Board of Management

Agenda

Meeting reference: Board 2023-24/01
Date: Tuesday 17 October 2023 at 5.00pm
Location: Boardroom (Brahan Room 019)
Purpose: Scheduled meeting

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

	Agenda Items	**Author**	**Led by**	**Paper**
1	Welcome and Apologies		Chair	
2	Additions to the Agenda		Chair	
3	Declaration of a Conflict of Interest in any Agenda Item		Chair	
*4	Minutes of the Board meeting held on 7 June 2023	Clerk	Chair	Paper 1
*5	Actions arising from previous minutes		Chair	Verbal
6	Chair's Report	Chair	Chair	Verbal
7	UHI 2024 Update		Chair	Verbal
8	Principal's Report	Principal	Principal	Paper 2
9	UHI Perth Restructuring Plans		Principal	Verbal
10	Your Students' Association Update (including Officer manifesto progress and update)	HISA Perth	The Students' Association Perth Representative	Paper 3
11	**Items for Approval/Endorsement**			
*11.1	Annual Health & Safety Report (including H&S Statement of Intent)	Health, Safety & Wellbeing Adviser	Depute Principal	Paper 4
*11.2	AST Budget 2023-24 Summary Paper	AST General Manager	Vice Principal (External)	Paper 5
*11.3	The Students' Association Board of Management Project	HISA	The Students' Association Representative	Paper 6
12	**Audits & Financial Reporting**			
12.1	Risk Appetite – for noting	Vice Principal (Operations)	Vice Principal (Operations)	

	Agenda Items	Author	Led by	Paper
13	**Minutes of Board Standing Committees** *For the Board of Management to note.*			
13.1	Chairs' Committee – 22 August 2023	Clerk	Chair - BoM	Paper 7
13.2	Learner Experience Committee – 06 September 2023	Clerk	Chair – Learner Experience	Paper 7a
13.3	Strategic Development Committee – 14 September 2023	Clerk	Chair – Strategic Development	Paper 7b
13.4	AST Board – 31 August 2023	Clerk	Chair – AST	Paper 7c
13.5	Finance & Resources Committee – 28 September 2023	Clerk	Interim Chair – F&R	Paper 7d
13.6	Audit Committee – 4 October 2023	Clerk	Chair – Audit	Paper 7e
14	Date & Time of Next Meeting • Thursday 14 December 2023, 5:00pm	Clerk		
15	Review of meeting (Committee to check against the Terms of Reference to ensure all competent business has been covered)		Chair	Paper 8

UHI | PERTH

Board of Management

DRAFT Minutes

Meeting reference: Board 2022-23/04
Date and time: Wednesday 07 June at 5.00pm
Location: Boardroom (Brahan Room 019)

Members present: Graham Watson, Interim Chair of Board
Andrew Comrie, Chair, Strategic Development Committee
Jim Crooks, Chair, Audit Committee
Katrina Hodgson, Chair, Finance & Resources Committee
Michael Buchanan, Board Member
Jenni Harrison, Board Member
Alistair Wylie, 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: Joe Mulholland, Education Scotland (Item 2 only)
Sarah Halliwell, Education Scotland (Item 2 only)
Alastair MacColl, Chair UHI Court (Observing – until Item xx)
Lorenz Cairns, Depute Principal
Catherine Etri, Vice Principal (Academic)
Veronica Lynch, Vice Principal (External)
Iain Wishart, Vice Principal (Operations)
Ian McCartney, Clerk to the Board of Management
Charlea Jefts, HISA Perth (Observing)
Rebecca Bond, HISA Perth (Observing)
Fiona Smith, HISA Perth (Observing)
Hannah Soutar, HISA Perth (Observing)

Apologies: Jenny Hamilton, Board Member
Heather Cormack, Board Member
Debbie McIlwraith-Cameron, Board Member
Derek Waugh, Board Member

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

MINUTES

Item		Action
1.	**Welcome and Apologies** Chair welcomed everyone to the meeting, and noted apologies. Chair extended welcome to new Board Members Jenni Harrison and Alistair Wylie. Chair advised that there would be a number of Observers at the meeting - Alastair MacColl, Chair of UHI Court, plus Charlea Jefts current HISA Perth officer) and Fiona Smith, Rebecca Bond & Hannah Soutar (HISA Perth officers-elect).	
2.	**Education Scotland – Annual Engagement Visit Report** Chair welcomed Joe Mulholland and Sarah Halliwell from Education Scotland and thanked UHI Perth staff team for their contribution to the report tabled as Paper 1. Principal noted the positive nature of the Report and the processes undertaken to support this, and also thanked UHI Perth and Education Scotland for the Report. Education Scotland then presented Paper 1, providing a outline background for the Report for the benefit of new members, and highlighting some key areas of positivity including the levels of staff engagement with industry; the feedback received from learners, particularly around induction processes, and how this had been used by PATs; the supportive lecturing staff; the retention of positive practices post-COVID; and the higher than sector Attainment levels achieved. Education Scotland noted the limited number of development points for UHI Perth to work on, but stressed that no Points For Action were required. Chair queried Principal around plans for areas for development. Principal acknowledged that these areas came as no surprise within the report, and that plans were in place to address. Board Member noted clear evidence in substantive movement in a positive way around quality assurance and added congratulations to those offered, before highlighting the positive feedback around links to industry which should assist in curriculum development. Board Member noted strength of report, and queried whether “Satisfactory” outcome was best that could have been achieved. Education Scotland advised that there were no grading option available, and that there was no higher level of feedback achievable.	

3.	**Additions to the Agenda** There were no additions to the Agenda.	
4.	**Declaration of Interest in any Agenda Item** John Dare declared interest in Item 8.1 due to undertakings around his Unison role.	
5.	**Minutes of Board of Management meeting, 27 March 2022** The minutes were **APPROVED** as an accurate record of the meeting.	
6.	**Matters Arising** ***Current Items relating to 27 March 2023*** <u>Ref 7.1 – Corporate Parenting Strategy</u> Chair noted that impact report around care-experienced students was not able to be provided to Learner Experience Committee, but had been tabled for information to Board under Item 10.2 <u>Ref 8.1 – Curriculum Review</u> Chair noted that the actions around this were ongoing due to other matters referred to within the agenda. <u>Ref 10.1 – HISA Perth Report</u> Chair confirmed that the Data Sharing Agreement between UHI and HISA referred to within this Item had now been signed by both parties.	
7.1	**UHI 2024 Update** Chair advised that the Programme Board was meeting regularly ahead of the natural decision-making point of the June meeting of UHI Court, that the UHI Strategy was being worked through a number of iterations, and that workstreams continue to move forward. In summary, steady progress was being made and Programme Board had requested that momentum be maintained. Chair UHI Court advised that the various strands were being pulled together, and reiterated the focus of the project was on impact over the next decade, and, despite fine judgements being required around shifting financial headwinds, there is a high level of optimism that meaningful impact can be achieved around the curriculum and shared central services both in terms of efficiencies and opportunities.	

	Chair UHI Court expected some outputs by end June to be shared over the summer and discussed within the next Board Cycle, and noted that the spirit of collaboration was now a characteristic in how the project was being approached which has not always been the case historically. Principal agreed that collaboration was now far more apparent than previous initiatives, and there was clear evidence of good development in the organisational culture. Board Member noted the outstanding appointment of the UHI Principal and queried how the new Principal would be able to put their stamp on the process. Chair UHI Court advised that the UHI Strategy would be signed off as a partnership and UHI 2024 was about creating the conditions for that to happen and the expectation was that the new Principal would buy into this, whilst allowing for a level of flex in the Strategy.	
7.2	**Chair's Report** Chair noted nothing to report other than work around UHI2024 but used the opportunity afforded within this item of the agenda to note the financial challenges that had been briefed to the Board for some time and asked that any discussions on the matter focus on the processes moving forward rather than how information has surfaced in the past. Chair advised that the priority should be on ensuring that the Board is briefed appropriately over the summer months, and identified Chairs' Committee as the most appropriate route for provision of support to SMT whilst reserving any decision-making to the Board, with an expectation that the outcome of work taken forward by SMT over the summer be tabled at the next Board meeting. Chair also stressed the importance of ensuring that any formal processes required should be started as soon as possible.	
7.3	**Principal's Report** Principal highlighted the events held as part of Celebration Week, including the Employer Engagement event, the OBI Awards, and the UHI Perth Prizegiving, and noted the high level of engagement and support for students present throughout the week. In addition, Principal advised that an online graduation ceremony for 221 engineering students had been held with UHI Perth's Chinese partners that morning. Principal noted that the substantive matter within the Report focused on items that had been circulated to staff regarding the processes around the financial position and the ongoing consultation, and opened the floor to comments and questions from the Board.	

