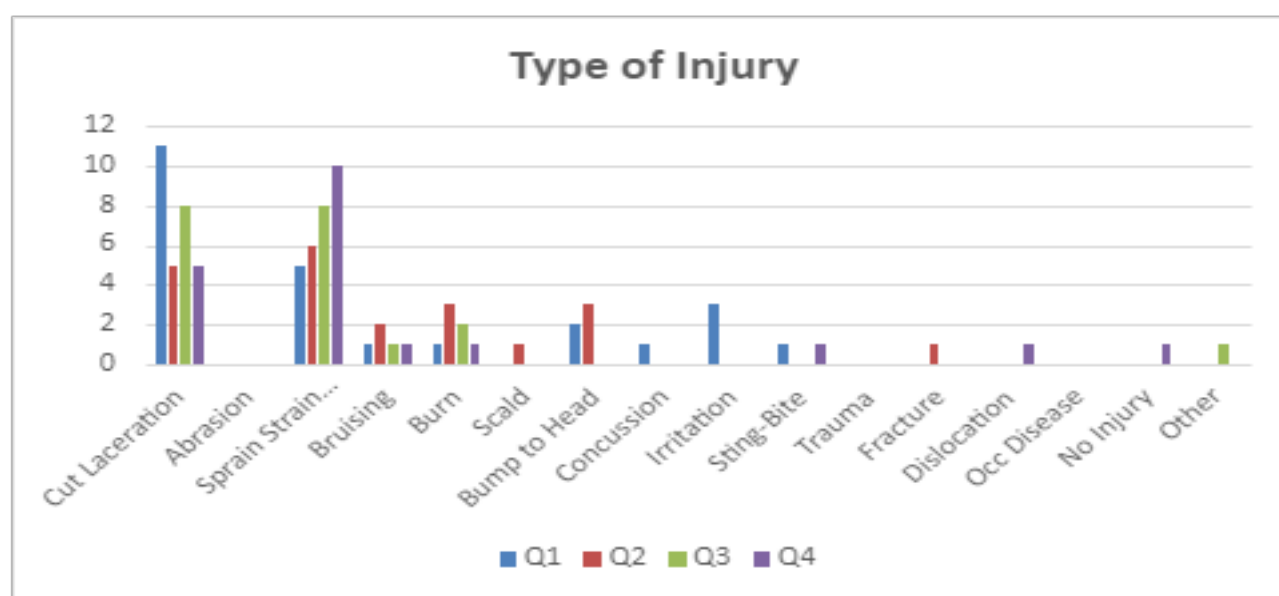
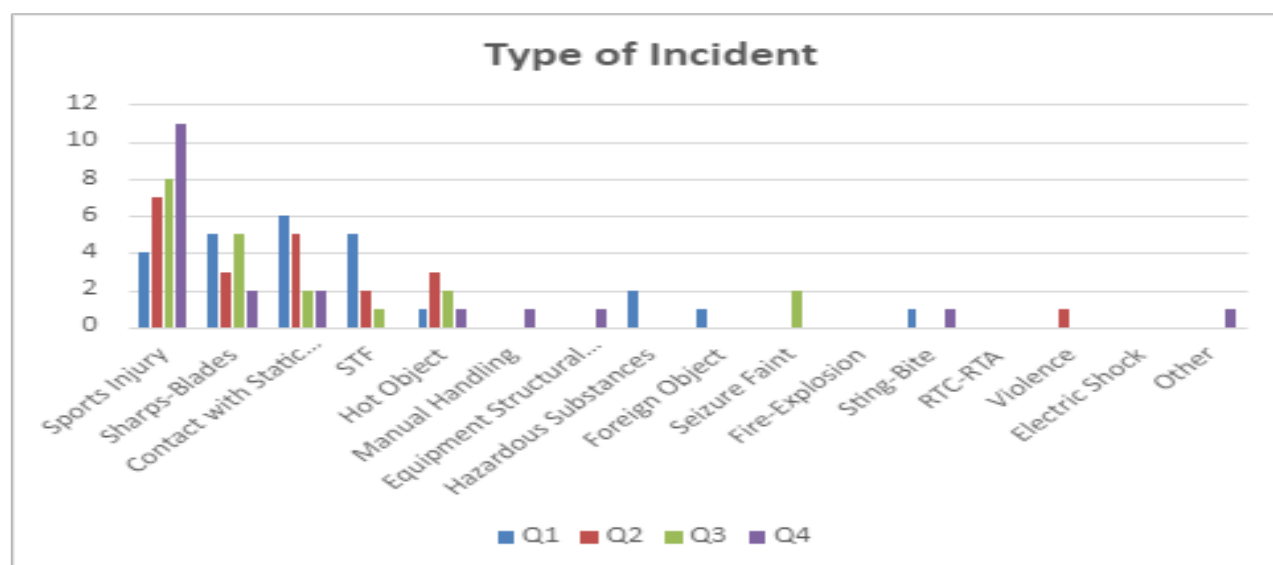
6.3 External Audit

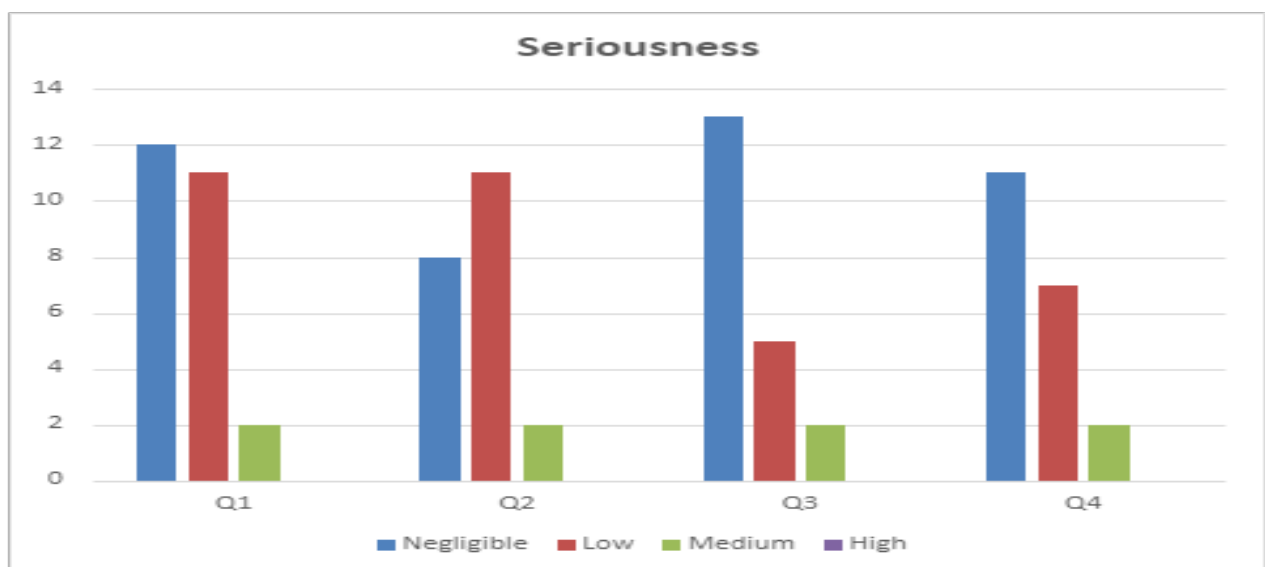
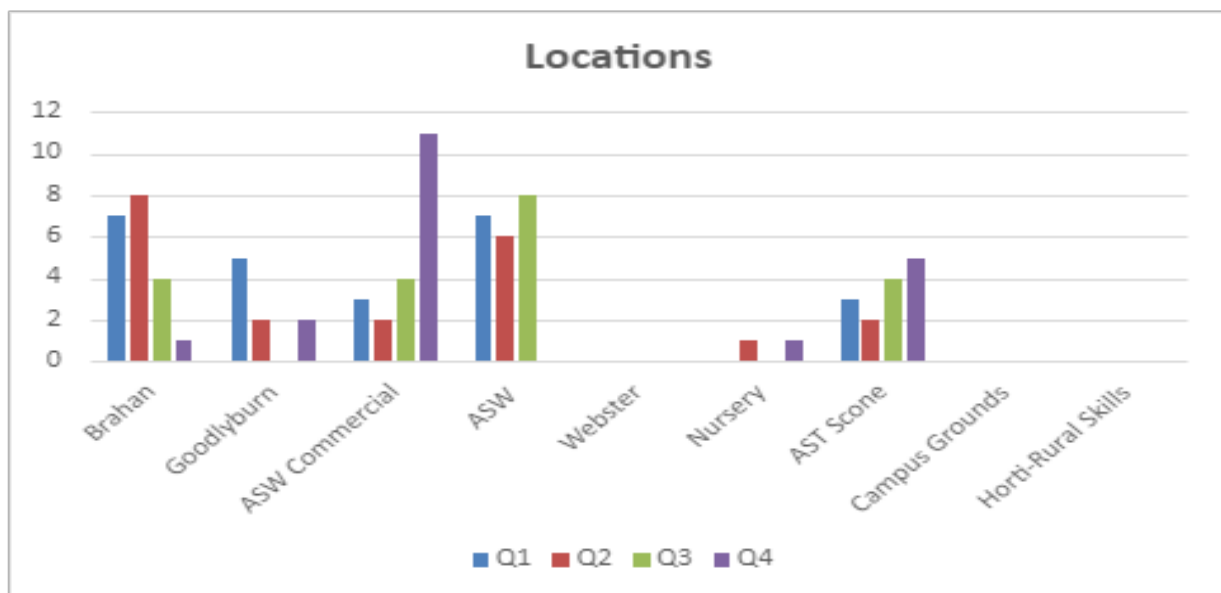
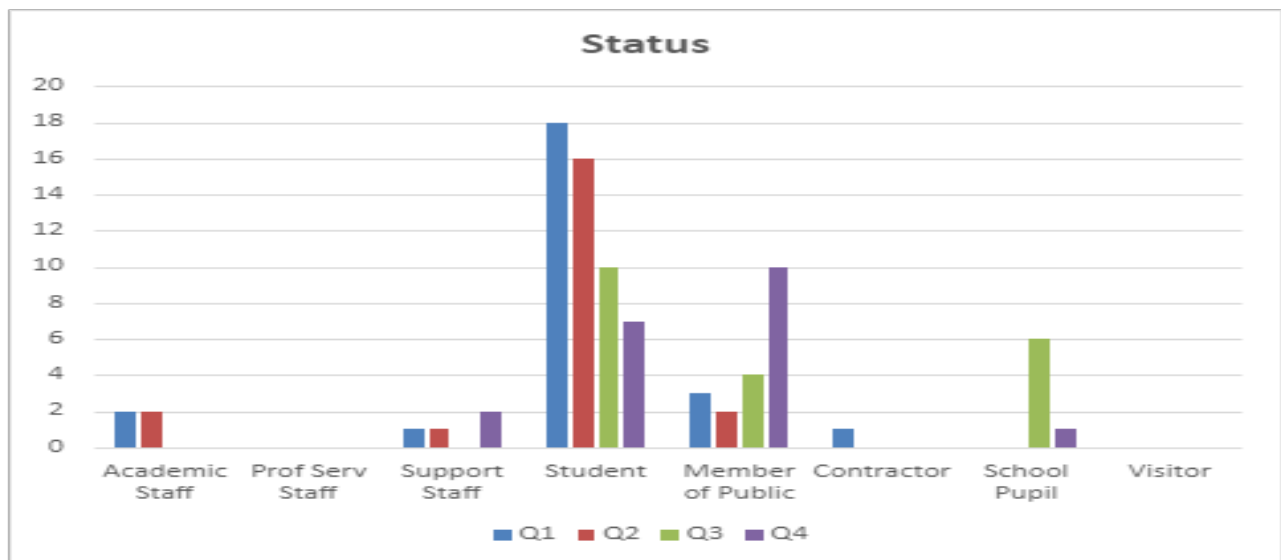
There is no external Health and Safety audit planned for the next academic year although there will be a progress report submitted to Henderson Loggie. Findings of the 2020 Audit stated the overall level of assurance “Requires improvement”, (System has weaknesses that could prevent it achieving control objectives). The findings focused on 3 main areas, review timings for Policies and Procedures, Health and Safety training and Risk Assessments, all of which have been addressed and actions taken to address the recommendations.

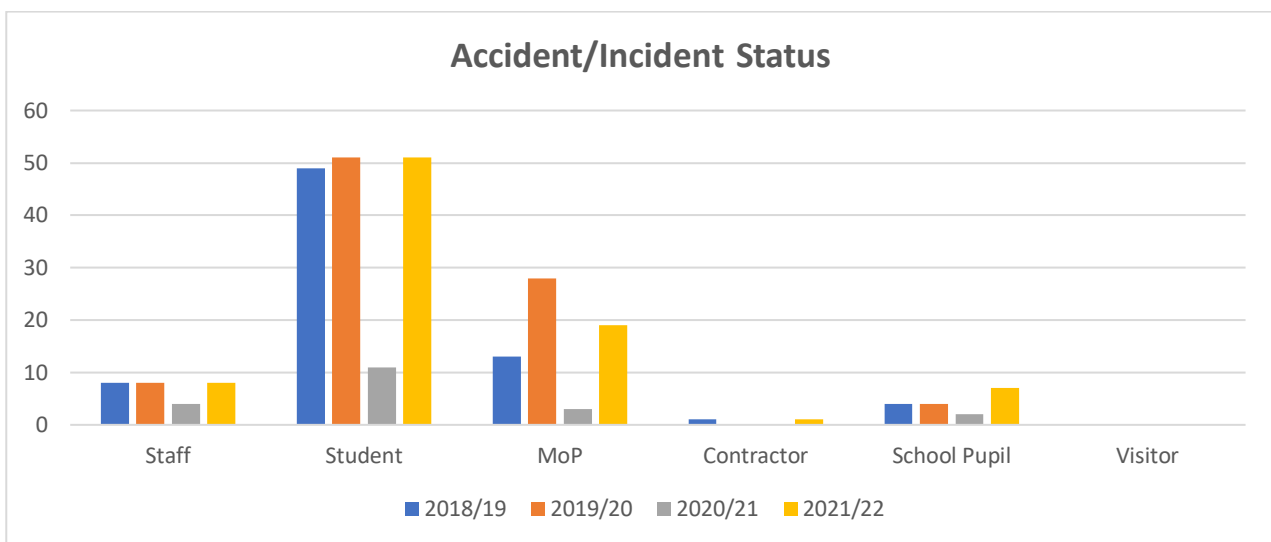
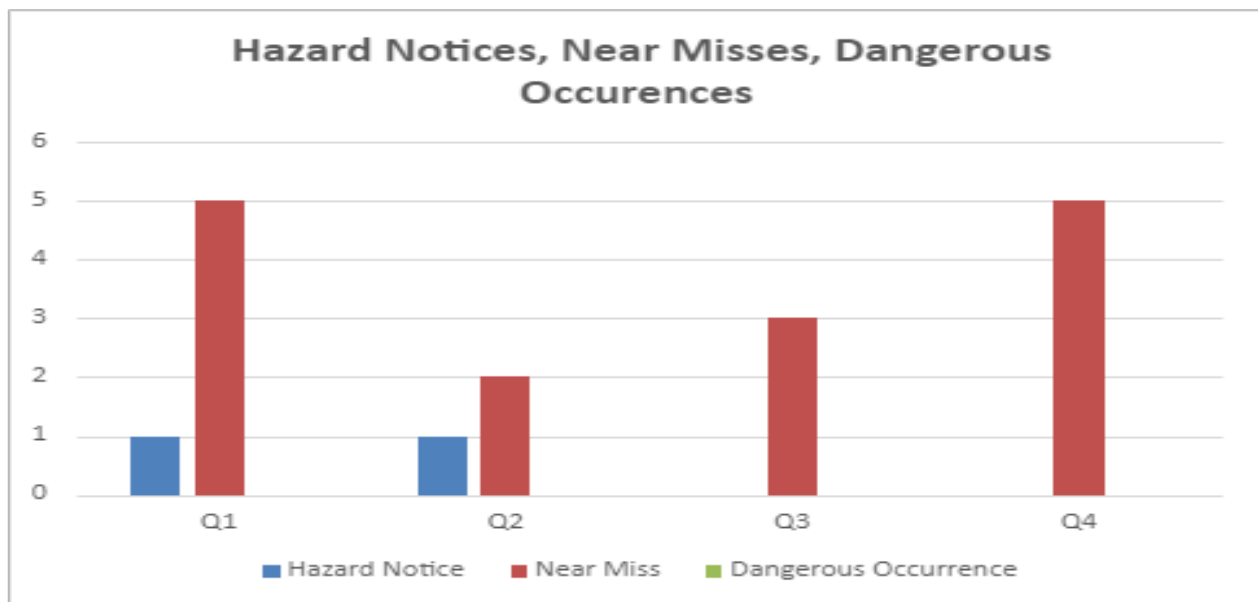
6.4 Risk Assessment

As stated above, additional training sessions will be programmed for General risk assessors, COSHH assessors and Manual Handling assessors. Continual review of risk assessments and compilation of new assessments for tasks, processes and activities shall proceed as directed in procedures.

Risk assessments will be uploaded onto the new Departmental SharePoint pages with access given to the Health, Safety and Wellbeing Adviser for assurance and oversight.







Accident Incident Return (AIR) Students and Staff only

	2017/18	2018/19	2019/20	2020/21	2021/22
Perth College Total Reported Accidents/Incidents (per 1000 at risk)	4.68 (40)	6.78 (59)	6.86 (59)	1.98 (17)	8.98 (59)
Perth College Total No Staff Injuries, Dangerous Occurrence, Occupational Disease (per 1000 at risk)	7.27 (4)	14.55 (9)	13.33 (8)	10.00 (6)	15.01 (8)
Perth College Total Number Student Injuries, Dangerous Occurrence, Occupational Disease (per 1000 at risk)	4.38 (35)	6.25 (50)	6.38 (51)	1.38 (11)	8.45 (51)
Perth College Total RIDDOR Reports	0	2	0	0	0

Sickness Absence Statistics

	2017/2018		2018/2019		2019/2020		2020/2021		2021/2022	
	(full year)		(full year)		(full year)		(full year)		(full year)	
	Total Sick Days	Average Sick Days per Head	Total Sick Days	Average Sick Days per Head	Total Sick Days	Average Sick Days per Head	Total Sick Days	Average Sick Days per Head	Total Sick Days	Average Sick Days per Head
Management	118.5	5.38	15	0.6	35	1.95	0	0.00	105	5.8
Support	2385.75	9.21	1908	5.9	3161.5	12.65	1557	6.7	1987	12.6
Academic	1031.5	5.67	1011	4.5	852	3.46	76	2.8	1128	6.1
Total	3538.25	5.51	2934	5.19	4048.5	7.88	2263	4.5	3220	8.9

Perth College UHI

Paper 5

Committee	Perth College Board of Management
Subject	AST FY 2022-23 – Budget & Outlook
Date of Committee meeting	20/10/2022
Author	Mark Taylor
Date paper prepared	28/09/2022
Executive summary of the paper	A paper summarising the changes in the proposed AST budget since July 2022, together with intended actions and timescales.
Consultation How has consultation with partners been carried out?	Endorsed at Finance & Resources Committee, Oct 2022
Action requested	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input checked="" type="checkbox"/> For approval
Resource implications (If yes, please provide details)	No
Risk implications (If yes, please provide details)	No
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information 	Demonstrates the income and expenditure lines within AST and the issues to be resolved, ultimately to give a positive return to the owners, Perth College

Perth College UHI

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

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

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

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

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

<http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp>
 and http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Committee	Board of Management
Subject	Management Accounts FY
Date of Committee meeting	20/10/2022
Author	Iain Wishart, VP Operations
Date paper prepared	28/09/2022
Executive summary of the paper	Review of the full year management accounts 21/22
Consultation How has consultation with partners been carried out?	Presented to F&R Committee, 05/10/22
Action requested	<input checked="" type="checkbox"/> For information only <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
Resource implications (If yes, please provide details)	Yes/ No Details the use and performance of resources.
Risk implications (If yes, please provide details)	Yes/ No Details use of resources and cash position
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information 	This project supports the delivery of the strategic aim Financial sustainability This paper assists with risk management, compliance with legal duties and with the Code of Good College Governance.

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

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

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

For how long must the paper be withheld? n/a.

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

Financial Performance Review

FY 21/22



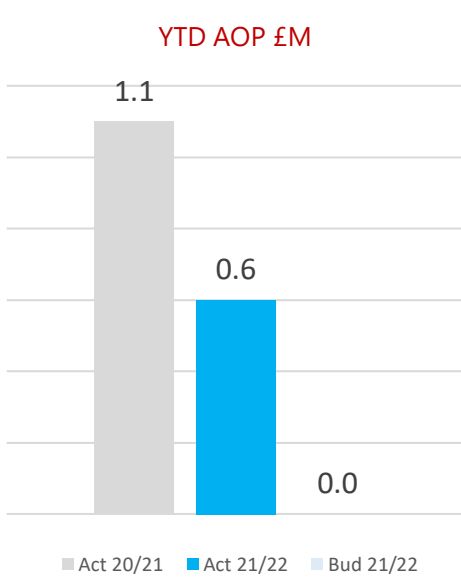
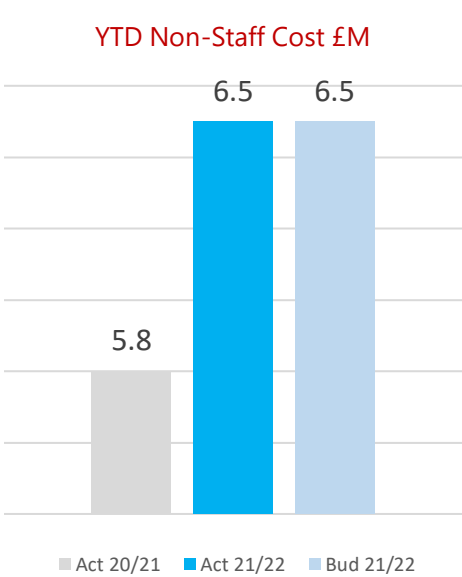
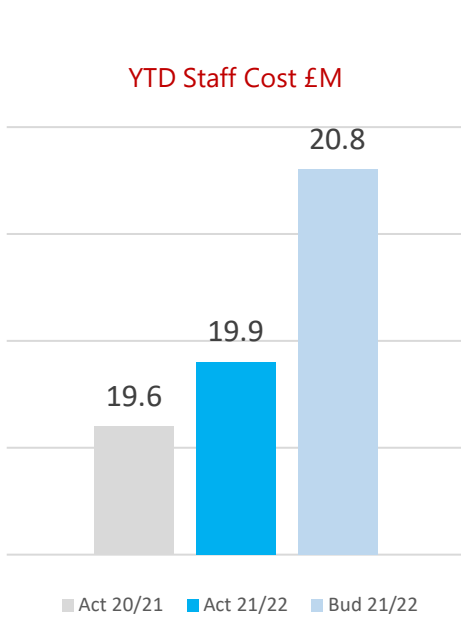
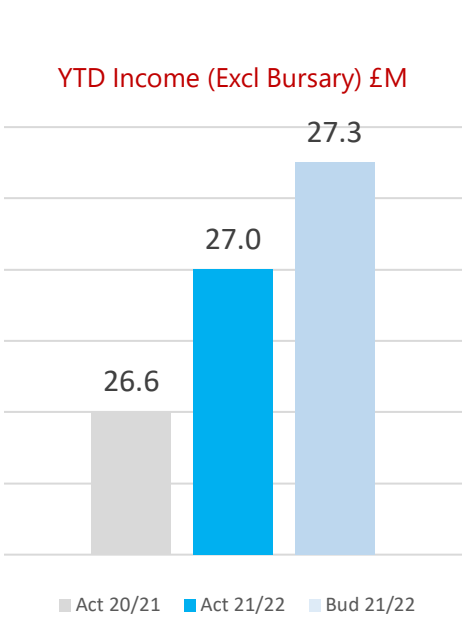
Group Overview

Our FY AOP (Profit) is a surplus of £565K surplus.

Income includes a reduction in funding for lower HE students although some of this was offset by core skills income performance.

Staff costs came in lower than budget based on lower student numbers.

Non-Staff costs performed very well coming in on budget.



Group Overview v Budget

As can be seen below our Profit (AOP) is at £0.6M.

Our Academic and Business areas came in ahead of budget on a £ basis although there was varying performances from a gross margin % point of view which is noted in the next sections.

Income includes a reduction in HE funding for lower student numbers and this is reflected in the Academic income variance. Business income was ahead of budget due to Core Skills performing ahead of budget.

Staff costs reflect lower student numbers.

Actual £K

Actual YTD 21/22	Academic	Business	Services	Total
Funding	15,284	15	1,591	16,891
Tuition Fees	3,216	1,258	2	4,476
Commercial	1,920	2,871	855	5,646
Total Income	20,420	4,144	2,448	27,013
Staff Costs	12,422	2,519	4,979	19,921
% Income	60.8%	60.8%	203.4%	73.7%
Non-Staff Costs	967	1,064	4,496	6,527
% Income	4.7%	25.7%	183.6%	24.2%
AOP/ Gross Margin Surplus/(Deficit)	7,031	561	-7,027	565
% Income	34.4%	13.5%	(287.0)%	2.1%

Budget £K

Academic	Business	Services	Total
15,912	38	1,869	17,819
3,663	1,910	0	5,573
1,507	1,373	1,060	3,940
21,082	3,321	2,929	27,331
13,075	2,347	5,377	20,799
62.0%	70.7%	183.6%	76.1%
1,070	1,029	4,433	6,532
5.1%	31.0%	151.4%	23.9%
6,937	-56	-6,881	0
32.9%	(1.7)%	(235.0)%	0.0%

Variance £K

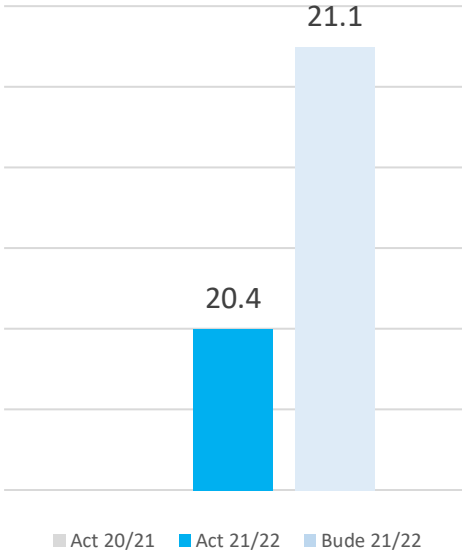
Academic	Business	Services	Total
-628	-22	-278	-929
-446	-652	2	-1,097
413	1,498	-205	1,706
-662	823	-481	-319
653	-171	397	879
	-20.8%		
103	-35	-62	5
	-4.3%		
94	617	-145	565

Academic Performance

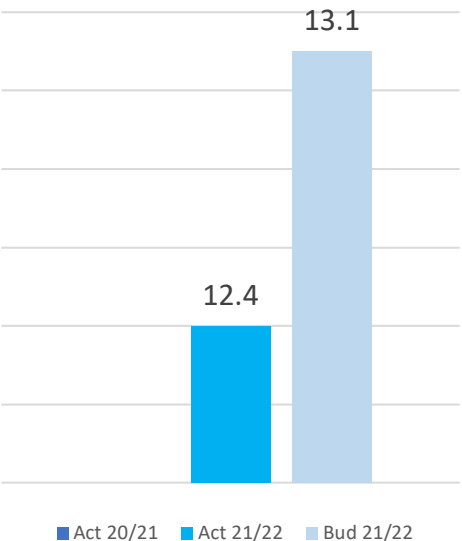
The YTD Gross Margin for consolidated Academic areas was 34.4%.

The College requires a Gross Margin of at least 26% from all income generators to breakeven.

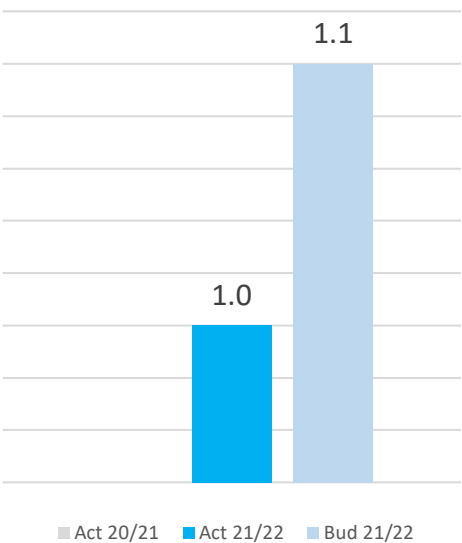
YTD Income (Excl Bursary) £M



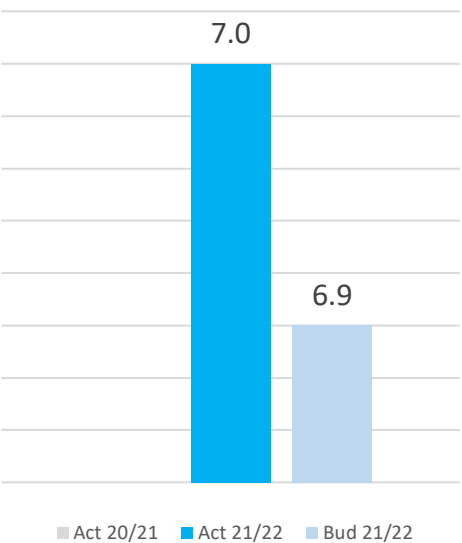
YTD Staff Cost £M



YTD Non-Staff Cost £M



YTD Gross Profit £M



Academic Performance

Despite a reduction in income for lower HE students, the Academic areas came in ahead of budget gross margin. Staff costs were lower in response to the lower student numbers while non-staff costs also came in below budget.