	Staff Board Member advised that staff feelings around the original email were not positive as it did not look like a consultation, rather it looked like a statement of intent and, whilst this position had been amended in subsequent communications and Q+A engagement opportunities with staff, there still wasn't as much detail as would have been expected and would welcome this being addressed. Principal conceded that the timings around different communications had been unfortunate and, whilst the language around the communications being simply "proposals" are open to challenge, the important aspect was all staff seeing the impact of the financial position in black and white. Principal added that the process was part of a meaningful consultation, as has been evidenced by the moving of the consultation dates and removal of the Nursery from the proposals. Student Board Member echoed Staff Board Member's concerns and noted that other Colleges going through a similar process had produced significant financial detail around proposals, and queried why UHI Perth had not received the same level of detail. Principal noted that extensive consultative meetings are being held with the recognised Trade Unions, as is the legal requirement, and this is where the detailed financial analysis is being discussed. Principal advised that it's a judgement call in terms of how much data is shared and the purpose behind this. Principal further advised that SMT cannot guarantee that the same level of detail as provided by other Colleges will be provided at UHI Perth as it's a fast-developing issue. Chair noted that the Board will rightly expect rationales and justifications for any proposals to allow any decisions around SMT recommendations to be made by the Board. Board Member noted it had been a positive step removing Nursery from the conversation at this point in the consultation due to non-financial factors. Student Board Member queried whether an Impact Assessment on students had been considered, why communications to students on the matter had been so much slower to be issued than elsewhere, and why HISA Perth had been informed that the decision was an operational matter given the risk to reputational damage for the organisation. Principal acknowledged that communications could have been handled better, and stressed that an Equality Impact Assessment will be undertaken as part of the process which will include reference to impacts caused by anxiety. Student Board Member noted an expectation that the Board would	

	have been informed in advance. Principal advised that a decision had been made to inform everyone at the same time. Chair noted that there may be different views on the methods and timings of communication, but stressed that there has been absolute transparency on the problems being faced, and the priority is to focus on what is happening over the summer, in particular the development of robust business cases, and that a "lessons learned" exercise can follow in due course. Student Board Member noted that there was no mention of Hairdressing being affected at the joint meeting of Strategic Development and Finance & Resources Committees. Chair noted that Board has responsibility to ensure SMT are providing oversight in order to deliver financial sustainability but not get involved in the operational aspects of the proposals. Board Member agreed that the size of the likely deficit for 2023/24 has been known to the Board for some time, and it is absolutely correct to let SMT develop plans to address this and provide the data required for decisions to be made by the Board. Board Member noted that, with specific regard to the Nursery, financial issues had previously been advised to the joint meeting of Strategic Development and Finance & Resources Committees, however there needs to be some analysis of the impact on student experience where a nursery will be required, including alternative arrangements. Board Member suggested that any financial modelling provided to the Board for decision-making, as well as focusing on impact of student experience, could be based on the headcount reduction in certain identified areas, looking at potential future income loss as well as cost reduction in those areas. This course of action was **AGREED**. Chair concluded this part of the discussion by noting an expectation that no proposals would be tabled for the Board to decide upon without prior endorsement of Chairs' Committee. Returning to Paper 3, Chair queried impact of Action Short of a Strike. Principal advised that 50% of HE work had currently been marked and arrangements for graduation and progression were being looked at with UHI. FE marking needs to be looked at, but progression does allow for some mitigating actions. Board Member queried reference to UHI 2024 HR system procurement. Principal noted that the SPUC framework had identified a single provider, with a mid-May target for completion, however the provider then cooled on the deal leaving no option but to withdraw based on a balance of risk. APUC will restructure the	

	framework then undertake the procurement exercise, however this now means a delay in the delivery timescale until around September. Board Member queried 4Nations event at Thinking The Unthinkable, in particular any radical thinking that may impact on UHI Perth's strategy. Principal advised that the draft Thinking The Unthinkable report that was due to be presented to the Scottish Government was not necessarily radical, but does ask questions about how the sector can actually change. Chair noted the independent review of the Skills Delivery Landscape in Scotland report issued to Board Members earlier in the day. Student Board Member sought reassurance that HISA Perth would be kept up to date with any issues surrounding the consultation process, including any requirement for an Extraordinary Board meeting, given new officers do not start in office until August. Clerk noted that the Standing Orders had not been affected by HISA's contractual changes, and that the 2 nominated Student Board Members are still deemed Board Members from 1st July. Paper 3 was **NOTED** by the Board.	
7.4	**HISA Perth Report** Student Board Members presented Paper 4 for information, noting that most of the Plan of Work had been achieved, and advising that the recent OBI Awards had been a particular success with increased record numbers. Board **NOTED** Paper 4, and thanked the Student Board Members and their HISA colleagues for their work and contribution over the past year.	
8.1	**Financial Sustainability** Principal presented Paper 5 for approval, noting that this Paper constituted 2 parts – firstly the approval of a request for an Enhancement to the Voluntary Severance (VS) scheme; and secondly seeking approval to develop a business case for Compulsory Redundancies to present to the Regional Strategic Body (RSB) and then to the Scottish Funding Council (SFC). Principal noted that the intention was to avoid the need for CR at all costs, however a VS scheme had been open for some time and enhancing this scheme seems the most sensible route to achieve this. Board Member expressed support for the proposals, but asked for an update on what has been achieved via current VS scheme, and	

	requested information around potential income losses associated with any CR. This course of action was **AGREED**. Board Member queried whether there would be any support from Scottish Government to implement the VS. Principal advised that the College would be looking to UHI Executive Office for support where possible. Board Member welcomed enhancement for VS, however noted the risks of flagging up CR at this stage, particularly around heightened tensions among staff, and asked whether a "wait and see" approach would be preferable. Chair agreed that this approach would be desirable, however advised that the scale of the deficit presents a challenge and it would be useful for Scottish Government to be aware that the option is required, albeit as a last resort for the worst case scenario. Board Member noted that the current VS scheme had been open for quite some time, and sought detail on how the enhancement proposals were reached, and the likely risks of the proposed scheme in terms of curriculum delivery should there be a wide uptake among staff. Principal noted that the current VS scheme is effectively statutory rates; calculations have been made around greater generosity for staff members with less service which should provide greater appeal for a wider audience, and the College have already received interest from staff. Principal further noted that all VS schemes contain an opt-out clause to protect specialist roles, however the assumption is that applications will be approved unless there is a good reason not to. Board Member noted the reality of requiring a CR option, and that the Board needs to be honest as to its necessity should the VS scheme potentially skew the curriculum offer. Principal advised that skewing of the curriculum cannot be allowed to happen, therefore College would look at targeted VS where appropriate. Student Board Member expressed support for the enhanced VS scheme and expected that recent events would drive more staff to this option, and expressed reassurance that CR would only be used as a last resort, however would prefer if Board were able to consider this option at a later date via an Extraordinary Board. Chair advised that, as the College does not have the luxury of holding reserves, and as the process of approval via RSB/SFC takes time, the need to have the CR process in place legally means that time is a factor. Board Member queried absolute deadline for balanced Budget for 2023/24. Vice Principal (Operations) noted there was no specific deadline however Board approval would be required. Vice Principal (Operations) further noted that it would be some weeks before the Budget would be in a position to be put forward for approval. Board Member advised that the Board should not be removing any options	

	from SMT to allow them to achieve a balanced Budget, preferably as soon as possible within the new Financial Year. Chair agreed, but advised that Budget may require some assumptions at that stage. Chair invited Vice Principal (Operations) to provide some detail on options to support VS scheme. Vice Principal (Operations) advised there was no funding available from the Scottish Government at the moment, however EO were releasing some historic ESIF monies which meant £1.2m was to be received, which would in effect halve the current year's deficit and put some unexpected cash in the bank. Vice Principal (Operations) also advised that clarification was being sought from EO regarding release of clawback. Board Member queried previous position at the recent joint meeting of Strategic Development and Finance & Resources Committees where the £3.2m projected 2023/24 deficit seemed to be based on assumption that there would be no clawback received. Vice Principal (Operations) advised that there would always be some form of clawback to be considered, but that the outline deficit position looked to provide a realistic position based on income with clawback built in rather than having to wait on numbers being received in-year. Board Member expressed discomfort on assumptions being made given the lack of understanding among some Members re deficit position. Chair stressed that no decision would be made until the detailed proposals were received from SMT. Board **APPROVED** the request for enhancement of the Voluntary Service scheme per Paper 5. Board also **APPROVED** that SMT develop a business case for Compulsory Redundancy, on the basis that this would not be implemented without final Board approval.	
9.1	**Perth College Management Accounts to 30 April 2023** Board **NOTED** Paper 6, which had previously been scrutinised at the Joint Meeting of Strategic Development and Finance & Resources Committees.	
10.1	**Balanced Scorecard** Board **NOTED** Paper 7, which had previously been scrutinised at the Joint Meeting of Strategic Development and Finance & Resources Committees and at Audit Committee.	
10.2	**Annual Report on Safeguarding** Board **NOTED** Paper 8.	