The actual gross margin 34% was ahead of the 24% required to cover our College overheads.

Actual £K

Actual YTD 21/22	STEM	BMCL	CCI	ALS	Research	Academic Total
Funding	3,282	3,281	3,129	5,423	170	15,284
Tuition Fees	448	967	752	1,010	40	3,216
Commercial	1,246	302	66	292	14	1,920
Total Income	4,975	4,549	3,946	6,725	224	20,420
Staff Costs	2,869	3,005	2,326	4,082	140	12,422
% Income	57.7%	66.1%	59.0%	60.7%	62.3%	60.8%
Non-Staff Costs	504	204	157	70	32	967
% Income	10.1%	4.5%	4.0%	1.0%	14.1%	4.7%
Gross Profit	1,602	1,340	1,463	2,573	53	7,031
Gross Margin	32.2%	29.5%	37.1%	38.3%	23.6%	34.4%

Budget £K

STEM	BMCL	CCI	ALS	Research	Academic Total
3,341	3,424	3,360	5,590	197	15,912
303	1,210	983	1,166	0	3,663
1,070	111	177	147	2	1,507
4,714	4,745	4,520	6,903	199	21,082
3,307	3,134	2,333	4,168	132	13,075
70.2%	66.0%	51.6%	60.4%	66.5%	62.0%
343	256	253	184	33	1,070
7.3%	5.4%	5.6%	2.7%	16.5%	5.1%
1,063	1,355	1,933	2,551	34	6,937
22.6%	28.6%	42.8%	37.0%	17.0%	32.9%

Variance £K

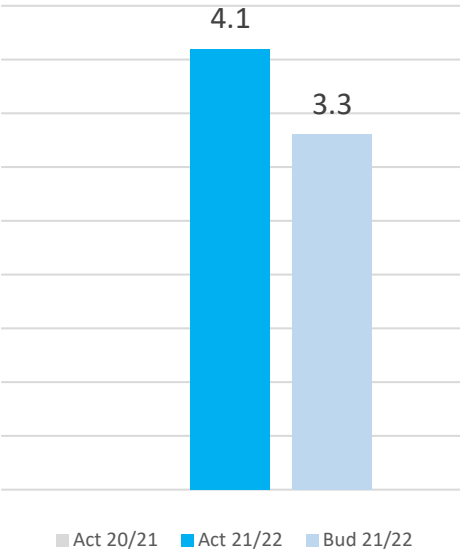
STEM	BMCL	CCI	ALS	Research	Academic Total
-59	-144	-231	-167	-27	-628
145	-243	-232	-156	40	-446
176	190	-111	145	12	413
262	-196	-574	-178	25	-662
439	129	7	86	-8	653
167.7%				-29.6%	
-161	52	96	114	1	103
-61.4%				4.6%	
539	-15	-471	21	19	94

Business Performance

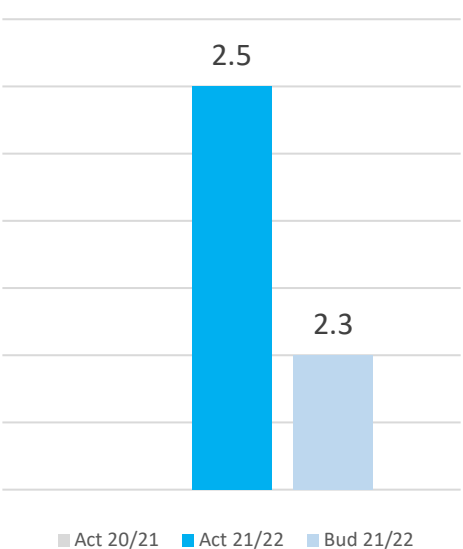
The key income driver was core skills with Managing Agents performing well ahead of budget.

It should be noted that International income is now spread across academic areas. The international cost in the Business section will be moved to academic or business services in 22/23.

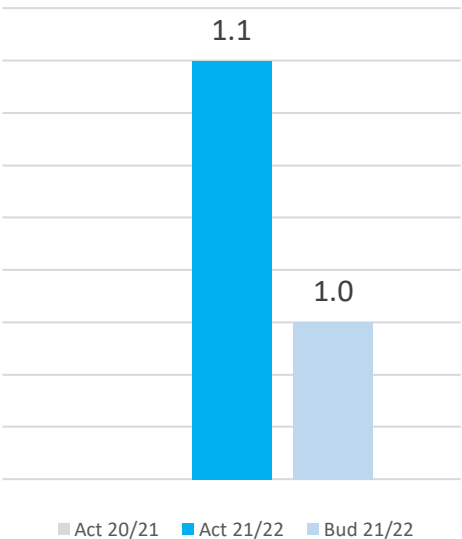
YTD Income (Excl Bursary) £M



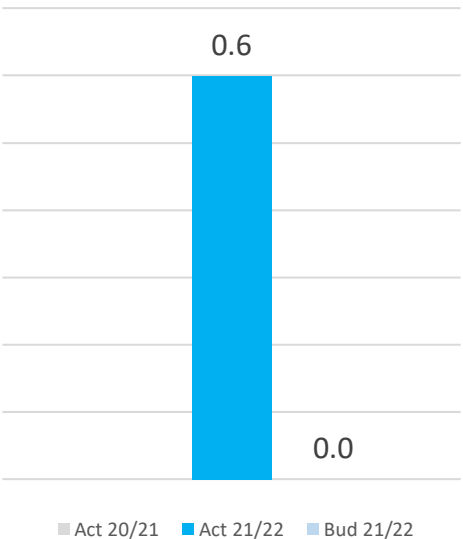
YTD Staff Cost £M



YTD Non-Staff Cost £M



YTD Gross Profit £M



Business

In 22/23 we will change how we show International and Core Skills as these are misleading as shown below. The income and cost below for these categories will be shown in academic areas in 22/23.

The other businesses came a little short of the gross margin required to cover the 26% overhead of the college.

Actual £K

Actual YTD 21/22	AST	Residences	ASW	Nursery	International	Core Skills	Group Total
Funding	0	0	0	4	0	11	15
Tuition Fees	1,242	0	0	0	0	15	1,258
Commercial	796	335	522	276	20	923	2,871
Total Income	2,038	335	522	280	20	950	4,144
Staff Costs	1,233	0	528	341	128	289	2,519
% Income	60.5%	0.0%	101.2%	121.8%	642.3%	30.4%	60.8%
Non-Staff Costs	603	255	119	25	18	45	1,064
% Income	29.6%	76.2%	22.8%	8.8%	91.5%	4.8%	25.7%
Gross Profit	202	80	-125	-85	-126	616	561
Gross Margin	9.9%	23.8%	(24.0)%	(30.5)%	(633.8)%	64.9%	13.5%

Budget £K

AST	Residences	ASW	Nursery	International	Core Skills	Group Total
0	0	0	0	0	38	38
1,910	0	0	0	0	0	1,910
56	351	514	217	0	234	1,373
1,966	351	514	217	0	272	3,321
1,206	3	421	326	140	251	2,347
61.4%	0.8%	81.8%	149.9%		92.5%	70.7%
508	209	99	30	1	183	1,029
25.8%	59.5%	19.2%	13.6%		67.6%	31.0%
252	139	-5	-138	-141	-163	-56
12.8%	39.7%	(1.0)%	(63.4)%		(60.0)%	(1.7)%

Variance £K

AST	Residences	ASW	Nursery	International	Core Skills	Business Total
0	0	0	4	0	-26	-22
-668	0	0	0	0	15	-652
740	-17	7	58	20	689	1,498
72	-17	7	62	20	678	823
-27	3	-107	-15	12	-37	-171
-37.8%		-1434.1%	-23.4%	62.0%	-5.5%	-20.8%
-95	-46	-20	5	-18	138	-35
-131.3%		-268.0%	8.0%	-88.5%	20.4%	-4.3%
-50	-60	-120	53	15	779	617

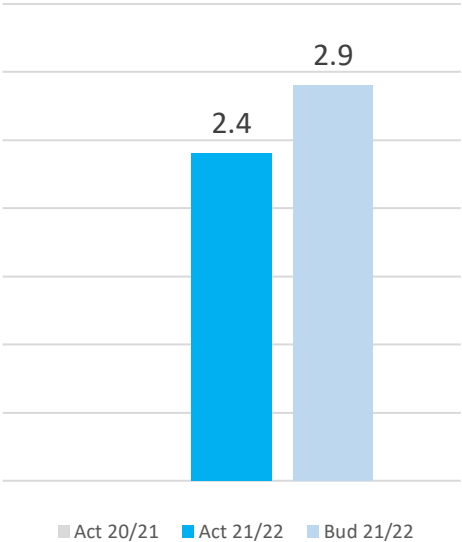
Services (Ohd) Performance

Services represent the college overheads.

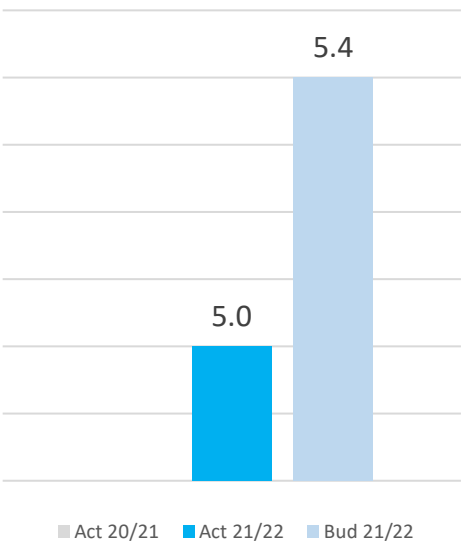
Income is below budget mainly due to catering income being down for the year.

Staff costs were slightly better than budget while non-staff costs were slightly worse than budget. Overall overheads came in on budget.

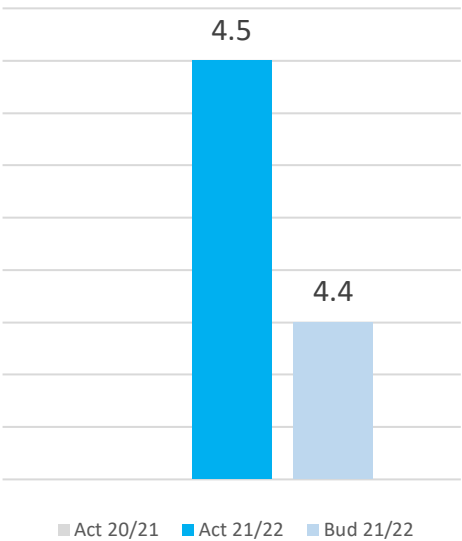
YTD Income (Excl Bursary) £M



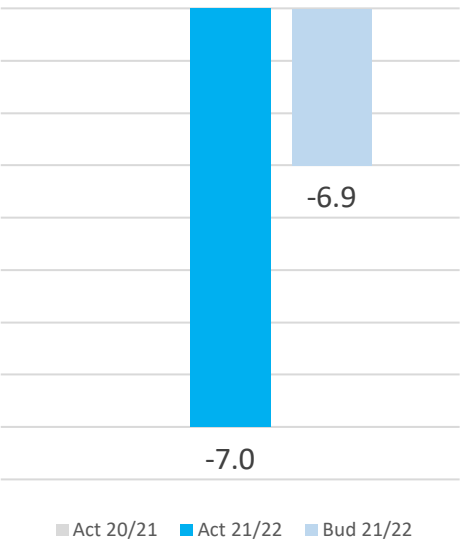
YTD Staff Cost £M



YTD Non-Staff Cost £M



YTD Net £M



Services (Overheads)

As can be seen below, the net overhead costs came in close budget for the year. The shortfall in income (catering) was offset by lower staff costs.

A key point to note is the net cost of the catering service. This was expected to be breakeven but has cost the college £172K. The continuation of COVID restrictions at the start of the year and the slow return of students made a significant contribution but there are also questions around the service which are being addressed with the provider.

Actual £K

Actual YTD 21/22	Student Services	Estates	ICT	Canteen	Business Services	Services Total
Funding	337	934	47	0	273	1,591
Tuition Fees	0	0	0	0	2	2
Commercial	133	49	1	480	192	855
Total Income	471	983	47	480	467	2,448
Staff Costs	1,166	889	479	0	2,445	4,979
% Income	247.7%	90.5%	1017.4%	0.0%	523.5%	203.4%
Non-Staff Costs	572	1,746	603	653	922	4,496
% Income	121.5%	177.7%	1281.1%	135.9%	197.3%	183.6%
Net Cost	-1,267 (269.2)%	-1,653 (168.2)%	-1,035 (2198.5)%	-172 (35.9)%	-2,900 (620.8)%	-7,027 (287.0)%

Budget £K

Student Services	Estates	ICT	Canteen	Business Services	Services Total
517	973	49	0	331	1,869
0	0	0	0	0	0
27	0	0	800	233	1,060
544	973	49	800	563	2,929
1,341	797	454	0	2,785	5,377
246.6%	81.9%	930.1%	0.0%	494.6%	183.6%
773	1,564	488	800	808	4,433
142.2%	160.7%	1000.3%	100.0%	143.5%	151.4%
-1,570 (288.8)%	-1,388 (142.6)%	-893 (1830.5)%	0 0.0%	-3,030 (538.1)%	-6,881 (235.0)%

Variance £K

Student Services	Estates	ICT	Canteen	Business Services	Services Total
-179	-39	-2	0	-57	-278
0	0	0	0	2	2
106	49	1	-320	-41	-205
-73	10	-2	-320	-96	-481
175	-92	-25	0	340	397
	-951.6%				
202	-182	-115	147	-114	-62
	-				
	1879.3%				
303	-265	-141	-172	130	-145

Cash

YTD Closing Cash



College



AST



Other



Bursary/Childcare



Committee	Board of Management
Subject	FFR 2022/23-2026/27
Date of Committee meeting	20/10/2022
Author	Iain Wishart, VP Operations
Date paper prepared	29/09/2022
Executive summary of the paper	Perth College FFR
Consultation How has consultation with partners been carried out?	Endorsed via online decision
Action requested	<input type="checkbox"/> For information only <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input checked="" type="checkbox"/> For approval
Resource implications (If yes, please provide details)	Yes/ No Details the use and performance of resources.
Risk implications (If yes, please provide details)	Yes/ No Details use of resources and cash position
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information 	Financial sustainability

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

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

For how long must the paper be withheld? n/a.