11	**Standing Committee Summaries** Board received summaries from the Chairs of each Standing Committee and **NOTED** the following minutes: • Learner Experience Committee, 26 April 2023 • Chairs' Committee, 02 May 2023 • AST Board, 18 May 2023 • Joint Strategic Development and Finance & Resources Committees, 22 May 2023 • Audit Committee, 30 May 2023 In addition, Board **RATIFIED** decision of the Learner Experience Committee (Paper 9a) to discontinue the use of a localised Student Partnership Agreement and instead adopt the Regional Student Partnership Agreement. This ratification was required due to Learner Experience Committee being inquorate. Chair asked for an update around the Development Trust winding up referred to within Paper 9d. Vice Principal (External) advised that work was ongoing with OSCR regarding the legal processes, and that routes to income part of the proposal document would be considered within the wider consultation process. Chair noted the reference in Paper 9d around Risk Appetite and requested that this be included on the agenda of the appropriate Committee at the earliest convenient opportunity. Chair of Audit requested that Board ratify the position of Audit Committee around scheduling the Board External Effectiveness Review, earmarked for 2024/25, within the business for 2023/24 as Internal Audit will be reviewing this area of governance with this academic year. This proposal was **APPROVED**.	
12	**Meetings Schedule 2023/24** Chair noted that the draft Meetings Schedule had been discussed at Chairs' Committee and minor amendments adopted within Paper 10, and that the proposals around a small increase in afternoon meetings and some additional informal opportunities around Board meetings should be welcomed. Board **APPROVED** Paper 10.	
13	**Date & Time of Next Meeting** • Tuesday 17 October 2023 at 5:00pm	
14	**Review of Meeting**	

	Board confirmed that the meeting had been conducted in line with the Terms of Reference.	

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

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

Status of Minutes – Open ☑

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

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

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

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

UHI Perth – Board of Management, 17 October 2023

Principal's report

Main issue

Clearly the main issue for discussion in this report and in the main agenda is the restructuring issue, as the Board is aware we started the restructuring consultation exercise with our Trade union colleagues in May 2023 and then paused it at the end of the academic year. At this point we agreed that we would revisit the proposals and look to amend/revise if appropriate but at the same time we would open the enhanced voluntary severance scheme when permission was received from UHI/SFC.

The VS Scheme has seen 30 applications approved and staff will leave at various times over the remainder of the financial year dependant on need, therefore we will not benefit from the full year savings generated by this scheme till '24/'25. We have permission from SFC to open this scheme at anytime till the end of June '24, and we will take a view of when it would be appropriate in this process to reopen the scheme.

As part of this process both of our TU's submitted disputes, the core of both disputes was the potential use of compulsory redundancy, when meeting individually with our TU colleagues we emphasised our intention to undertake this process without resorting to the use of compulsory, both TU's accepted that as our intention and have put the disputes to one side, should we need to resort to compulsory it is clear that these disputes would be reactivated.

In terms of moving forward there will be a discussion on the financial position and restructuring plans at the Board meeting.

Graduation

We had a fantastic graduation ceremony on 5 October. Given the position with industrial action this was in effect a celebration rather than a formal graduation as we do not have all of the results to allow our students to formally get their awards. In spite of this it was a great day including the academic procession through the city (in the rain!!).

Industrial Action

Both EIS-FELA and Unison have been undertaking industrial action in relation to the national pay awards, the current full and final offers are as follows –

- 1 September ‘ 22 – fixed award of £2k on each scale point
- 1 September ’23 – fixed award of £1,500 on each scale point.

Both TU’s have balloted their members on the basis that the management side have not agreed an adequate pay offer, they have not balloted on the basis of the actual pay offer. We have had a number of days of strike action in this academic year, two days for EIS-FELA and three days for Unison. On the days that both TU’s were on strike all of our activity was delivered on-line with no access to the majority of the campus. The last day of Unison strike action saw the campus opened safely for our school delivery and apprentices with all other delivery on-line.

ASOS (action short of strike) – EIS-FELA have been undertaking ASOS since the spring and this has effectively meant that student’s work has not been marked and submitted therefore students have completed their curses but do not have the outcome. The EIS-FLA mandate from industrial action ran out on 12 October and therefore all action stopped on 13 October, once academic staff return from the October break then all making/inputting of marks will require to be completed asap to allow exam boards etc to take place and then for all students to have their results and certificates.

EIS-FELA have indicated that they will go to a further ballot for industrial action as their recent ballot did not generate the 50% participation rate required in law for the outcomes to have any validity.

Other Issues/Activity

Ministerial visit – we welcomed Mr Graham Dey, Minister for Further & Higher Education to the campus at the beginning of July, this was a great opportunity for us to have a discussion with the Minister on all issues Perth/UHI/Sector and to discuss the possible ways forward for the partnership. The Minister also toured the college buildings as this was his first visit to UHI Perth.

HISA – we have just welcomed our new President and the Team. We continue to have significant issues with the overall administration of the students association in Perth as we have now had a vacancy for a staff member for over a year and sickness absence with no cover provided meaning that our students are not receiving the services which they deserve from HISA, this is absolutely no reflection on our team here just on the wider management of HISA. I have raised this consistently with HISA and have now escalated the issues to a Partnership Council level.

UHI | PERTH

Committee Cover Sheet

Paper No.6

Name of Committee	UHI Perth Board of Management Committee
Subject	Your Students' Association Update
Date of Committee meeting	17/10/2023
Author	Your Students' Association, Perth
Date paper prepared	09/10/2023
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	This paper provides an update on the Students' Association and includes Officer manifesto progress and update.
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	n/a
Action requested	☒ For information ☐ For discussion ☐ For endorsement ☐ For approval ☐ Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership. If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	n/a In line with the Students' Association's strategy

UHI | PERTH

Committee Cover Sheet

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

UHI | PERTH

Committee Cover Sheet

Freedom of Information

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

Please select a justification from the list, below:

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

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

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

and

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

Board of Management

Your Students' Association update, October 2023

Student Engagement and Representation update

Organisational changes

The Students' Association have created a new role, Director of Student Engagement and Representation. There was a lot of interest in the role with 21 applications received. Interviews are scheduled to take place on the 17 October.

The creation of the Student Engagement team, which aligns student voice, democracy and governance and advice, have given us an opportunity to reflect on the roles within the department, ensuring these continue to be fit for purpose.

- As such Aimee Cuthbert's role will change from Assistant Voice Manager (AVM) Perth and Moray to Development Manager – Perth and Moray. These roles will have a more strategic focus.
- The Student Voice Assistants, staff reporting to the AVMs, will know be known as Local Coordinators and their roles will have a much more local focus.

Recruitment

Recruitment at Perth continues to be challenging.

We received Hannah's resignation from the role of Depute Education and are in the process of recruiting for a Student Intern, with the possibility of a job share to acknowledge that students continue to study, and that this is their priority.

Recent recruitment for the Local Coordinator role fell through. We are approaching temping agencies whilst going out to re-advertise the role, and intended to work with HR at Perth to consider your local market to see whether this approach produces any difference.

Student representation

Officer manifesto progress

Please refer to the appendices for updates on progress on the Officers' manifestos.

Student Voice Reps (SVRs)

This is a priority for the Association this year. According to figures provided by Jessica Borley Perth is currently at approximately 164 Reps, as of the 05.10.23. Training will be delivered in 3 in person sessions and 10 collective online sessions between 23 October and 3 November, with the opportunity to review engagement with training throughout and ensure additional mop up sessions can be provided where necessary.

Currently setting the dates for the monthly catch ups has not happened due to illness but this will be the next priority.

The Board of Management project

This is on the agenda for discussion.

Freshers

Events were held throughout fresher's week, which was the same as Induction week (28th August – 1st September) including Give it a Go Sports Sessions; Yoga, Floorball, Volleyball, Badminton, Pickleball, Football and Martial Arts. We also had a quiz and bingo sessions in the Webster.

Freshers Fayre Wednesday 30th August and Thursday 31st August

Unfortunately, The Bank Bar cancelled the DJ, pop-up bar and ride package a week before Freshers. We quickly sourced an outdoor inflatable bungy run inflatable as a replacement and requested Twa Tams to play live music. Twa Tams were popular with our students. A lot of students had a go on the inflatable. Across the two days we had over 50 organisations attending, including externals and internal UHI Perth departments; student services, library, careers, study skills, wellbeing and counselling. Plus, various HISA clubs and societies; Rugby, Labour Society.

The event helped with networking and led to new contacts being made between external and internal organisations. Officers spoke to a lot of students about Clubs and Societies and becoming a Student Voice Rep (SVR)

Future developments

Improving student engagement: In addition to plans for introducing a new website, the Association hopes to introduce an Ideas Portal and a Question of the Month scheme as methods of capturing student feedback.

- The online Ideas Portal is a way of gathering student opinion on issues presented by students leading to further discussion by the Executive Committee.
- Question of the Month is an opportunity for Reps and Officers to engage students by asking a series of pre-determined questions on a monthly basis to ensure that we are responding to student feedback in a timely manner.