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

FFR – Outline Paper

The main FFR has fixed assumptions that are set by the SFC. The Finance community, across the sector, have decided to create their own assumptions and provide this via a note. What is proposed is issuing a third P&L via the notes with Perth College's assumptions. The different assumptions are set out below. As can be seen, the SFC assumptions (which must be followed for the main FFR) are somewhat unrealistic and therefore the Finance Director community have come up with a second set of assumptions which are more aggressive, but are not exactly what Perth College think may happen. The big unknown through all of this is what the Scottish Government and or SFC may do.

A detailed P&L showing the values for each assumption and a tab comparing the resulting impact of each version is attached, which includes a shaded the point where, based on the opening cash for 2022/23, Perth College would run out of cash.

FFR Guidelines for Main FFR

- Perth College must use the core funding allocation (despite being down on HE numbers). The Tuition funding element, however, has been reduced as this is not paid by the SFC.
- It has been assumed that Perth College HE numbers will be down beyond 2022/23 full impact on income has been adjusted to reflect this.
- Salary increases are approx. 2.3% in 22/23 and 2% per year thereafter.
- Inflation for non-staff should be 3.7% in 22/23, 2.3% in 23/24 and 2% thereafter. Utilities and estates costs can be based on expected costs, which have been added.

FD Community

- Adjusted income for 2022/23 to reflect the full shortfall in HE students and then continued with the assumption of HE numbers being down thereafter.
- Pay increases are 5% in 22/23 and 23/24 and 3% thereafter.
- Inflation is 9% in 22/23 and 7% per year thereafter.

Perth Assumptions

- Full income adjustment as per FD note above.
- Assumed salary increase in 2022/23 and 3% per year thereafter.
- Assumed 9% inflation for non-staff in 2022/23 and 3% thereafter.

	Actual 2020-21 £000	Forecast 2021-22 £000	Forecast 2022-23 £000	Forecast 2023-24 £000	Forecast 2024-25 £000	Forecast 2025-26 £000	Forecast 2026-27 £000
AOP Overview							
FFR Guidelines	1,050	565	332	(807)	(1,115)	(1,533)	(1,962)
Cumulative				(475)	(1,590)	(3,123)	(5,085)
FD Community Assumptions	1,050	565	(1,076)	(2,389)	(3,269)	(4,300)	(5,387)
				(3,465)	(6,734)	(11,034)	(16,421)
Perth Assumptions	1,050	565	(2,072)	(2,745)	(3,371)	(4,124)	(4,903)
				(4,817)	(8,188)	(12,312)	(17,215)

	Actual 2020-21 £000	Forecast 2021-22 £000	Forecast 2022-23 £000	Forecast 2023-24 £000	Forecast 2024-25 £000	Forecast 2025-26 £000	Forecast 2026-27 £000
FFR Guidelines							
INCOME							
Tuition fees and education contracts	5,755	6,282	5,985	5,985	5,985	5,985	5,985
Funding council/RSB grants	17,933	16,951	17,828	17,078	17,078	17,078	17,078
Research grants and contracts	242	206	172	200	200	200	200
Other income	2,895	3,523	4,003	4,153	4,303	4,453	4,603
Investment income	0	0	0	0	0	0	0
Total income before donations and endowments	26,825	26,962	27,988	27,416	27,566	27,716	27,866
Donations and endowments	0	0	0	0	0	0	0
Total income	26,825	26,962	27,988	27,416	27,566	27,716	27,866
EXPENDITURE							
Staff costs	21,606	19,921	20,707	21,121	21,544	21,974	22,414
Staff costs - exceptional restructuring costs	0	0	0	0	0	0	0
Exceptional costs - non-staff	0	0	0	0	0	0	0
Other operating expenses	5,378	6,156	6,645	6,798	6,834	6,970	7,110
Donation to Arms Length Foundation	0	0	0	0	0	0	0
AOP	1,050	565	332	(807)	(1,115)	(1,533)	(1,962)
FD Community Guidelines							
Tuition fees and education contracts	5,755	6,282	5,985	5,985	5,985	5,985	5,985
Funding council/RSB grants	17,933	16,951	17,078	17,078	17,078	17,078	17,078
Research grants and contracts	242	206	172	200	200	200	200
Other income	2,895	3,523	4,003	4,153	4,303	4,453	4,603
Investment income	0	0	0	0	0	0	0
Total income before donations and endowments	26,825	26,962	27,238	27,416	27,566	27,716	27,866
Donations and endowments	0	0	0	0	0	0	0
Total income	26,825	26,962	27,238	27,416	27,566	27,716	27,866
EXPENDITURE							
Staff costs	21,606	19,921	21,207	22,267	22,935	23,623	24,332
Staff costs - exceptional restructuring costs	0	0	0	0	0	0	0
Exceptional costs - non-staff	0	0	0	0	0	0	0
Other operating expenses	5,378	6,156	6,857	7,288	7,649	8,143	8,671
Donation to Arms Length Foundation	0	0	0	0	0	0	0
AOP	1,050	565	(1,076)	(2,389)	(3,269)	(4,300)	(5,387)
Perth Assumptions							
Tuition fees and education contracts	5,755	6,282	5,985	5,985	5,985	5,985	5,985
Funding council/RSB grants	17,933	16,951	17,078	17,078	17,078	17,078	17,078
Research grants and contracts	242	206	172	200	200	200	200
Other income	2,895	3,523	4,003	4,153	4,303	4,453	4,603
Investment income	0	0	0	0	0	0	0
Total income before donations and endowments	26,825	26,962	27,238	27,416	27,566	27,716	27,866
Donations and endowments	0	0	0	0	0	0	0
Total income	26,825	26,962	27,238	27,416	27,566	27,716	27,866
EXPENDITURE							
Staff costs	21,606	19,921	22,203	22,869	23,555	24,262	24,990
Staff costs - exceptional restructuring costs	0	0	0	0	0	0	0
Exceptional costs - non-staff	0	0	0	0	0	0	0
Other operating expenses	5,378	6,156	6,857	7,042	7,132	7,328	7,530
Donation to Arms Length Foundation	0	0	0	0	0	0	0
AOP	1,050	565	(2,072)	(2,745)	(3,371)	(4,124)	(4,903)

Committee	Finance and Resources Committee
Subject	Estates Strategy and AAS Update
Date of Committee meeting	05/10/2022
Author	Lorenz Cairns and Veronica Lynch
Date paper prepared	28/09/2022
Executive summary of the paper	<p>Please outline the follow elements of this paper:</p> <ul style="list-style-type: none"> i) Purpose – This paper provides an update to the Committee on the current status of the Estates Strategy and resulting impact on the Aviation Academy for Scotland within the Tay Cities Deal (TCD) bid. It outlines the status of discussions with PKC and the TCD PMO in relation to the creation of a proposed Masterplan and resulting impacts on delays to the completion of the OBC. ii) Impact – these discussions will provide an opportunity to redevelop the Perth College estate in collaboration with PKC. This would increase the likelihood of presenting a strong case for funding to take these proposals forward to implementation. These proposals would also enable a more effective use of the capital funding of £5.096m from Tay Cities Deal towards the AAS project. iii) Course of Action – It is recommended that the Board of Management: <ul style="list-style-type: none"> a) Endorse SMT to align the Estates Strategy with continuing discussions with PKC in the development of a Masterplan for the Perth College Estate that would include proposals to host a new primary school and secondary school on campus. b) Endorse the inclusion of the AAS development options within the Masterplan discussions to determine the optimal approach and timing of the TCD grant funding investment.
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	College Board, Regional Partners, UHI.

Perth College UHI

Action requested	<input type="checkbox"/> For information <input type="checkbox"/> For discussion <input checked="" type="checkbox"/> For endorsement <input type="checkbox"/> Strongly recommended for approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	Yes/ No The Masterplan development will be led by PKC in conjunction with SMT and the College's Estates consultants. Resource implications will become clearer as this work develops.
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	Yes/ No The discussions with PKC pose no risks to the College at this time. As discussions develop, any associated risks will become clearer. This document outlines the risks associated with the delays in the decision phase of the AAS project and the associated mitigations already underway or planned.
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information 	Estates Strategy Growing the College's reach regionally, nationally and internationally Improved learner experience New opportunity for the Curriculum and AST
<u>Equality and diversity</u> Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	Yes/ No

Perth College UHI

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

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

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

For how long must the paper be withheld? September 2024

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

PERTH COLLEGE UHI ESTATES STRATEGY/ AAS UPDATE 5 OCTOBER 2022**Introduction**

In May 2021, Perth College UHI (PC) was approached by Perth and Kinross Council (PKC) officials to discuss what plans we had (if any), for our Goodlyburn buildings. It became clear that PKC was looking into potential sites for a new school build and were attracted to the possibility of working with PC to create a large campus that would house both a primary and a secondary school in addition to a new college build. The conversation was relatively brief and the concept rejected quickly due to site size constraints.

Perth College UHI Estates Strategy

In early 2022, with the agreement of Perth College Board of Management, PC commissioned Faithful and Gould to create a new college estates strategy. The work was on going and progress steady.

The attachment provides a summary of the first two steps of a 3 step process undertaken for the master-plan feasibility study for Perth College. The report, produced in May 2022 provides a strategic overview of the College and the site, summarising the project's status and brings together a broad range of information at a single point in the project's development.



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Recent Campus Development Discussions with PKC

While the work on the College's Estates Strategy was ongoing, PC Senior Management Team (SMT) were asked to attend a meeting on 27 August 2022 with PKC's Chief Executive Thomas Glen, Director of Education and Children's Services Sheena Devlin and Head of Property, Stephen Crawford.

At this meeting, PKC again expressed a desire to work with PC to create a single site campus that would encapsulate a primary school, a secondary school and a college. Although at a very early stage, the preferred site for the council would be Goodlyburn /Braham (a neutral catchment). The project would be subject to a bid with an original deadline of October 2022. It should be noted that funding mechanisms have not yet been ascertained and discussions will have to include UHI at some point. UHI as the Regional Strategic Body (RSB) have however been made aware of this potential opportunity.

We informed Faithfull and Gould of this development and they have halted progress on the initial plan and stand ready to work with ourselves and PKC on any new development

At the most recent meeting with PKC, (21 September 2022), it was agreed that;

- The Council will not apply for the current round of funding as they do not have the level of detail required at this point
- They would apply for the next round of funding and would use this time with ourselves to prepare for that process
- We would commission a joint masterplan which would take account of both sets of needs and consider all of the options including off site options and also including all options for decanting as part of the build process
- We would use the procurement processes available to both organisations
- Stephen Crawford (PKC) will prepare the first draft of the brief for discussion within the next 2/3 weeks
- We will continue to discuss/refine requirements as part of this process
- PKC are keen for PC to consider a city centre presence – This could simply be to facilitate decant from existing buildings to allow deconstruction/construction
- Scottish Futures Trust are keen for the joint venture to happen, which ticks all the boxes for Government Ministers

Impact of the PKC Discussions on the Tay Cities Deal (TCD) Aviation Academy for Scotland (AAS) Project.

An Options Workshop for AAS was held in May 2022 ahead of these discussions with PKC. The resulting recommendation from that workshop was to revisit the projected outputs from the original AAS application and should the impact continue to be deliverable, that a recommendation would be made to proceed with option one outlined below. The discussions with PKC have resulted in this approach being suspended pending more detailed discussions on a joint masterplan.

Clearly, commissioning a joint masterplan with PKC will take time and with no significant level of detail yet available, it is unclear where the College could build AAS at this time without potentially compromising the larger campus development

Potential Options for AAS

1 Identify a suitable site on campus to build additional workshops for AAS.

The TCD capital grant value of £5.96m is estimated to build 5 workshops which is the minimum that AAS would require to meet the terms of the original grant award. A location adjoining Brahan to extend the existing engineering workshops are being reviewed as a potential location, however, the future of Brahan within this broader Estates Strategy is currently uncertain. It is also unlikely to meet the net zero 2045 target and this approach may limit other development options for the campus.

A stand alone location for this build would need to be selected as one which would not impact the broader Masterplan to optimise the campus development opportunities. Discussions are at too early a stage to be able to make this decision and it would be likely that this option would be put on hold until further discussions in relation to the proposed Masterplan are clearer.

2 Delay planning any AAS capital investment until after the “joint masterplan” is completed - approximately 12 months time.

This option would need to be ratified with the agreement of the Joint Management Committee (JMC) of the TCD. This would likely be acceptable to the JMC and would provide an opportunity to ensure a more optimum use of the TCD grant funding. However the market value of the grant would be significantly reduced in 12 months time and further still by the time the capital works are able to be undertaken.

This approach would further delay the College and AST’s ability to capitalise upon the market opportunity that AAS could bring to support the aviation industry’s growth projections. This would also require AST to begin discussions with renewing the Scone Hangar lease which expires in July 2024.

3 Incorporate AAS into the “joint masterplan”.

This would be likely to be acceptable to the JMC and would provide an opportunity to leverage more funding as part of the broader College estate development to ensure AAS becomes an integral part of our curriculum offer and will make better use of the TCD grant funding. With the masterplan implementation timescale as 2027/28, the market value of the grant would be further reduced by the time of the investment.

As with option 2, this approach would further delay the College and AST’s ability to capitalise upon the market opportunity that AAS could bring to support the aviation industry’s growth projections and a requirement to extend AST’s lease at Scone.

Implications for TCD Funding

Discussions with the TCD Programme Management Office (PMO) have kept them informed about the implications these proposed developments may have for the Perth element of the AAS project, including that 2024 drawdown timescales potentially may require to be extended.

In parallel, ongoing discussions are taking place with the new owners of Tayside Aviation (TA) for the pilot training element of the AAS project. TA are still keen to engage with the project, however, have their own delays in obtaining decisions from Highlands and Islands Airports Ltd (HIAL) on an agreed site location along with an acceptable Heads of Terms offer from Dundee City Council (DCC) before they can progress their part of the AAS project. This has led to uncertainty of how their proportion of TCD grant will be invested.