Student Partnership Agreement: work is underway on this joint agreement. The Association needs to consult with students to ensure the themes before the Agreement is signed off.

The Students' Association Student Leadership Conference, formerly known as HISA Con: Planning in underway for this conference, taking place in late November. the theme of which is the Importance of Student Representation and Engagement. This is an opportunity to bring a selection of SVRs as well as Clubs and Society leaders together to discuss issues relating to student engagement. Whilst this is an in-person event, spaces are limited but we also intend to deliver this online, enabling as many students as possible to engage.

In addition to reviewing the Student Partnership Agreement content, we also intended to host our Regional Council and an extraordinary all student meeting. This is due to a number of exciting changes including approving the revised schedules and subsequently streamlining Officer roles which need student input before progressing any further; the plan is to still arrange the main even in the new calendar year.

We hope to have representatives from Government as well as key personnel from UHI, NUS Scotland and WonkHE to present to / hear from the students first-hand.

Appendix 1

Manifesto update: Rebecca Bond, Depute President Activities and Welfare

Strategic area: Welfare		
Objective	**Progress to date…**	**Still to…**
Work with Student Support to develop initiatives to look after the mental health of all students	Initial meeting with Student Services to discuss what they currently offer, what they would like to offer and how we can assist as Student Officers	Find more 'fun' ways of offering support services which should appeal more to the students
Run a series of money management and personal finance workshops to help students during the cost of living crisis	Emailed all listed lecturers for the Business and Accounting department at UHI Perth to pitch the idea of student led workshops	Discussion to take place with lecturers after October break to plan Student Led Money Management Workshops
Ensure struggling students can access the help they need- developing existing initiates and creating new ones	Met with Student Services and Finance to discover what services were on offer. This gave us a stronger understanding of what help is available to students who may be struggling mentally or financially	Continue to work with these services and signpost students when appropriate. Pass on any feedback from students about these services
Work with local clubs and external organisations to hold a wellbeing fayre at UHI Perth	Currently working towards the 'Good Vibes Fest' at UHI Perth on Wednesday 25 October. Some local organisations have been secured.	Secure more organisations to join. Contact music department to arrange music
Investigate travel issues from the train station to the campus, working with local transport companies to come up with solutions		Contact with Scotrail and/or Stagecoach
Approach local businesses to offer discounts and incentives to students		Select suitable businesses to approach. Determine a low cost and simple way for students to prove eligibility (e.g. student I.D cards)

Strategic area: Sports		
Objective	**Progress to date…**	**Still to…**
Work with the Students' Association, the Academy of Sports and Wellbeing and UHI Perth College Sports Department to put UHI Perth	Initial meeting with Perth Pickleball Club (PPC) to determine the best approach to an introductory programme. This will be held at the ASW and be	Meet with PPC, Leap Sports and HISA Sports Development Coordinator (Amanda Fleet) To discuss next steps. Make contact with Scottish Disability

on the map in terms of sporting excellence	open to students and those within minority groups (to increase diversity)	Sport to discuss partnership. Determine the best time of the week and book space within ASW *Challenge: Student engagement: encouraging and motivating them to participate in the course. ASW staffing issues has made it difficult to book space when required*
Provide support to current sports clubs and students who want to start sports clubs, providing a comprehensive guide to external funding	The Students' Association now has a guide to starting new clubs, including a flyer with 6 steps to starting a new club. This has been advertised during class inductions. Social football session will start in November during Thursday lunchtimes which hopefully will motivate students to form a club	Continue to work with students who have requested clubs (e.g., photography) and support them through the set-up process *Challenge: Many students do not feel confident enough to start a club, or do not have other students who are willing to join them (to meet the minimum three people to start a club rule)*
Work with the Students' Association on developing a sustainable system of transport for those wanting to travel to away matches	Discussions with the Sports Development Coordinator (SDC) have highlighted issues with securing transport for clubs. These include booking minibuses and securing drivers.	Continue to work with SDC to investigate how other UHI campuses secure transport and how this can be implemented in Perth
Create relationships between community sports clubs and UHI	Several community clubs hosted taster session during UHI Perth's Freshers Week. These were; Perth Parrots Floorball; Glenearn Badminton; Perth Phoenix Basketball; Perth Pickleball. Yoga and Steel Martial Arts	Continue work with PPC to host previously mentioned programme in early 2024. *Challenge: Although beneficial to students. Signposting students to local clubs may make it less likely for them to want to start new clubs at UHI Perth. This may suggest that ready-made clubs are more suited to the demographic of students here*
Work on expanding sports opportunities for women, minority ethnic groups,	The PPC programme will be aimed towards students and	Approach Scottish Disability Sport (SDS) and Discuss options to make the

LGBT+ and those with disabilities	people with protected characteristics	programme more accessible. Also discuss with SDS other events we could hold

Strategic area: Events and activities		
Objective	**Progress to date…**	**Still to…**
Offer a large variety of events on campus such as comedy nights, drag shows, poetry slams, etc.	Regular activities have been set up for students, these include table tennis, bingo, board games, FIFA tournament and others. An activities, groups and societies calendar has been set up to advertise these	Determine suitable dates and advertise. Approach classes which may have students that would be particularly interested in these events. Plan events that fit in with the home countries of ESOL students
Ensure events are accessible for all students and work on creating a sense of community amongst students at UHI Perth	Focus has been on events which are suitable for those with protected characteristics. Family friendly events have been planned for November 2023. The 'Good Vibes Fest' on October 25th will allow for feedback on what works	Continue engaging with students to determine which events would appeal to them the most (and when is suitable for them to attend) *Challenge: Finding times which work best for the students that the events are aimed at*
Work on creating a range of events not just at the college but also in the wider community; UHI Perth has a large proportion of mature students, so I want to create a selection of family friendly events	Family fun events are in the calendar for November 2023 and will hopefully continue throughout the academic year based on popularity	Continue to plan event themes to keep the sessions varied and engaging; consult with students to ensure these remain meaningful

Last updated: October 2023

Appendix 2:
Manifesto update: Fiona Smith, Student President

Strategic area: Welfare		
Objective	**Progress to date…**	**Still to…**
Broaden student engagement		
Multiples forms of communication to engage with our students; Instagram, posters, going out and talking to students, hosting activities, Supporting the set-up of new clubs and societies.	I've spoken to over 300 students at Inductions. I have a designed a visual calendar with activities, groups, and societies all in the one place. I have updated the October calendar with student feedback on activities. We are also having a taster session for a Women's Club and a Photography Club. New Rugby club is starting with Your Student Association support. The calendar is on notice boards around campus, UHI Perth Facebook and Yoursa_perthmoray Instagram. I have gone out and spoken to students at break and lunchtimes. I have hosted activities for students including Bingo sessions, Quiz's, cuppas and chats. I'm also co-chairing the LGBTQ+ Communities and Allies Group with Apryll Cunningham.	Train new SVRs Host SVR meetings and gain feedback. Continue supporting the start-up of new Clubs and Societies.
Inclusion and accessible events		
Speak to students to find out what adjustments are needed. EDIT committee will be very helpful in raising awareness of issues impacting students.	I have spoken to students about inclusion concerns regarding wheelchair accessibility and gender-neutral toilets. I've emailed Sarah Wood about new signage for gender neutral toilets. She agreed it needs changed.	I need to find out when we will get appropriate lift signage in the Goodlyburn reception. I'll need to follow up on gender neutral toilets signage.

I intend to host Activities in the Brahan and the Goodlyburn to provide opportunity for engagement. For example, movie night in both venues, cuppas and chats in both venues, and Events held in the webster as it is accessible.	I have emailed Gavin Whigham in Estates about lift sign. He is looking into this. I found out that the stair lift is getting repaired in the Goodlyburn. I have been made aware that the floorplan of Goodlyburn could be better advertised and more accessible to incoming students. I have hosted cuppas and chats in the Brahan and the next one is booked in the Goodlyburn. I have explored the possibility of having movie nights in the Goodlyburn theatre after the October break. I'm planning our first big event since Freshers- Good Vibes festival to support students' wellbeing. This will take a holistic approach with music, art, food, and exercise to build students' mental health tool box. It will be held on Wednesday 25 October as Wednesday is the busiest day. It will be held in the Webster union link as it is accessible. Students and Alumni have been invited to participate by performing music, hosting taster art workshops, cooking healthy food and providing hand massage and nail polishing. Students supporting students.	I need to find out if the Student Association can borrow a white screen for movies or if we will need to buy one. Speak to marketing about the floorplan for lifts. I'm finalising the Good Vibes Festival.
Environmental and sustainability issues		

Dr Bike Workshops: A Dr bike workshop per semester. Funding to provide Ss with safety gear. Bike sheds utilised more. Re-use books Graduates to Students Re-usable cups in all food areas	I have spoken with Amanda Fleet, the Students' Association Sports Coordinator who supported last year's President I have spoken with David Gourlay to see if any of these objectives cross over with the Environmental, Sustainability Objective. I have had initial conversations with library staff. Webster are promoting and selling re- usable cups.	Meet with new Association's Cycle Intern, who started on the 9 October Link In Dr Bike workshop with Green week. Speak to SVR's for student ideas and involvement. Speak to Fiona Lesley about contacting Alumni for old Course books for new and current students. Speak with existing Dr Bike contact.

Last updated: October 2023

UHI | PERTH

Committee Cover Sheet

Paper No.2

Name of Committee	UHI Perth Board of Management Committee
Subject	Annual Health and Safety Report and Statement of Intent
Date of Committee meeting	17/10/2023
Author	Katy Lees, Head of HR and Organisational Development
Date paper prepared	12/10/2023
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	This paper provides a report of the Health and Safety activity within UHI Perth over the last financial year. The statement of intent already signed by the Chair of the Board and the College Principal is for reference and is published on our website for the coming year
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	This report has already been to Audit Committee last week and the College's Health and Safety Committee
Action requested	☒ For information ☐ For discussion ☐ For endorsement ☐ For approval ☐ Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership. If there is no direct link to Strategic Objectives, please provide a justification for inclusion	n/a

UHI | PERTH

Committee Cover Sheet

of this paper to the nominated Committee.	
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	Yes/ **No**
Risk implications Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk? If yes, please provide details.	Yes/ **No** The report highlights the actions undertaken by the College as part of our Health and Safety responsibilities
Equality & Diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please provide details.	Yes/ **No**
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please provide details.	Yes/ **No** Click or tap here to enter text.
Island communities Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	Yes/ **No** If yes, please give details: Click or tap here to enter text.

Committee Cover Sheet

Status (ie confidential or non-confidential)	Non-Confidential If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld: Click or tap here to enter text.

Freedom of Information

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

Please select a justification from the list, below:

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

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

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

and

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

UHI | PERTH

Annual Health, Safety and Wellbeing Report

Academic Year 2022-2023

Perth College is a registered Scottish charity, number SC021209.

Contents Page Number

Introduction 2

Executive Summary 2

1. Health and Safety Management 3
    1.1 Policy 3
    1.2 Planning and Implementation 3
    1.3 Cooperation and Communication 5
    1.4 Training and Competence 6
    1.5 Risk Management 7
    1.6 Advice and Support 7

2. Audit and Review 8
    2.1 Internal audits 8
    2.2 External Audit 8
    2.3 Department Health and Safety Inspections 9

3. Monitoring Performance 10
    3.1 Proactive and Reactive Monitoring 10
    3.2 Key Performance Indicators 11
    3.3 Accidents, Incidents and Near Misses 11
    3.4 Sickness Absence 12
    3.5 Fire Safety 13

4. Health and Wellbeing 14
    4.1 Health and Wellbeing Group 14
    4.2 Stress 15
    4.3 Health Surveillance 17
    4.4 Student Health and Wellbeing 17
    4.5 Health and Fitness, Academy of Sports and Wellbeing 18

5. Communication and Networking with External Agencies and Groups 18

6. Going Forward 19
    6.1 Training and Competence 19
    6.2 Internal Audits 19
    6.3 Risk Assessment 19
    6.4 Health and Wellbeing 19
    6.5 Consultation 20

Appendices
    Appendix 1 – Key Performance Indicators 21
    Appendix 2 – Accident and Incident Statistics 22
    Appendix 3 – Sickness Absence Statistics 27

Introduction

This Annual Health, Safety and Wellbeing Report for the Academic Year 2022-2023 is compiled to provide an insight into the Health and Safety Management System at UHI Perth. It shall give the Principal and Chief Executive, Board of Management and all stakeholders detail of the actions and initiatives taken to enhance the health, safety and wellbeing of our students and employees.

UHI Perth has over 8,000 students and has over 500 employees. Whilst we adapt to new ways of study and work in these challenging times, we understand the pressures our students and employees face. We endeavour to provide a healthy and safe work environment where employees and students can thrive.

Executive Summary

During this reporting period, there has been a substantial change in the awareness and performance of our safety management system. Risk assessment non-compliance was noted in some areas but has now improved. This is demonstrated through the inspections, audits and training events which have taken place.

Health, Safety and Wellbeing policy and procedures reviews are on target and in line with best practice.

We recognise that the way in which we work and study continues to change and the added financial pressures on the College, staff and students alike means that we must see further change as we need to adapt to address these pressures, however 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.

Employee wellbeing during this period has been a concern with stressors from within and outwith the organisation impacting on morale. Efforts have been made and continue to support and inform our employees and whilst work has been done in these areas, there remains further work needed and we recognise that these stressors will continue into the next reporting period.

1. Health and Safety Management

1.1 Policy

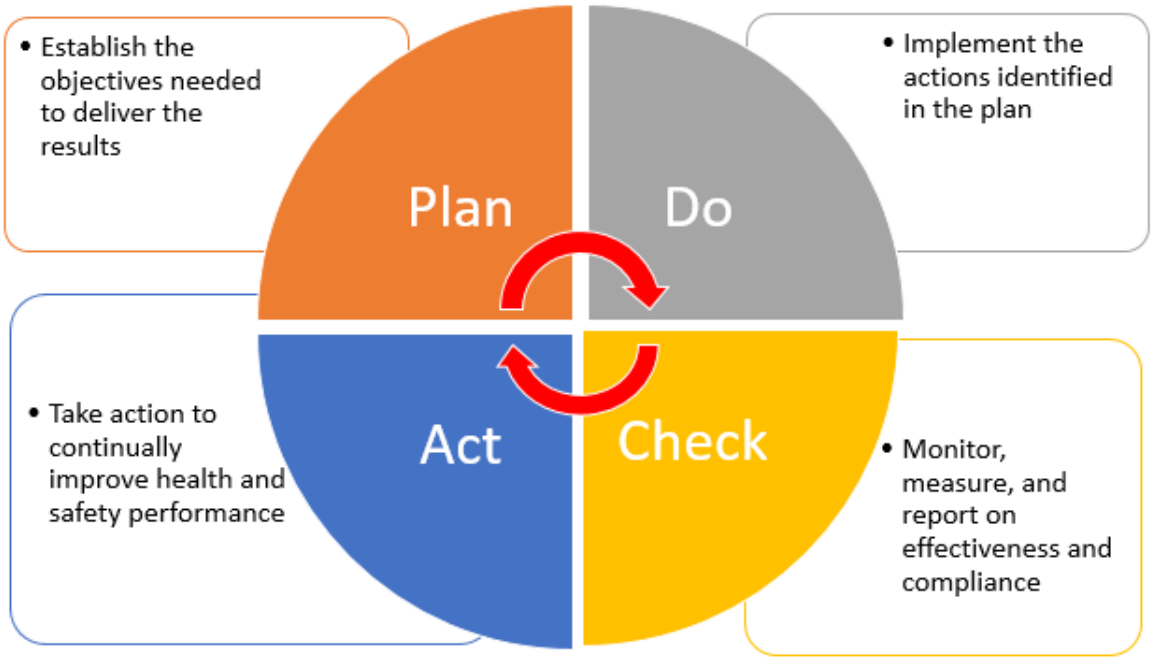
The UHI Perth Health and Safety Policy is the foundation of the College Safety Management System. The Policy is read in 3 parts, the Statement of Intent (Part 1) which is signed by the Principal and Chief Executive and the Chair of the Board of Management. It states their commitment to ensuring a safe and healthy working environment. Health and Safety Organisation (Part 2) identifies the roles and responsibilities to ensure the Policy is enacted effectively. Health and Safety Arrangements (Part 3) supplement additional health and safety related policies and procedures giving further direction and guidance on the implementation and enacting of the policies. These health and safety related policies and procedures provide instruction, guidance to ensure legal compliance.

1.2 Planning and Implementation

UHI Perth, as with any employer, 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 ensure measures are in place 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, students, contractors and any other people who could be affected by your activities and record the significant findings in writing;
- 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 and students with information about the risks in the workplace and how they are protected;
- information, instruction and training for employees and students 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.

The diagram below, “Plan, Do, Check, Act”, is a cycle where we set our objectives as directed in our Health and Safety Policies then implement those objectives by establishing safe working environments and procedures. We check our plans by monitoring and audit in order to establish if our systems are effective and if not, we take actions and adjust, continually striving to improve our performance.



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 external audit in May 2020. The 2 yearly review is ongoing with all but 2 documents to be completed for this cycle. The exception to the 2 yearly review is the UHI Perth, Health and Safety Policy, which is reviewed annually.

Equality Impact Assessments (EQIA's) ensure policies, procedures, practices and decisions are fair, meet the needs of employees and students and that they are not inadvertently discriminating against any protected group. All our Policies and Procedures are Equality Impact Assessed and once approved by Health and Safety Committee 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, employee 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

Implementation of the standardised format and template for General Risk Assessment has seen an increase in risk assessment compliance throughout the College although some compliance issues were noted and actions taken to resolve. Departmental competent trained risk assessors appreciate the reduction of concerns they may have had in conducting assessments in their individual areas and find the process simpler.