Discussions with the PMO and resulting mitigating approaches include the option to move towards a Programme Approval to build flexibility between each partners respective conflicting development timescales as well as any resulting impact on drawdown profile.

The College is also continuing to review the AAS project outputs on the basis of some lower than expected recruitment within the HE aviation programmes for 2022/23. This will be monitored on an ongoing basis and will be factored into the refreshed Outline Business Case before submission.

Conclusions

The options above for investment of the TCD AAS grant will influence the timing of the completion of the OBC and any resulting drawdown of the £5.96m funding.

More detailed discussions with PKC will take place within the next month to determine which of these 3 options above would be the recommended way forward for AAS or if there are any other options open to the College to progress this more quickly.

Progress with these discussions will be reported back at a future Board of Management Meeting.

Recommendations

It is recommended that the Board:

- a) Endorse SMT to align the Estates Strategy with continuing discussions with PKC in the development of a Masterplan for the Perth College Estate that would include proposals to host a new primary school and secondary school on campus.
- b) Endorse the inclusion of the AAS development options within the Masterplan discussions to determine the optimal approach and timing of the TCD grant funding investment.

Committee	Board of Management
Subject	Risk Register
Date of Committee meeting	20/10/2022
Author	Iain Wishart, VP Operations
Date paper prepared	12/10/2022
Executive summary of the paper	Review of the new Risk Register and agree actions.
Consultation How has consultation with partners been carried out?	Audit Committee
Action requested	<input type="checkbox"/> For information only <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input checked="" type="checkbox"/> For approval
Resource implications (If yes, please provide details)	Yes/ No Impacts on the use and performance of resources
Risk implications (If yes, please provide details)	Yes/ No Sets out strategic and common UHI risks
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information 	Impacts on the ability to achieve our strategic objectives

<u>Equality and diversity</u>	Yes/ No If yes, please give details:
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.
<u>Data Protection</u> Does this activity/ proposal require a Data Protection Impact Assessment?	Yes/ No Click or tap here to enter text.
Status (e.g. confidential/non confidential)	Non confidential
Freedom of information Can this paper be included in "open" business?*	Yes

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

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

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and

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Risk Management

The new risk register is in the process of being populated and has incorporated changes including:

- Committee Responsible column at the end of each risk tab. This column captures the Board Committee's which have responsibility for ensuring that risks assigned to them are being managed.
- A dashboard tab. This tab would be used by the Audit Committee to oversee the management of strategic and common risks. The dashboard will highlight areas that may require the Audit Committee to review in detail.

Next Steps – to be agreed at the Audit Committee meeting on the 19th of October 2022

1. Would the Audit Committee like to see the risk management associated with all KPI's in the College Strategy or only those that have been requested by the BoM (it is assumed that the BoM will not want to see all College Strategy KPI's)?
2. Does the proposed Dashboard contain the information required by the Audit Committee to oversee risk management? The full Risk Register will be made available to the Audit Committee at each meeting, but it is proposed that the Dashboard will determine which, if any, details are reviewed.
3. Is the Audit Committee content with the risk appetite scores or should these be revisited at some point?

Next steps – beyond the Audit Committee meeting on the 19th of October 2022

4. Populating all areas of the Risk Register has to be completed by the next Audit Committee meeting on December 12th.
5. Full review of the completed document, at 4 above, by the Audit Committee. This will probably happen post the meeting on December 12th, 2022 and involve sharing thoughts through the period preceding the Audit Committee on the 13th of March 2023.

Perth College UHI

Board of Management, 20 October 2022

Principal's Report

Introduction

The summer period is usually quieter than the rest of the year however this year has seen significant activity over this timeframe particularly at UHI and national level.

COVID

All restrictions have been lifted and Scottish Government has recently stopped all meeting relating to Covid, these maybe started again should the need arise but they have recognised that Colleges have managed the issues competently. We have also been advised to retain all documentation relating to Covid for the forthcoming SG Enquiry.

SMT Restructuring

Remuneration Committee approved changes to the SMT structure which has seen Catherine Etri become Vice Principal, Academic and Iain Wishart become Vice Principal Operations. A structure diagram is attached so the areas of responsibility are clear to Board members.

HISA

SMT continue to work positively with the new HISA officers and would want to recognise the significant amount of work HISA put into a very successful Freshers Fayre.

Estates Strategy

The work on the Estates Strategy continues with our external consultants and Finance & Resources Committee have been made aware of additional confidential discussions with Perth & Kinross Council in relation to possible developments on our estate, this work will continue over the next few months and will be further reported to the Board.

Scottish Government Officials Visit

We had a visit from two senior members of staff from our directorate to aid their knowledge of the college sector, this proved to be a very interesting visit both for them and for ourselves.

Staff Conference

The first staff conference of the year was held in August and was a very successful event, the next conference is in mid-November.

Chairs & Principals Event

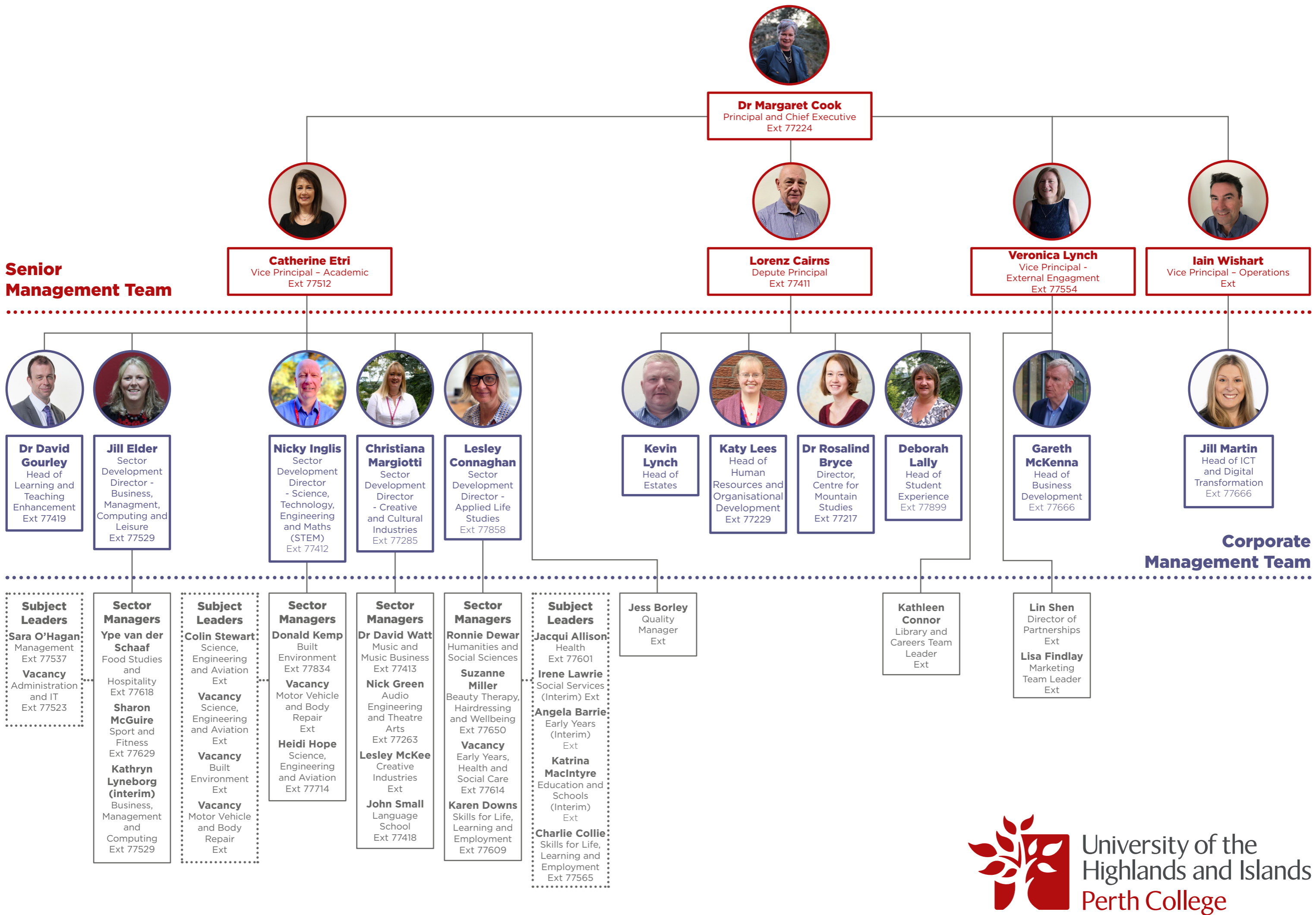
Colleges Scotland held an event for Chairs & Principals called 'Thinking the Unthinkable', Brian and Lorenz attended the event which was intended to provide an opportunity for the sector to take some control over its own destiny and collectively influence the SG in a direction of travel. A task and finish group has been established to move this work forward, and I m a member of this group, and the full group will meet again on 20 October.

Graduation

This year's graduation was extremely successful and we have received many really positive comments on the event. The event can be viewed on [\(94\) Perth College UHI Graduation 2022 - YouTube](#)

UHI

The discussions with UHI have continues after the Extraordinary Board meeting held on 6 October. A plan is currently being drawn up to enable all of the 7 workstreams to move forward.



Perth College UHI

Paper No. 11

Committee	Board of Management
Subject	HISA Perth Update
Date of Committee meeting	20/10/2022
Author	HISA Perth
Date paper prepared	13/10/2022
Executive summary of the paper	This paper is to update PCUHI Board of Management on the recent activities of HISA Perth
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	HISA
Action requested	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input type="checkbox"/> Strongly recommended for approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	Yes/ No

Perth College UHI

<p>Risk implications</p> <p>Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk?</p> <p>(If yes, please provide details)</p>	<p>Yes/ No</p> <p>Click or tap here to enter text.</p>
<p>Link with strategy</p> <p>Please highlight how the paper links to the Strategic Plan, or assist with:</p> <ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information 	<p>N/A</p> <p>Links with HISA Strategic Plan 2020-2023</p>
<p><u>Equality and diversity</u></p> <p>Does this activity/proposal require an Equality Impact Assessment?</p> <p>If yes, please give details:</p>	<p>Yes/ No</p>
<p><u>Data Protection</u></p> <p>Does this activity/proposal require a Data Protection Impact Assessment?</p> <p>If yes, please give details:</p>	<p>Yes/ No</p> <p>Click or tap here to enter text.</p>
<p>Island communities</p> <p>Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?</p>	<p>Yes/ No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>

Perth College UHI

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

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

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

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

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HISA Update for Board of Management

New Officer Team

Our new officer team commenced their roles on 20th June 2022 and spent their first two weeks handing over with our outgoing officers.

Todor Pavlov-Kennedy is carrying on a 2nd term as HISA Perth President, Liam Fowley is our Depute President Education and Charlea Jefts is our Depute President Activities and Welfare – the roles used to be Vice President but were updated prior to our March elections to be in line with the rest of HISA in naming.

Over the summer, the officers met with SMT, the majority of CMT and other key staff across Perth College UHI as well as being training by HISA, NUS, sparqs and the College Development Network.

OBIs 2022 Review

After the awards ceremony at the end of last academic year, the team reviewed the OBI Awards and produced a report shared with Learner Experience Committee and Student Engagement Group. HISA at Perth saw the biggest number of nominations ever and were pleased to have a return to an in-person awards ceremony and wishes to thank everyone responsible. Lessons learned will be carried forward for the 2023 awards, which marks its 10th anniversary, with planning already in progress.

Perth Partnership Project

Due to issues communicating with students, we unfortunately saw low engagement in our consultation over May and June time. Following presenting the consultation findings at Learner Experience Committee, we have attempted to meet with the Head of Student Experience to review this to ensure it is done in partnership and we see maximum engagement with students.

The three themes – Mental Health, Creating & Promoting Social Events on Campus and Food on Campus – are being worked on by the officer team with an action plan in development to be discussed with the Head of Student Experience and Student Engagement Group.

Officer Objectives and Local Planning

After prioritising Freshers activity and Perth Partnership Project, the officers are now setting their individual objectives based on their manifestos as well as their local plan. This is in alignment with wider HISA planning activity. Due to officer sickness the Local Plan is still in progress. It will be shared with the Board when ready.

Freshers and Inductions

Freshers took place during induction week and the team were pleased to be able to return to a big scale on campus event. Thanks to community organisations and businesses, particularly the Bank Bar/EGO Nightclub as well as Icebreaker Comedy, we were able to have a two-day

Freshers Fayre, live music, fairground rides, a pop-up bar and much more. Freshers Fair was well attended, and we had a combined total 93 attendees for our Comedy Night which was held in person and online.

During the first 2 weeks of teaching, HISA held interactive induction talks in the Braham Lecture Theatre. 30 classes attended these talks with a further 24 talks being delivered in classes over weeks 3 and 4. HISA were pleased with the number of classes we were able to speak to but would love to see more attendees to our interactive session in future.

Student Voice Reps

Recruitment for this is underway in partnership with Quality. Moving away from elections to everyone who wishes to be a rep can volunteer for the role, we are collating names and sending relevant information once notification of a rep has been received.

A SVR welcome event was held on 5th October in partnership with Student Engagement and Quality in hybrid form with 44 reps attending overall. Training has been arranged from 24th October – 3rd November with Student Rep Council meetings set for the rest of the academic year, starting week commencing 31st October.

Clubs and Societies

Effort is being made to encourage clubs and societies to re-register to get our offering up to pre-COVID 19 levels. At present we have 6 clubs and societies registered which includes 4 brand new clubs, with 4 clubs in the process of being registered.

Internally HISA is looking at our clubs and society provision to make sure the system is fit for purpose and benefits all of our students with a new process to be ready in the new year.

Events and Activities

We are in the process of organising regular movie nights, music afternoon and bingo to take place on campus as well as organising bigger events such as a carnival at the end of October. Our newly created Activities Club will lead these activities with support from HISA at Perth.

Staffing Update

Recruitment is currently underway for a full-time Student Voice Assistant at Perth which will replace the Students' Association Coordinator role. This role will be supported by the Assistant Voice Manager – Perth and Moray and should hopefully be recruited and in place by the end of the calendar year. Thanks are extended to Perth College UHI for helping to promote the role and be part of the recruitment process.

Perth College UHI

Paper No.12

Committee	Board of Management
Subject	Committee Minutes
Date of Committee meeting	20/10/2022
Author	Ian McCartney, Clerk to the Board
Date paper prepared	14/10/2022
Executive summary of the paper	<p>This paper comprises minutes of Standing Committees for consideration and noting by the Board.</p> <p>Minutes provide are as follows:</p> <ul style="list-style-type: none"> • Chairs' Committee: 01 September 2022 • Learner Experience Committee: 08 September 2022 • Strategic Development Committee: 21 September 2022 • AST Board: 27 September 2022 • Finance & Resources Committee: 05 October 2022
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	n/a
Action requested	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input type="checkbox"/> Strongly recommended for approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)

Perth College UHI

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

Perth College UHI

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

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

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

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

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

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

and

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

Chairs' Committee

Paper 12a

DRAFT Minutes

Meeting reference: Chairs 2022-23/01

Date and time: Thursday 01 September 2022 at 5.00pm

Location: ASW Room 963

Members present: Brian Crichton, Chair, Board of Management
Andrew Comrie, Chair, Strategic Development Committee
Craig Ritchie, Chair, Finance & Resources Committee
Graham Watson, Chair, AST
Margaret Cook, Principal; Chair, Learner Experience Committee

In attendance: Ian McCartney, Clerk to the Board

Apologies: Jim Crooks, Chair, Audit Committee

Chair: Brian Crichton

Minute Taker: Ian McCartney

Quorum: 3

Summary of Current Action Items			
Ref	Action	Responsibility	Time Line
6	Trade Union Membership on College Boards Clerk to present detailed proposals to the October Board.	Clerk	BoM (Oct 2022)

DRAFT

Minutes:

Item		Action
1.	Welcome and Apologies The Chair welcomed everyone to the meeting. Chair noted that Graham Watson would be assuming role of Interim Chair from 1 st October.	
2.	Additions to the Agenda None.	
3.	Declaration of Interest in any Agenda Item There were no declarations of a conflict of interest.	
4.	Minutes of Meeting held on 05 May 2022 The Minutes were approved as an accurate record.	
5.	Matters Arising from Previous Minutes Item 6 – Trade Union Membership on College Boards Action: Clerk to present detailed proposals to the October Board. Action Update: Noted as still being on track, however Clerk was awaiting guidance on how to ensure TU member with Observer status can be governed by collective responsibility whilst not a full member Item 7 - One UHI Action: Chair BoM to arrange meeting with the MSP for Perth Action Update: Complete. Chair BoM summarised meeting to Committee. Item 7 - One UHI Action: Clerk to add PFA to agenda for June Board meeting. Action Update: Completed	
6.	Open Discussion on General Items Chair BoM referred to Extraordinary Board meeting scheduled for 5 th September, and noted that the Nairn2 document was expected tomorrow and would subsequently be forwarded to Board members. Discussion took place around the strategy for asking questions.	

	<p>Principal noted that some general areas of questioning had been prepared, however it is difficult to adopt a position when it is unknown how the Chair of UHI Court will approach the presentation time on offer. In any case, it will be the tone of the questions that are key. Principal offered to share question areas in advance.</p> <p>Chair of AST preferred to focus on evidence supporting the proposals.</p> <p>Chair BoM noted that the papers should follow a specific order, namely: Response to Nairn/Financials/EO Proposals. These would be formally issued with a basic agenda on receipt of final documentation.</p>	
7.	<p>Date of Next Meeting</p> <ul style="list-style-type: none"> Monday 14 November 2022 @ 5:00pm 	
8.	<p>Review of Meeting</p> <p>Committee agreed that the Terms of Reference had been met.</p> <p>Committee recorded thank to Brian Crichton for his significant service to Perth College during his time on the Board and as Chair.</p>	

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

Status of Minutes – Open ☐ Closed ☒

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

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

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

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

Learner Experience Committee

Paper 12b

DRAFT Minutes

Meeting reference: Learner Experience 2022-23/01

Date: Wednesday 14 September 2022

Location: Boardroom (Braham Room 019)

Members present: Margaret Cook, Principal (Chair)
Sheena Devlin, Board Member (from Item 7.1)
Jenny Hamilton, Board Member
Fiona Martin, Board Member (between Items 6.1 and 8.2)
Patrick O'Donnell, Staff Board Member
Liam Fowley, Student Board Member
Todor Pavlov-Kennedy, Student Board Member (until Item 8.2)
Lorenz Cairns, Depute Principal
Robert Boyd, Teaching Staff Member on the Committee (until Item 8.2)
Rosalind Bryce, Chair of Scholarship & Research Committee
Deborah Lally, Head of Student Experience
David Gourley, Head of Learning & Teaching Enhancement

In attendance: Ian McCartney, Clerk to the Board

Apologies: Catherine Etri, Vice Principal (Academic)
Veronica Lynch, Vice Principal (External)

Chair: Margaret Cook

Minute Taker: Ian McCartney

Quorum: 7

Minutes:

Item		Action
1.	Welcome and Apologies Chair welcomed everyone to the meeting, in particular new Board Members Jenny Hamilton and Liam Fowley, before noting apologies.	
2.	Additions To The Agenda None	
3.	Declaration of Conflict of Interest in any Agenda Item None	
4.	Minutes of Meeting held on 27 April 2022 The minutes were approved as being an accurate record of the meeting.	
5.	Matters Arising from Previous Minutes <u>7.2 Student Destinations</u> Action: Head of Student Experience to summarise Report and circulate once available Status: Report complete, circulation to follow <u>7.2 CDN Training Module</u> Action: Clerk to circulate information when module goes live. Status: Awaiting confirmation <u>8.3 SFC Benchmarking Report on KPIs</u> Action: Head of Student Experience to produce paper and circulate to Committee once data available Status: KPIs to be finalised at end September 2022, following delays caused by late issuing of KPIs	
6	Strategy & Policy	
6.1	College Strategy Alignment Depute Principal provided a verbal summary of next steps regarding the implementation of the Strategic Plan, noting that CMT would be engaged in breaking down targets over 5 years within individual teams, with a twice-yearly review linked to planning and budgeting processes in order to facilitate linked initiatives. In addition, consideration will be given to whether all KPIs will be regularly reported on, or just specific	

	<p>areas. Depute Principal advised that there was a significant amount of work required to complete this phase of the process.</p> <p>Board Member advised there should be a focus for each Committee based on their remits.</p> <p>Teaching Staff Member's understanding was that Committees would be seeing all of document. Board Member suggested starting with the full document then reducing this down where required. This approached was agreed.</p>	
6.2	<p>Safeguarding Policy & Procedure</p> <p>Head of Student Experience introduced Paper 3, noting that this represented a minor iteration from the previous policy, mainly around legislative updates.</p> <p>Head of Student Experience noted that the policy was now part of the UHI Single Policy Environment, however some contextualisation to Perth College had been completed. Head of Student Experience further noted that the recent Education Scotland review had expressed satisfaction with procedures, although some attention was required regarding awareness of PREVENT legislation.</p> <p>Board Member queried Board's responsibility in terms of strategic oversight in this policy area. Principal noted that reports were mainly operations, but suggested an annual report on safeguarding issues be prepared by Head of Student Experience for each Cycle 4 LEC, then feeding to June Board. This approach was agreed.</p> <p>Committee APPROVED the Safeguarding Policy & Procedure.</p>	Head of Student Experience
7	Student Experience	
7.1	<p>Perth Partnership Project 2022-23</p> <p>Student Board Member presented Paper 3, summarising the process for consultation, and the newly-formed officer team's reflections on feedback, before arriving at the 3 priority areas of Mental Health, Creating and Promoting Social Events on Campus, and Cost & Choice of Food on Campus.</p> <p>Student Board Member noted that HISA Perth were currently finalising their Plan of Work for the year, which hadn't been completed due to Freshers Week and Inductions.</p> <p>Chair expressed disappointment that Committee was unable to see the full Plan of Work at this stage, noting that, whilst the success of Freshers is to be acknowledged, the norm is to present the Plan at the</p>	

	<p>first meeting of the academic year. Student Board Member apologised and advised that the Plan would be issued in advance of the next meeting.</p> <p>Chair expressed surprise that, given the issues around cost of living, this was not an area of priority. Student Board Member noted that cost of living had not been identified at the time of the consultation with students, however issues affecting cost of living will be absorbed into the Food of Campus priority area.</p> <p>Board Member noted that the consultation had amounted to 39 respondents, and asked how confident HISA Perth was that this reflects student opinion. Student Board Member responded that any student response places importance on the issue identified, however acknowledged that student engagement had been a challenge, combined with online consultation fatigue – HISA Perth is looking to address low levels of engagement.</p> <p>Depute Principal noted that College focus groups regularly achieve higher levels of student engagement than 39 out of 2,500 full-time students, which indicates that HISA Perth's mechanism for engagement is fundamentally flawed. Head of Student Experience offered support in capturing input from students, but advised that HISA Perth should consider the timings of when they look to capture data, as May/June is far from ideal.</p> <p>Depute Principal queried what expertise HISA Perth have in the area of mental health. Student Board Member referred to the "Partnership" element of the project, and HISA Perth would be looking to work with the Perth College professional team in this area.</p> <p>Student Board Member sought to reassure Committee that consultation is not a closed door, and HISA Perth is constantly taking feedback and adjusting its priorities accordingly. Student Board Member noted that higher levels of engagement are already being seen this year compared to last year.</p> <p>Chair requested that Partnership Project be reviewed to reflect Cost of Living and resubmitted for approval, and that the HISA Perth Plan of Work be forwarded to Clerk for circulation to Committee members as soon as possible.</p>	HISA Perth/ Clerk
7.2	<p>OBI Awards 2022 Report</p> <p>Student Board Member presented Paper 4 for information, noting that the 2022 OBIs were the most successful to date in terms of nominations and attendance at the event.</p>	

	<p>Teaching Staff Member noted that STEM tends to show poorly in terms of take-up of OBIs, and asked for thoughts on reasons why this may be the case. Student Board Member noted that HISA Perth was looking to reach under-represented areas, and part of this is to make the nominations process as simple as possible.</p> <p>Committee noted Paper 4.</p>	
7.3	<p>Student Satisfaction & Experience Survey</p> <p>Head of Student Experience provided a verbal update on the SSES noting that response rates had fallen since College started to conduct these in-house.</p> <p>Board Member asked about overall satisfaction differences between FE and HE. Head of Student Experience advised that differences tend to be that FE students are more frequently on campus and receive more direct support.</p> <p>Teaching Staff Member noted that NSS results were much more favourable, with a 93% satisfaction rate, 4th in overall satisfaction rates and 3rd in PG satisfaction rates. Chair noted that the SSES had a much smaller sample size, which may skew results.</p> <p>Staff Board Member queried whether the products on offer need looked at. Chair agreed, as there are a number of courses across UHI that aren't attracting students.</p> <p>Board Member queried whether anything can be done from FE to HE. Chair advised that transition numbers were good when compared to direct entry to HE.</p>	
7.4	<p>Student Funding Update</p> <p>Head of Student Experience provided a brief update on Student Funding, noting that, thanks to staffing restructures and a move to online submissions, all applications were up to date (compared to generally being 1 month behind at this time of year), which has allowed the Funding Team to focus on processing, As a result, funding has now been released for FE Bursaries and all students are registered for Student Loans.</p> <p>Head of Student Experience advised that, due to these improvements, the College is now able to offer tailored support to cohorts of disadvantaged students (eg care experienced), and this has improved relations with students.</p>	

8	Curriculum	
8.1	<p>Student Completion & Retention – update</p> <p>Head of Student Experience provided a verbal update on completion and retention numbers as 2020/21 figures are in the process of being finalised following deferrals over summer and returns/non-returns.</p> <p>Sector indicators are that success rates have declined, however Perth College is likely to be ahead of this position.</p>	
8.2	<p>Student Recruitment – update</p> <p>Head of Student Experience provided a verbal update on recruitment numbers, noting that FE numbers were healthier than HE, however funding is not secured until November; however confidence was high that FE targets will be hit.</p> <p>HE numbers, on the other hand, are concerning. This includes issues around progression and Networked delivery. Whilst there are pockets of healthy numbers (Health & Social Care, Childcare), Humanities and STEM are struggling.</p> <p>Board Member queried drop-out rate trends, and what impact shortfalls may have on courses.</p> <p>Head of Student Experience noted that, while that information is not readily to hand, high-level data on drop-out rates can be provided to future Committees.</p> <p>With regard to impact of shortfalls, Head of Student Experience advised that only 1 course at Perth College has thus far been affected, with students transferring to other courses/programmes. The main impact is on part-time/hourly contracted staff as full-time staff are utilised first.</p> <p>More broadly, Head of Student Experience noted that many HNC courses are recruiting at 66-75% across the sector, which is a huge concern.</p> <p>Head of Learning & Teaching Enhancement asked if there were ways to shore up the pipeline to better support HE programmes, such as Direct Access short courses. Depute Principal noted that these were in the gift of UHI, not Perth College.</p> <p>Chair noted that UHI did not get additional student numbers during COVID due to not having achieved previous targets, and these numbers have been retained by other Universities.</p>	

	<p>Teaching Staff Member noted that UHI offers an online access course for Science, however this type of approach would require teaching staff to work over the summer across the Partnership.</p> <p>Head of Learning & Teaching Enhancement queried that scope for reverse articulation. Head of Student Experience advised that One-Plus Funding would allow for this, but it's currently difficult to access these students; Scottish Government only looks at non-completion rates. Chair noted that night schools may be the untapped market as this allows focus on school leavers now going into employment.</p> <p>Board Member requested a discussion document for future options be prepared for a subsequent LEC meeting. Chair agreed that SMT would take this forward.</p>	SMT
9	<p>Committee Minutes</p> <p>Committee noted the following minutes:</p> <ul style="list-style-type: none"> • Student Engagement Group, 20 June 2022 	
10	<p>Date of Next meeting</p> <ul style="list-style-type: none"> • Wednesday 23 November 2022 	
11	<p>Review of Meeting</p> <p>Committee confirmed the business of the meeting had been consistent with the Terms of Reference.</p>	

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

Strategic Development Committee

Paper 12c

DRAFT Minutes

Meeting reference: SDC 2022-23/01

Date: Wednesday 21 September 2022

Location: Boardroom (Braham Room 019)

Members present: Andrew Comrie, Board Member (Chair)
Michael Buchanan, Board Member
Heather Cormack, Board Member (from Item 6.1)
Sheena Devlin, Board Member
Jenny Hamilton, Board Member
Derek Waugh, Staff Board Member
John Dare, Staff Board Member
Margaret Cook, Principal
Charlea Jefts, HISA Perth Depute President Activities & Welfare