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. Membership was expanded during this reporting period to include additional representatives from Professional Services. The Committee has met on 4 occasions in this reporting period. Membership of the committee consists of:

- Chair (Head of HR & OD)
- Member of Board of Management
- Depute Principal
- Vice Principal Operations
- 4 x Sector Development Directors (or deputy)
- Head of Learning and Teaching Enhancement
- Head of Student Experience
- Head of ICT and Digital Transformation
- Head of Business Development
- Director of the Centre for Mountain Studies
- Library and Careers Team Leader
- Quality Manager
- Unison Employee Side Representative(s)
- EIS Employee Side Representative(s)
- Head of Estates
- Health, Safety and Wellbeing Advisor
- Student Body Representative

It is proposed that there be a change to the Chair of Committee in September 2023 where the Head of Estates shall take over from the Head of HR&OD.

On our PerthHub Intranet Site we have SharePoint communication pages for Health, Safety and Wellbeing and a separate page for Health and Wellbeing. The former contains information on General Health and Safety, Risk Assessments, Training Materials and Resources, Health and Safety Performance and Employee Health and Wellbeing. The latter contains information on Healthy Eating, Stress Awareness and Mental Wellbeing and Physical Wellbeing and Workplace Wellbeing.

These pages provide us with the ability to directly communicate instantly with updates, news, promotions and links to internal and external sites.

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 and competence of employees to carry out their role.

During this reporting period the Health, Safety and Wellbeing Adviser has conducted 49 in-house face-to-face training with a variety of employee groups in order to address the above.

To date, 6 members of the College Management Team have successfully completed the Institute of Occupational Safety and Health (IOSH) Managing Safety and 2 others are completing this programme, with 1 member of the Senior Management Team having completed the IOSH Leading Safely.

In order to provide our employees with the skills and competence for their roles, we have provided a variety of face-to-face training sessions. In this period we have trained an additional 13 General Risk Assessors, 9 Hazardous Substances Assessors (COSHH), 2 Manual Handling Assessors as well as providing specific training to certain groups where a need has been identified. 11 employees attended Manual Handling training, 9 Working at Height, 25 for Lone Working, 17 of which also received training in how to calm people down and avoid violence and aggression. 25 members of our Estates team also attended COSHH (Hazardous Substance) Awareness training.

An additional 57 employees have completed the Scottish Mental Health First Aid training which teaches people how to identify, understand and help someone who may be experiencing a mental health issue. This gives us a current total of 116 employee trained.

First Aid Training and requalification has again continued via external providers. During this reporting period we have recruited an additional 10 First Aiders to boost our capabilities in ensuring speedy and consistent incident response.

Perth and Kinross Council run a driving competency training course for minibus called MiDAS. 8 employees have attended and passed this course which 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. This is important to us as we transport our students to outdoor events, exhibitions and educational visits.

Online mandatory Health and Safety training continues on the Brightspace and Marshalls platforms and is monitored on a monthly basis by Human Resources (HR). All new employees are required to complete the modules within their probationary period. These modules are time bounded and are to be refreshed every 3 years. Managers and individuals are sent reminders from HR when their training is not complete or if they are out of date. Below is a table indicating overall levels of compliance.

The Health and Safety Induction training has been developed into an e-learning module to ensure all new and existing employees can access the package at their convenience, but it will also remain as a face-to-face session where required.

Mandatory Module	Completed	Incomplete/ due refresher	Overall
Fire Awareness	89%	Information not available	89%
Stress Awareness	76%	18%	94%
Health & Safety 1	79%	14%	93%
Health & Safety 2	76%	15%	91%

1.5 Risk Management

Following departmental health and safety audits conducted this year, the issue of risk management has become better understood by managers and employees. Hazard survey and risk assessment compliance has improved to a position now where we can be confident in this element of the safety management system.

Managing our risks is a priority and compliance with the Management of Health and Safety at Work Regulations 1999, Regulation 3 must be adhered to. Managers and departmental risk assessors manage this at local level by:

- identifying hazards in their tasks, processes and activities that could cause injury or illness in the workplace;
- deciding how likely it is that someone could be harmed and how seriously by evaluating the risk and consulting the operatives;
- taking actions to eliminate the hazard, or if this isn't possible, controlling the risk by reducing it to as low as reasonably practicable.

Each department and work environment has had a “hazard survey” conducted to identify those foreseeable hazards likely to cause harm considering the tasks, processes and activities they undertake. This is the foundation of the risk assessment process.

Risk assessments are completed and reviewed annually or where there has been an incident, or it is suspected the controls measures identified are not effective or are too stringent.

Our Estates Department engage contractors to conduct works on site. All approved contractors must provide the Estates Department with 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 prior to conducting any works. Additionally, work permits are issued by Estates for hot works, working with electricity, roof access etc.

Departmental workplace health and safety inspections are conducted by departmental employees on a risk basis with higher risk areas completing an inspection twice a year and low risk area once. The main benefit of these inspections is the raising of awareness by employees to issues they may overlook within their work environment. Negative issues are raised in an appropriate manner either via the Estates Department, departmental or line managers or by seeking advice and guidance from the Health, Safety and Wellbeing Adviser.

The Organisational Health and Safety Risk Register has been reviewed and presented to the Health and Safety Committee in February. Review of the risk register is conducted to monitor levels of risk from 17 different hazards identified taking into account any trends in accidents and incidents, sector activities and national trends.

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 the appointed “Responsible Person” on behalf of UHI Perth for the reporting of accidents and incidents which fall under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR). In the absence of the HSWA, we have access to support and guidance from the Head of Estates at UHI Perth and other Health and Safety Competent Persons with the UHI Partnership.

This reporting period has proved to be fruitful in respect of the amount of training, audits and risk assessment compliance. The Health, Safety and Wellbeing Adviser continues to provide support and advice to management, employees and students.

During this reporting period, as noted throughout this report the focus has been on completion of internal audits, employee training and development, advice and assistance on health, safety and wellbeing matters and assistance in the compilation of departmental risk assessments.

2. Audit and Review

2.1 Internal Audits

Internal Health and Safety Audits identify strengths and weaknesses in the Safety Management System and direct management and employees towards improvements, ensuring the application of our Policies and Procedures as well as legal compliance. They also raise the profile of Health and Safety with employees and students.

During this reporting period there have been 23 areas audited. The Audit contains 10 sections:

- Health and Safety Management Arrangements
- Health and Safety Information
- First Aid, Incident, Near Miss Reporting
- Occupational Health
- Plant, Equipment and Machinery
- Electrical
- Personal Protective Equipment
- Fire
- Housekeeping, Storage and Welfare
- Traffic Management

The scoring system is in line with the overall ranking detail below, giving a percentage of conformity to the Audit Question Set.

Scoring between 90% - 100%, Green, Fully compliant with possibly some minor observations
Scoring between 75% - 89%, Yellow, Mainly compliant with some minor observations
Scoring between 60% - 74%, Amber, Partially compliant with some major observations
Scoring between 0% - 59%, Red, Non-compliant with a large number of significant observations.

Common observations and responses throughout the process relate to matters such as inspection of height access equipment, mandatory health and safety e-learning, workplace inspections and portable appliance testing, mainly in part due to the matters being set aside during Covid. Some areas were not fully compliant with College Policy and the Management of Health and Safety at Work Regulations 1999, Regulation 3 regarding the requirement to make suitable and sufficient risk assessment of the risks to health and safety. This issue has now been rectified in those areas identified as not being compliant.

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 for scrutiny.

Areas audited during this reporting period are identified in the table below.

Date	Area	Grading - Compliance
May 2022	Science Labs	91% Green
May 2022	Business, Management and Computing	94% Green
Aug 2022	Motor Vehicle	87% Yellow
Sep 2022	Engineering Workshops	91% Green
Nov 2022	Finance and Procurement	87% Yellow
Nov 2022	Hair and Beauty Therapy	93% Green
Jan 2023	Student Records – Funding - Receptions	86% Yellow
Jan 2023	Creative Industries	89% Yellow
Jan 2023	Aviation Hub	89% Yellow
Jan 2023	Rural Skills	72% Amber
Feb 2023	Student Services	94% Green
Mar 2023	Music, Music Business	83% Yellow
Mar 2023	Audio Engineering and Theatre Arts	78% Yellow
Mar 2023	Language School	90% Green
Mar 2023	Human Resources and Organisational Development	92% Green
Mar 2023	Nursery	83% Yellow
Apr 2023	Estates Department	90% Green
Apr 2023	Marketing	92% Green
Apr 2023	Early Years and Education	89% Yellow
Jul 2023	Centre for Mountain Studies	94% Green
Jul 2023	Quality Department	91% Green
Jul 2023	Learning and Teaching Enhancement- Desktop Publishing	98% Green
Jul 2023	Library and Careers	95% Green

2.2 External Audit

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

The College Nursery has received no external audits from the Care Inspectorate or the local authority.