In attendance: Veronica Lynch, Vice Principal (External)
Catherine Etri, Vice Principal (Academic)
Iain Wishart, Vice Principal (Operations)
Ian McCartney, Clerk to the Board

Apologies: Todor Pavlov-Kennedy, Student Board Member
Lorenz Cairns, Depute Principal

Chair: Andrew Comrie

Minute Taker: Ian McCartney

Quorum: 3

Minutes:

Item		Action
1.	<p>Welcome and Apologies</p> <p>Chair welcomed all present to the meeting, and welcomed Charlea Jefts as a new member of the Committee.</p>	
2.	<p>Additions to the Agenda</p> <p>There were no additions to the Agenda.</p>	
3.	<p>Declaration of Interest in any Agenda Item</p> <p>No interests were declared</p>	
4.	<p>Minutes of Meeting held on 16 May 2022</p> <p>The minutes were agreed as being an accurate record of the meeting.</p>	
5.	<p>Matters Arising from Previous Minutes</p> <p><u>Actions outstanding from prior meetings: 02 November 2021</u></p> <p><u>Item 6.3 – Commercial/Non-Core Business Strategy</u> Action 3: Provide further report on Commercial activity following College Strategy approval</p> <p>Action Update: Deferred to next meeting</p> <p><u>Item 6.5 – Development Trust</u> Action: Provide Committee with more information including presentation by representative of Trust</p> <p>Action Update: Not complete, defer to next meeting. Principal noted that work was continuing around development fundraising events in the interim.</p> <p><u>Actions outstanding from prior meetings: 16 May 2022</u></p> <p>Chair noted that all actions from meeting of 16 May 2022 related to the Strategic Plan had been amalgamated with other Committee inputs into a final version which was subsequently approved by the Board of Management in June.</p>	<p>Vice Principal (External)</p> <p>Principal</p>

6	Items for Discussion	
6.1	<p>Option & Risk Appraisal Arising from Extraordinary Board Meeting, 5th September 2022</p> <p>Chair proposed spending the substantive part of the meeting on Item 6.1, going through the suite of papers provided by the Executive Team, and to consider the cultural changes required if the College was to remain within the UHI partnership.</p> <p>Chair outlined that Committee was tasked with going back to the Board with its deliberations and to represent the thinking behind any decisions. Principal confirmed that an Extraordinary Board had been convened for Thursday 6th October, following the Graduation ceremony.</p> <p>Principal noted in Paper 2 (Executive Summary) that SMT had considered three options/scenarios for structural change:</p> <ul style="list-style-type: none"> • remain in UHI and continue to work on improving the partnership • leave UHI and be a stand alone college retaining our HE numbers • leave UHI and create a Tayside FE/HE formalised collaboration <p>Principal summarised Paper 3 (UHI Revitalisation), noting that there had been a focus on 7 groups identified to work on 2-year process for substantive change. Principal scheduled to chair one of these groups (Shared Services) with support from Vice Principal (Operations). The key question identified was “Why is this different?” – UHI had identified that there was a “burning platform” for change due to pressing financial impetus.</p> <p>Board Member asked what structures would change programme have, eg leading or sponsoring? And where are resources coming from? Principal advised that the leadership of groups had not been fully identified yet, although a closed Court meeting on 22/09/2022 would look at leadership following departure of UHI Principal, and the structure of groups was not yet determined.</p> <p>Principal agreed to report to EBM meeting on 06/10/2022 re likely structures of change programme. The expectation is that work will commence January 2023 per proposals, although PC would like some momentum to be retained</p> <p>Board Member expressed concern re “what is UHI?” and whether this can evolve out of change programme; in addition, concern was raised that that 7 different groups might take 7 different positions if this not defined.</p>	

	<p>Committee agreed that regular reporting to/reviews with Colleges are required to ensure clarity over direction of travel, and these should be included within the mode of delivery.</p> <p>Board Member noted concern over 2024 being a realistic timescale given recent changes in UHI leadership.</p> <p>Board Member identified that the College needs to know project management model to be utilised, eg PRINCE2. Principal agreed to confirm which project management model to be used once known.</p> <p>Board Member queried what could happen re the areas of work identified by PC but not in 7 workstreams identified by UHI – could there be new subsets within workstreams. Principal advised that this is a discussion point for senior group responsible for delivery.</p> <p>Committee agreed that there needs to be some form of input from Boards of APs, and the Principal should negotiate the form this may take.</p> <p>Vice Principal (Operations) presented Paper 4 (Financial Comment), which provided detail on key financial implications not discussed in detail at Extraordinary Board. Vice Principal (Operations) advised that the 7 workstream scenarios have not been modelled, therefore there is no definition of what completion, or part thereof, means financially.</p> <p>Board Member queried what are sector benchmarks re overhead v teaching costs? Vice Principal (Operations) responded that this was approx. 50/50, although “teaching expenditure” needs defined.</p> <p>Committee agreed that outline deliverables should be defined.</p> <p>Student member asked how much of College’s teaching and academic spend (ie 63%) is HE vs FE, and what is College’s contribution to shared teaching on networked courses, ie what would College need to spend to retain current levels in event of a split from UHI? Vice Principal (Operations) advised that a detailed split on a cost basis would be extremely difficult to track as there is no clarity in terms of what PC draw down from EO – there are no SLAs, and the top slice is not defined by what APs want.</p> <p>Board Member queried why College is paying for something not being used? Was opt-in/out discussed? Vice Principal (Operations) advised that this issue has not been discussed since formation of EO, and impact of EO costs on APs has never been assessed.</p>	
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	<p>Committee agreed that review of EO needs to go back to “first principles”.</p> <p>Chair asked for input/points of clarification into Paper 5 (SWOT Analysis).</p> <p>Board Member asked whether the SWOT was evidenced, or purely SMT opinion? Principal noted that the analysis was subjective opinion based on qualitative rather than quantitative evidence, as deeper levels of detail not able to be provided within such a short turnaround</p> <p>Board Member queried whether the retention of Degree-awarding powers within UHI was likely to be a deal-breaker for the College’s HE provision? Principal advised that other colleges provide degrees offered by other HE organisations, eg Open University, Greenwich University, however the funded places ceiling may have an impact on Scottish Universities offering degrees with Scottish Colleges.</p> <p>Board Member noted that a weighting for the different strengths/weaknesses may help support a decision about the preferred option. For example, should political intervention be strongly weighted, given that political positions may have evolved in recent months.</p> <p>Board Member asked whether anything in the current Audit Scotland report should be factored into the SWOT analysis? Principal agreed that SMT would cross-reference this prior to presentation to Board.</p> <p>Board Member advised that student voice and staff upheaval should also appear within Scenario 1, and that weighting should be given to opportunity the College has to be a dynamic leader in this process to the benefit of all.</p> <p>Committee agreed that Scenario 1 should be adopted as the position moving forward, however the SWOT analysis for this requires attention prior to submission to full Board.</p> <p>Principal presented Paper 6 (Areas for Negotiation) and sought feedback from Committee in terms of being strongly for/against.</p> <p>Board Member advised that revenue generation parts require greater impetus.</p> <p>Board Member sought reassurance around the implications of the negotiating areas around Curriculum Strategy, in particular whether there could be any risk of signing up to a strategy that might not suit the College.</p>	
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	<p>Vice Principal (Academic) noted that UHI had recently conducted a Curriculum Review, however this was more of a rationalisation process with no strategic framework, and didn't allow for local niche provision. Vice Principal (Academic) advised that any future review would need more input from Academic Partners, particularly around networking on programmes</p> <p>Board Member identified that some timescales on negotiation positions look very tight eg, one includes a reference to Oct 2022), and sought clarification on any bandwidth for negotiation/compromise</p> <p>Principal advised that SMT will review Paper ahead of Board meeting given changes in recent past, including a prioritisation of list of negotiation areas.</p> <p>Strategic Development Committee ENDORSED the SMT position to propose Scenario 1 to the Extraordinary Board meeting on 6th October, subject to changes agreed.</p> <p>Board Member expressed concern that the Board meeting would relitigate the lengthy discussion that had just taken place and sought a way to avoid this. Clerk offered re repackage notes in an summary paper to allow Board a simpler way to check on the scrutiny and decisions taken today. This approach was agreed.</p>	
6.2	<p>Delivering the College Strategy – update</p> <p>Chair proposed to defer this Item to the next meeting, which was AGREED.</p>	
6.3	<p>KPI Prioritisation – update</p> <p>Chair proposed to defer this Item to the next meeting, which was AGREED.</p>	
7	<p>Date and time of next meeting:</p> <ul style="list-style-type: none"> Monday 05 December 2022 @ 5:00pm 	
8	<p>Review of Meeting</p> <p>Committee confirmed the business of the meeting had been compliant with its Terms of Reference.</p>	

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Status of Minutes – Open ☒

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

Air Service Training - Board of Directors Meeting

Paper 12d

DRAFT Minutes

Meeting reference: AST 2022-23/01

Date: Tuesday 27 September 2022

Location: Boardroom (Braham Room 019)

Members present: Graham Watson, Chair of AST Board
Katrina Hodgson, Board Member (from Item 6)
Mark Taylor, AST General Manager
Chris Holliday, Non-Executive Director

In attendance: Veronica Lynch, Vice Principal (External)
Iain Wishart, Vice Principal (Operations)
Henry Nicholson, Financial Accountant
Andrew Budge, Senior Training Manager AST
Ian McCartney, Clerk to the Board

Apologies: Margaret Cook, Principal, Perth College UHI
Robert Sutherland, Senior Business Manager AST

Chair: **Graham Watson**

Minute Taker: Ian McCartney

Quorum: 3



Summary of Historic Action Items			
Ref	Action	Responsibility	Time Line
	<u>Carried Forward from Meeting of 24 September 2020</u>		
8	Training Report General Manager to reintroduce dashboard approach to AST reports - to be introduced from November 2020 (Now October 2022).	General Manager	October 2022
	<u>Carried forward from Meeting of 23 November 2021</u>		
6	General Manager's Report General Manager/Director of Finance to review SLA with College and application of Financial Regulations (Now ready to sign)	General Manager/ Director of Finance	October 2022
	<u>Carried forward from Meeting of 10 March 2022</u>		
9	General Manager to circulate documentation on CAE proposal with a formal request for approval of this project in due course	General Manager	On conclusion of proposal discussions
	<u>Summary of Current Actions</u>		
7	AST Budget 2022/23 General Manager to amend Budget and narrative based for inclusion in papers to Perth College Finance & Resources Committee	General Manager	PC F&R (Oct 2022)
8	General Manager's Report Clerk to provide details re PC login to Non-Executive Director	Clerk	November 2022
8	General Manager's Report General Manager produce a digital strategy and business case for future discussion	General Manager	Next AST Board (Nov 2022)

Minutes:

Item		Action
1.	Welcome and Apologies Chair welcomed everyone to the meeting, and Apologies were noted.	
2.	Additions to the Agenda AST General Manager circulated a late paper in support of Item 7. Chair requested that a discussion around AST Board Governance be added to Item 15.	
3.	Declaration of Interest in any Agenda Item There were no declarations of interest noted.	
4.	Minutes of Previous Meeting Board approved the minutes from the AST Board meetings on 19 May 2022 and 25 July as accurate records.	
5.	Matters Arising from Previous Minutes <u>Historic - 24 September 2020</u> <u>Item 8 - Training Report</u> Action: General Manager to reintroduce dashboard approach to AST reports - to be introduced from November 2020. Action Update: Not yet complete. Agreement has been reached with Finance re provision of monthly reports which will allow this to be provided from October 2022. <u>Historic - 23 November 2021</u> <u>Item 6 – General Manager’s Report</u> Action 1: General Manager to develop client engagement policy Action Update: Document created, General Manager to circulate - COMPLETED Action 2: General Manager/Director of Finance to review SLA with College and application of Financial Regulations Action Update: Now ready to sign.	General Manager

	<p><u>Historic - 10 March 2022</u></p> <p><u>Item 8 – J41 – Approval of Purchase</u> Action: Principal and Clerk to discuss processing of this item via College governance processes given timescales involved</p> <p>Action Update: Complete</p> <p><u>Item 9 – General Manager’s Report</u> Action: General Manager to circulate documentation on CAE proposal with a formal request for approval of this project in due course</p> <p>Action Update: Negotiations with CAE not yet concluded</p> <p><u>Current – 19 May 2022</u></p> <p><u>Item 7 – AST Budget 2022/23</u> Action: General Manager to review the 2022/23 Budget to be discussed by AST Board once the Budget is ready to be tabled.</p> <p>Action Update: On Agenda (Item 7)</p>	General Manager
6.	<p>AST Management Accounts – year to July 2022</p> <p>AST General Manager presented Paper 3 and gave a verbal update on the revised position of the AST Budget for 2022/23.</p> <p>AST General Manager noted that External Auditors had reviewed figures since accounts were produced and had only noted 2 minor adjustments, therefore accounts should be taken as accurate. It was noted that the 2 major areas of income variance against budget were related to an increase in tuition income and a zero return for consultancy, which will need to be removed from the 2022/23 Budget to reflect the current position. In terms of cost bases, all areas were underspent except in staff costs (mainly due to holiday accruals, where a review of calendar year vs accounting year is required) and course costs, which were mainly accounted for through associated income.</p> <p>AST Chair asked for clarification of Provisions. Financial Accountant advised that this was mainly Bad Debt provision across a number of customers due to recent restrictions on foreign transfers, which had even affected traditionally good payers.</p> <p>AST Chair queried the exposure to currency risk given recent turmoil. AST General Manager advised that the vast majority of AST transactions were in Sterling.</p>	

	<p>AST Chair requested an update on the External Audit. AST General Manager noted that conversations were still to take place with Auditors re Going Concern, particularly issues raised since the end of the accounting period, as there will be a need to demonstrate cognisance of risk. Vice Principal (Operations) advised that the Auditors may wish to extend Going Concern beyond 12 months, which is not unusual.</p>	
7.	<p>AST Budget 2022/23</p> <p>AST General Manager issued an updated Budget Submission for 2022/23, and briefed AST Board on main differences between current version and previous version issued in July 2022.</p> <p>AST General Manager sought guidance from AST Board re their preferred position regarding both short-term and long-term approaches to CAT, with the short-term approach realising more income now but for a shorter period, against a longer-term relationship which would see an immediate drop in income but provide a stable cash-flow over several years. AST Board APPROVED the longer-term approach.</p> <p>ACTION: AST General Manager to amend Budget and narrative based on this decision for inclusion in papers to Perth College Finance & Resources Committee early in October.</p>	General Manager
8.	<p>General Manager Report</p> <p>Board received and noted Paper 4.</p> <p>General Manager explored a number of items raised within the Report in greater detail.</p> <p><u>Instructor Capacity</u></p> <p>General Manager advised of further Instructor resignations over the last week, and AST will be down by 4 Instructors on headcount by Xmas. Alternative options are being pursued.</p> <p><u>CAE</u></p> <p>General Manager advised that there was no progress on the CAE contract, and indications were that a September 2023 start date was now looking more likely, which may suit AST in terms of staffing levels. If an earlier start is required, academic tutors for modules 1-5 may be considered.</p>	

Leonardo

General Manager noted that a meeting had been arranged for this week to look at invoicing and handover timings. Revised payment terms had been agreed, albeit with caveats, and an increased staffing requirement was required for new programme due to an amended mix of theory versus practical.