2.3 Departmental Health and Safety Inspections

The completion of Departmental Health and Safety Inspections using the Workplace Inspection Checklist document has improved with a total of 41 copied to the HSWA. The expectation was for many more being sent although are held in the department files as observed and noted during health and safety audits.

Workplace inspections for “Low Risk” areas (ie. library, offices, classrooms) are undertaken once in an academic year whereas “High Risk” (ie. kitchens, workshops) undertake a formal inspection each semester.

Managers and employees are required to examine:

Workplace Space and Layout
Work Equipment
Slips, Trip and Fall Hazards
Manual Handling Hazards
Fire Safety
Disability Access and Arrangements
Furniture and Fittings
Welfare Arrangements
Risk Assessments

Negative responses are highlighted on an action plan for resolution. Managers are to ensure they are followed through to completion.

3. Monitoring Performance

3.1 Proactive and Reactive Monitoring

Proactive monitoring in terms of safety management is about identifying and resolving any issues before an incident or an accident occurs. Proactive safety measures include:

- Inspections
- Interviewing
- Audits
- Monitoring performance
- Monitoring behaviour
- Checking procedures
- Safety sampling

Our internal Safety Audits and Workplace Inspections, ongoing training, near-miss reporting all form part of our proactive safety management arrangements. The benefits of the proactive safety regime are that we improve and imbed a positive safety culture helping to prevent accidents from occurring.

Reactive monitoring is about dealing with issues, accidents and incidents after an event has occurred. Reactive monitoring of safety measures is about putting things right, correcting

the fault and putting in place measures to stop the event happening again. Reactive safety measures include:

- Accident reporting
- Accident investigation
- Incident investigation
- Ill health and sickness reviews
- Identifying trends

Proactive monitoring in the form of Safety Tours observing work practices, Safety Sampling and Safety Surveys examining activities, processes or work areas continue and have highlighted numerous issues which have been raised with departmental heads as well as the Estates Department where required. Most issues are quickly resolved by the manager or operative. Where there is a resource requirement, these are raised through the appropriate channel.

Reactive monitoring as noted in 2.1 above, Health and Safety Audits, has proved invaluable as a means of identifying areas of good practice and where improvements can and must be made. Matters arising are noted on the Departmental Health and Safety Audit Action Plans for resolution. Action plans are reviewed to monitor completed and outstanding actions. As above, managers are responsible for ensuring actions are resolved.

Departmental Workplace Inspections (1.5 above) are completed on a risk basis. It was also noted in the health and safety audits the question posed regarding fault reporting with respondents confirming the correct procedures.

Where an accident, incident, near miss or dangerous occurrence was reported, investigations were conducted where applicable in line with current procedures to the commensurate level dependant on actual injury, damage or potential to cause injury or damage. Near misses and any dangerous occurrences were investigated in all cases with corrective actions identified where required and practicable.

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

3.2 Key Performance Indicators (KPI's)

The comparison of Key Performance Indicators with previous years is shown in the table below. Unfortunately, the UHI Health and Safety Practitioners Group has not met formally during this reporting period therefore we have no opportunity to compare our KPI's with other institutions within the partnership. A table of the KPI's is at Appendix 1.

3.3 Accidents, Incidents and Near Misses

During this reporting period there have been 110 reported accidents and incidents requiring first aid intervention. Appendix 2 of this report shows a graphical display of the full academic year and the quarterly statistics reported to Health and Safety Committee. Also included in Appendix 2 are year-on-year graphs for comparison from the academic year 2018-19 until 2022-23.

Accident, Incident, Near Misses etc. are reported quarterly to the Health and Safety Committee. The method of reporting was amended last year to indicate the status of the injured person, which group of employees, students, school pupils, members of the public,

visitors or contractors as well as identifying the location of the accident or incident occurred. This assists in analysing trends and “hot spots”.

As anticipated, there has been an increase of reports from last year due in part to improved reporting and increased activity. The number of students injured is slightly up on the previous year as is the number of professional services and support employees.

The Academy of Sports and Wellbeing (ASW Commercial) which is used by members of the public for competitive sports and training has recorded 30 sports injuries. For reporting purposes, these figures are subtracted when reporting our Key Performance Indicators (KPI’s).

Incidents and accidents are graded for severity and seriousness, Negligible, Low, Medium and High. This effects the level of investigation required, commensurate with the actual or likely severity of injury or damage. In this reporting period, there have been 11 recorded formal low-level investigations to determine the cause(s) of the incident. Where an incident is determined not to require a formal and recorded investigation, the response is normally a visit by the Health, Safety and Wellbeing Adviser or call to the person reporting requesting further information.

Of all the incidents, 60 were classed as “Negligible”, a minor injury requiring minimal First Aid and a return to work/activity. 50 were classed as “Low”, again a minor injury requiring minimal First Aid and a return to work/activity but with possible repercussions. There were no “Medium” incidents requiring First Aid and/or further treatment off site with an absence from work or study and finally. No “High” grade incidents were reported which require 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 had none.

There were 3 Hazardous situations reported which included a delivery vehicle damaging a brick wall and gate, students mis-using the lift in Brahan and a drain cover not secured. 17 Near Misses were reported ranging from a suspected knife carrier, noxious fumes from cleaning materials, student horseplay with blue etching dye and heat producing lighting left switched on all weekend. There was also 1 incident involving a suspected intruder which was reported to the police. Again we see reports of Brahan upper floor windows being opened to the full extent causing a serious risk to Caretaking and other employees as well as students when attempting to close. On this point, following an incident last year in Brahan where a student in distress contemplated jumping from the 3rd floor, security catches have been installed to stop the corridor windows on all 3 levels being opened to an extent where someone may fall out.

Our First Aid Team attended to 36 calls for assistance where persons did not have an accident on Campus but required first aid assistance. Calls included anxiety and panic attacks, seizures and nose bleeds as well as dressing or re-dressing injuries acquired externally including self-harm wounds.

3.4 Sickness Absence

The total days lost due to sickness absence for the period was 2193. Short term sickness absence (less than 4 weeks) attributed to 1272 days lost and long term attributed to 921 days lost.

A comparison with the period August 2021 – July 2022 shows a decrease in the total days lost due to sickness absence of 31.8%. There was also a decrease in long- and short-term absence, 49.9% and 7.7% respectively. It is however worth noting that several colleagues who were on long term sickness absence took periods of annual leave during August 2022 – July 2023 which will have skewed the figures as they are not reported as sick during these periods.

There was reduction in total days lost for all staff groups and a reduction in long term sick days lost for all staff groups. There was also a reduction in days lost due to short term sickness for management and support staff groups, however short-term sickness within the academic staff group increased.

The main reasons for absence were: Cold/Flu (Short term absence); COVID-19 (Short- and Long-term absence); Musculoskeletal (Short term absence); Personal Mental Health (Long term absence); and Surgery (Long term absence).

The picture was similar for previous years, albeit there were several colleagues absent with chronic illnesses in 2021/2022 (cancer, alcohol dependency and COPD) who have now left the college on ill-health grounds.

294 days were lost due to COVID-19 which represents 13% of the total days lost; 30% of the total days lost relate to mental health absences and 2% due to Work related stress.

Our aim is to ensure, where possible, that all colleagues who are absent from work have a successful and sustained return. However, there will be circumstances when this is not possible, for example, a colleague has a permanent medical condition which deems them incapable of undertaking employment to normal retirement age. In these cases, if a colleague is a member of the pension scheme, they may be able to access their pension benefits early. Two colleagues were able to access this during this financial year.

3.5 Fire Safety

Fire Risk Assessments were conducted by the HSWA on all Campus buildings in July 2023:

Brahan
Goodlyburn (including Dunne Aviation Hub)
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 corrective actions.

There were 2 callouts to Scottish Fire and Rescue Service during College hours in this reporting period. Both were false alarms.

Brahan 1st floor male toilets, smoke sensor activated, suspected vaping.
ASW, 1st floor sensor activated, spray tanning booth in beauty therapy.

There was also a fire attended in the early hours of the morning by the Fire Service in the grounds to the rear of Brahan causing damage to a conifer and shrubbery. Cause was not recorded and no report received from the Fire Service.

11 Evacuation Chairs located on Campus were inspected and serviced in April 2023 along with an additional chair purchased to accommodate the repurposed store area adjacent to the Estates Offices which is now a textile classroom and workshop.

All emergency fire-fighting equipment (FFE) (extinguishers and blankets) were inspected and serviced in April 2023 with replacement equipment for all those past their shelf or servicing timeline. A full survey of FFE, Fire Action Notices and Fire Signage was also conducted in July 2023.

Fire Awareness training (see 1.4 above) on the Brightspace platform continues as a mandatory requirement for all employees. Fire Marshall training on the same platform is obligatory to most academic staff and also those nominated to be Fire Marshalls for their work environment. To date, we have 294 trained Fire Marshalls.