CAT

General Manager informed Board that CAT had opted to pursue direct EASA approval for degree-awarding powers, which appears to have been in response to recruitment numbers and opening up options with other English-based universities.

General Manager outlined the two options available to AST: continue the current minimum contract for 2 years to August 2024, generating £228k pa; or accept a reduced contract over a longer period (£170k pa until 2029).

AST Chair queried whether there was scope for the programme to grow. General Manager advised that this was the case.

Board Member asked whether there was a risk that CAT find another partner for the new contract. General Manager advised that this is unlikely to be the case as the work is outside the degree programme, and AST is not aware that other Universities currently have EASA approval. General Manager noted, however, that there is a risk given that CAT is pursuing EASA approval, which would in all likelihood result in the original contract being enforced.

AST Board expressed preference to secure a long-term approach and requested that General Manager pursue this option with CAT.

BSc Programme

General Manager advised that a meeting was due to take place later this week with the College regarding the future marketing strategy around the BSc course, and that invoices were being withheld pending agreement on staffing ratios. General Manager indicated that student numbers are likely to have been lost to Strathclyde and Heriot-Watt Universities due to the lowering of entry requirements.

Vice Principal (External) advised that the College were looking to ascertain what had happened with 12 students who had received offers but decided not to come to AST, as this may have implications for College across HE Provision.

Aviation Academy for Scotland

	<p>General Manager noted that the lease on the Scone hangar was due for renewal in 2024 and sought approval to reach out to landlord to commence negotiations. Board AGREED to this strategy.</p> <p>Vice Principal (External) advised that a paper was being prepared for submission to PC Finance & Resources Committee re the College Estates Strategy, which would impact on the AAS project.</p> <p><u>Use of Sharepoint</u></p> <p>General Manager expressed a desire to upload certain AST Board business papers online via Sharepoint to free up Board Committee time for in-depth discussion on key matters. Clerk advised that all AST Board Members need to use their Perth accounts to access Sharepoint as guest accounts are not valid for security purposes.</p> <p>Clerk to provide details re PC login to NED.</p> <p><u>Digital</u></p> <p>General Manager updated Board re ongoing discussions on widening the AST digital offer, and noted that AST looked overpriced in this regard compared to other providers. NED advised that a large proportion of digital sales focused around the purchase of exams plus notes, but wasn't aware how this was packaged on the portal.</p> <p>AST Chair requested that General Manager produce a digital strategy and business case for future discussion.</p>	<p>Clerk</p> <p>General Manager</p>
9.	<p>AST Risk Register</p> <p>General Manager presented Paper 5, and noted the addition of some new Risks to the Risk Register.</p> <p>Board received and noted Paper 5.</p>	
10.	<p>Sales & Business Development Report</p> <p>Board received and noted Paper 6.</p> <p>Board discussed issues around staffing levels, and managers having to focus on teaching/non-management roles.</p>	
11.	<p>Training Report</p> <p>Board received and noted Paper 7.</p>	

12.	Examinations Report Board received and noted Paper 8.	
13.	Compliance & Student Feedback Report Board received and noted Paper 9.	
14.	Date & Time of Next Meeting <ul style="list-style-type: none"> Tuesday 29 November 2022 at 5:00pm 	
15.	Review of Meeting Board agreed that meeting had been conducted within the Terms of Reference. In response to a query re quoracy, Clerk advised Board that a new College Board Member was due to join AST Board early in the new year, which would reduce the risk of inquorate meetings. AST Board agreed to retain status quo in terms of quoracy on Terms of Reference.	

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

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

Finance & Resources Committee

Paper 12e

DRAFT Minutes

Meeting reference: F&R2022-23/01

Date: Wednesday 05 October 2022 at 5.00pm

Location: Boardroom (Braham Room 019)

Members present: Katrina Hodgson, Chair
Michael Buchanan, Board Member
Andrew Comrie, Board Member
Heather Cormack, Board Member
Graham Watson, Interim Chair, Board of Management
Margaret Cook, Principal
Todor Pavlov-Kennedy, Student Board Member

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

Apologies: John Dare, Staff Board Member
Kevin Lynch, Head of Estates

Chair: **Katrina Hodgson**

Minute Taker: Ian McCartney

Quorum: 4

MINUTES

Item		Action
1.	Welcome and Apologies Chair welcomed everyone to the meeting and noted apologies.	
2.	Additions to the Agenda None	
3.	Declaration of Conflict of Interest in any Agenda Item Chair, Board of Management noted a professional interest in Item 6.2.	
4.	Minutes of Meeting of Finance & Resources Committee, 14 March 2022 The minutes were approved as a true and accurate record of the meeting.	
5.	Matters Arising from previous minutes: 14 March 2022 <u>9 – HR Update</u> Action: Principal to liaise with Clerk re determining best route for reporting changes to TQFE Action Update: Covered within Paper 8 – complete. Matters Arising from previous minutes: 24 May 2022 <u>6.1 – Update on Perth College Strategic Plan</u> All actions from meeting of 24 May 2022 related to the Strategic Plan have been amalgamated with other Committee inputs into a final version which was subsequently approved by the Board of Management in June.	
6.1	Delivering The College Strategy Depute Principal introduced Paper 2, noting that the template would be rolled out to managers with a view to setting Year 1 targets within the next few weeks. Phase 2 will involve CMT managing the process and reporting progress, with Board being informed via the Balanced Scorecard, in line with the bottom-up approach taken to set the Strategy. SMT will be running a workshop to take managers through the process.	

	<p>Chair queried whether each team will be expected to complete each area. Depute Principal advised that each team leader will be empowered to populate according to their team's ability to implement, and SMT will then scrutinise their areas of the document to ensure all KPIs are addressed, however it is hoped that this will be addressed during initial discussions.</p> <p>Board Member queried what would happen regarding clustering around specific KPIs and potential for silos. Depute Principal noted that clustering was in effect the litmus test of the Strategy as stakeholders had a significant input into the document therefore managers shouldn't feel that they can't contribute across the piece. Vice Principal (Operations) advised that the planned workshop will have populated examples to reduce risk of misunderstanding.</p> <p>Interim Chair sought clarification on how the Board would be involved in monitoring. Depute Principal advised that the annual planning process this academic year will be preceded by meetings between SMT and CMT in January, with a view to informing Board of agreed targets in Cycle 3, after which there will be a more consistent reporting mechanism to Board to allow for levers to be pulled if required within budget and planning processes.</p> <p>Committee noted Paper 2.</p>	
6.2	<p>Estates Strategy & Aviation Academy for Scotland Update</p> <p>Depute Principal outlined initial proposal detailed in Paper 3, noting that Perth & Kinross Council had resurrected the concept of a school building within the College footprint prior to a refreshed bid being submitted. It was proposed to take this initiative with a view to the bid proceeding, however there was a need to be mindful of the potential impact on the concurrent Aviation Academy for Scotland bid.</p> <p>Vice Principal (External) noted that the latest iteration of the AAS bid involved £6m of funding for workshops and labs (as opposed to a standalone "academy" building), meaning that AST would still require hangar space at Scone. It was felt that it would be a better position across the board to undertake the PKC masterplan with AAS absorbed into this bid, inclusive of the £6m investment.</p> <p>Vice Principal (External) wanted to appraise Committee of latest developments as expectations around AAS have to be managed; whilst AAS is sympathetic around the flexibility re investment, the proposal does have a knock-on effect with regard to draw-down timetables.</p> <p>Board Member agreed that the proposal makes strategic sense, however queried the extent to which AAS will be inhibited by the</p>	

	<p>delay as the masterplan process may take years. Vice Principal (External) advised that all parties were aware of the risks, but also the need to capitalise on the opportunity presented, and that a small window exists before any investment is committed to. Vice Principal (External) noted that AST has lease for hangar and workshops at Scone due for renegotiation by 2024, so are looking to enter into discussions around extending lease.</p> <p>Board Member queried the size of the campus footprint owned by the Council and whether this would be enough for the schools element of the proposal. Depute Principal advised that there is a total of 32 acres on the campus site, but PKC's share is not enough for their needs. The option of selling or leasing land to PKC has not been discussed within the project as yet.</p> <p>Board Member queried whether AST buildings could be phased early in development. This matter would be discussed with architects, and would be subject to location and timings.</p> <p>Chair enquired as to potential financial benefit to the College, similar to that achieved by Fife College/Woodmill High School. Principal advised that, while this is possible, the current site is very challenging and funding options are still unclear. Principal indicated that UHI were supportive of the approach being proposed.</p> <p>Board Member queried whether Scottish Futures Trust funding will be sought. This was confirmed, however Principal clarified that College can't access SFT money, however UHI can.</p> <p>Board Member noted that, given the current push to Net Zero, it was possible to refurbish or remodel existing buildings, rather than rebuild, due to embedded carbon. Principal advised that this issue had already been discussed with the College's architects. Interim Chair noted that refurbishment rather than new build was a strong recommendation of the recent Scottish Government for Infrastructure Commission for Scotland report.</p> <p>Committee ENDORSED the alignment of the Estates Strategy with continuing discussions with PKC, and the inclusion of the AAS development options within Masterplan discussions.</p>	
7.1	<p>Perth College Financial Update: Year to 31 July 2022</p> <p>Vice Principal (Operations) presented Paper 4, noting that, despite the £1m clawback noted previously, College was only £300k down on income due to a number of items being ahead of budget.</p> <p>Vice Principal (Operations) clarified that clawback is retained by UHI and, if SFC do not demand these funds be returned, it is UHI who will decide what to do with it. Academic Partners may be able to bid for funds that are yet to be determined.</p>	

	<p>Vice Principal (Operations) advised that the MicroRAM, which was expected to run to £300k, was this year £140k, and further advised that Staff costs were £1m better than budgeted, mainly due to fewer backfills being required as a result of a drop in student numbers. With non-staff costs broadly on budget, the College was likely to report an overall surplus of around £500k.</p> <p>Interim Chair queried staff/non-staff cost ratio compared to other Colleges. Vice Principal (Operations) advised that Perth Colleges staff costs were higher than average. Board Member queried how other Colleges manage a lower rate; Vice Principal (Operations) advised that other Colleges have a greater number of students or better flexibility around delivery methods.</p> <p>Committee noted Paper 4.</p>	
7.2	<p>Perth College Financial Outlook</p> <p>Vice Principal (Operations) presented Paper 5, advising this was a precursor to the FFR scheduled to be issued to SFC, and noting that the picture being painted was bleak whichever assumption was followed.</p> <p>Vice Principal (Operations) detailed the scenario-panning aspects around reduction in student numbers and the impacts of various shortfalls, advising that a reduction of 350 students was broadly equivalent to a shortfall of £1.5m.</p> <p>Vice Principal (Operations) outlined options that may be required, including lobbying for SFC funding regime change, a serious rationalisation of cost areas and a diversification of offers. Vice Principal (Operations) advised that it looks likely that all the above scenarios would need addressed in parallel.</p> <p>Board Member noted that commercial operations need to be running at a surplus and need to be making a higher level of overhead contributions than other departments, as the public purse is not going to grow.</p> <p>Vice Principal (External) noted that a growth in international business is possible, eg in US and Asia, however these need to be undertaken in conjunction with UHI and this takes time to put in place.</p> <p>Committee APPROVED the proposals outlined in Paper 5, however it was suggested that there be a prioritisation of potential interventions going forward.</p>	
8.1	AST Budget 2022/23	

	<p>Vice Principal (Operations) presented Paper 6, which provided an oversight to developments within the AST Budget over the summer. Vice Principal (Operations) noted that this matter had been discussed in detail at 2 AST Boards.</p> <p>Interim Chair advised that there had been a perfect storm in terms of changes to key contracts however the AST management team had mitigated these issues and was looking at additional resource avenues.</p> <p>Chair noted membership of AST Board, and noted that, while this budget was problematic, the focus is very much on the medium- to long-term.</p> <p>Committee ENDORSED Paper 6, which would be passed to Board for full approval.</p>	
9.1	<p>Estates Update</p> <p>Depute Principal presented Paper 7 for information.</p> <p>Committee noted Paper 7</p>	
10.1	<p>HR Update</p> <p>Head of HR & Organisational Development presented Paper 8 for information.</p> <p>Board Member noted that it would be useful to have a split of full-time versus part-time numbers regarding Mandatory Training.</p> <p>In response to a query about Board Mandatory Training, Head of HR agreed to liaise with Clerk to issue the current requirements to Board Members.</p> <p>The HR Update was noted.</p>	Head of HR/Clerk
11.	<p>Committee Minutes</p> <p>The following Committee Minutes were noted:</p> <ul style="list-style-type: none"> • EDIT Committee, 16 June 2022 • JNC Support Staff, 02 June 2022 • JNC Lecturing Staff, 13 June 2022 • Staff Engagement Committee, 13 June 2022 	
12.	<p>Date & Time of Next Meeting</p> <ul style="list-style-type: none"> • Monday 12 December 2022 @ 5:00pm 	

	Clerk noted that this meeting would include a joint meeting with Audit Committee.	
13.	Review of Meeting Committee confirmed that the meeting had been conducted in line with its Terms of Reference.	

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

Membership

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

In attendance

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

Quorum

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

Frequency of Meetings

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

Terms of Reference

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

1. Take note of the overall environment in which the college operates, and provide considered and appropriate strategic guidance to safeguard and enhance the continued operation of the college.
2. Ensure that the College provides the best possible education and learning environment for its students;
3. Ensure that the values and ethos of the College are upheld and promoted;
4. Ensure that its decision-making process is transparent, properly informed, rigorous and timely, and in the best interests of the College as a whole, including taking into account UHI partnership needs;
5. Ensure that the College operates ethically, responsibly and with respect for the environment and for society at large;
6. Ensure that robust risk management and internal control systems are in place, maintained and enhanced;
7. Ensure compliance with all statutes, ordinances and provisions regulating the College and its framework of governance.