Further training events are planned to increase the numbers of personnel competent to assist in the emergency evacuation of persons using Evac-Chairs where required as well as training in the safe use of Fire Extinguishers.

The Fire Safety Management Policy and Procedures includes the compilation and completion of the Building Fire Log Book. This has been delayed again and will be implemented before November 2023 with appropriate training for our Estates Caretakers.

Last year we received notification from Scottish Fire and Rescue Service (SFRS) that they will only attend an alarm call if it is confirmed there is an actual fire. When the alarm system is activated, a signal is sent to a Call Receiving Centre who then alert SFRS. The change in response was due to commence in April but was postponed until 1st July for operational reasons.

We have reviewed our Fire Safety Management Policy and Procedures and put in place measures to ensure any activation of the alarm during the period of occupancy in any building is investigated and a confirmatory 999 call made as appropriate. Student residences will not be affected, and arrangements have long been in place to summon SFRS even although the alarm has been raised through the Call Receiving Centre and passed onto SFRS.

4. Health and Wellbeing

4.1 Health and Wellbeing Group

The Health and Wellbeing Group is a Sub-Group of the Health and Safety Committee, which has members from Curriculum and Professional Services. The group has met on 8 occasions in this reporting period and have been promoting healthy eating and lifestyles, mental and physical health, wellbeing training and to make recommendations to the Health and Safety Committee.

During this academic year we have promoted National No Smoking Day, Men's Health Week, Mental Health, Stress Awareness Month, Cancer awareness including Prostate

Cancer with stands in Brahan and Goodlyburn with a wide range of materials and brochures.

In April we promoted Stress Awareness Month with face-to-face stress awareness sessions, publications from MIND, Mental Health UK, NHS Scotland and the Stress Management Society as well as the resources available on the Health and Wellbeing SharePoint page.

4.2 Stress

In January 2022, we conducted a Stress Survey with our employees which indicated the stressors being felt in the workplace. Further to this, we enlisted the expertise of Social Optic, an external agency, to conduct Stress Focus Groups with employee. Their report identified what we already knew and assumed to be the main areas of concern to employee. The Stress Management Group are taking forward the key issues raised.

To address the issue of stress, in particular stress in the workplace, we have promoted our e-learning Stress Awareness package as well as face-to-face training. UHI Perth is working towards the recommendations of the Health and Safety Executive (HSE) Management Standards. These standards represent a set of conditions which if present:

- demonstrate good practice through a step-by-step risk assessment approach
- allow assessment of the current situation using pre-existing data, surveys and other techniques
- promote active discussion and working in partnership with employees and their representatives, to help decide on practical improvements that can be made
- help simplify risk assessment for work-related stress by:
    - identifying the main risk factors
    - helping employers focus on the underlying causes and their prevention
    - providing a yardstick by which organisations can gauge their performance in tackling the key causes of stress.

They cover 6 key areas where workplace pressures are likely to exist and if not managed properly can have an adverse effect on employee health and safety. These areas are:

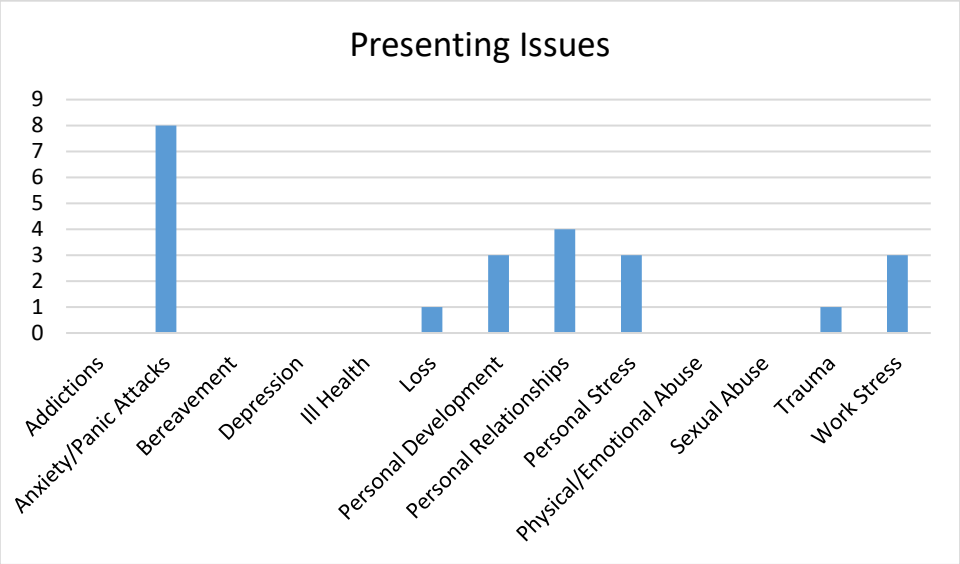
- Demands, this includes issues such as workload, work patterns and the work environment
- Control - how much say the person has in the way they do their work
- Support - this includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues
- Relationships - this includes promoting positive working to avoid conflict and dealing with unacceptable behaviour
- Role - whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles
- Change - how organisational change (large or small) is managed and communicated in the organisation

The HSWA has conducted 12 face-to-face Stress Awareness sessions of 1 hour face-to face with 34 attendees raising the signs, symptoms, causation and methods of alleviating stress in ourselves, colleagues, friends and family. We have also provided 8 Managing Stress for Managers training sessions to build on their skills and confidence to address stress and conduct Stress Surveys and Stress Risk Assessments with their teams and

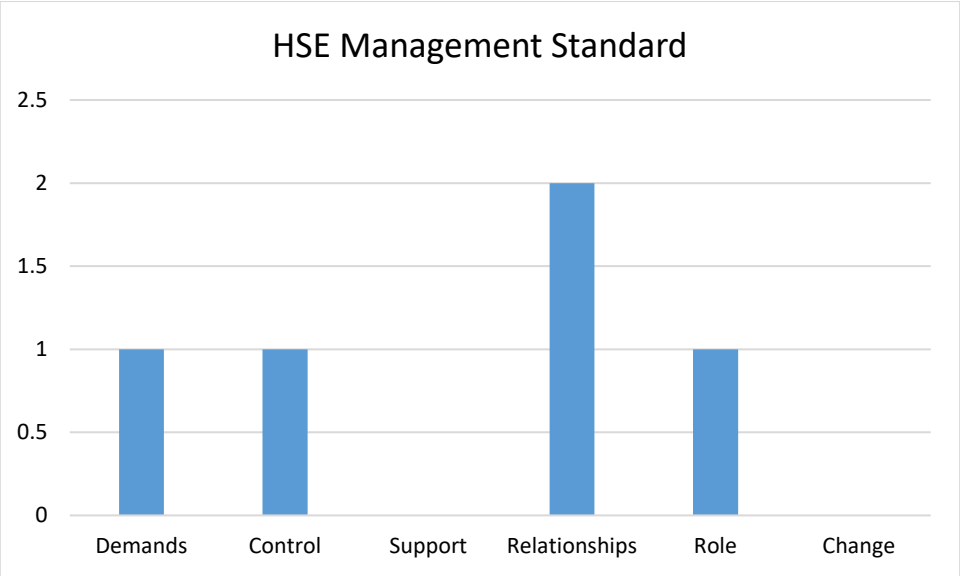
individuals and to provide guidance and support to them. These sessions were attended by 13 managers. Stress surveys are recommended for all areas as a starting point in opening discussions.

The effects of the cost of living crisis and proposed organisational change has increased the feelings of stress and anxiety felt by many employee and students. We are providing support through our HR department, Rowan Consultancy, Student Services and Support Teams.

Rowan Consultancy are our Counselling Service which contributes to the welfare of our employees. Rowan Consultancy provide a confidential counselling service where employees can arrange for a minimum of 6 counselling sessions for work related and personal stress, anxiety and panic attacks, personal development, bereavement, loss, relationship issues and trauma. During this reporting period, 23 employees have completed sessions with the counselling service, either face-to-face, online or via the telephone. Of those completing in this reporting period, the table below indicates the issue the employee presented with.



The 3 employees who presented with work related stress noted their primary issue in the context of the HSE Management standards below (each employee can note a maximum of 3 standards). The Stress Management Group continue working to meet the standards.



4.3 Health Surveillance

Health surveillance suffered the consequences of Covid-19 in delaying advancement of our programme to ensure those employees who require health surveillance due to their role and activities receive competent medical examination. Human Resources Department along with Departmental Managers and the HSWA have identified employee posts/roles which require specific health surveillance.

Medigold, our Occupational Health Provider will be examining those employees identified for Noise Induced Hearing Loss (Audiometry), Respiratory function (Spirometry) and conducting blood tests for lead. Medigold will be providing a mobile unit on Campus in order to undertake the surveillance with minimal disruption to business in August and October 2023.

4.4 Student Health and Wellbeing

The Student Health and Wellbeing Group, currently co-chaired by the HISA President and the Student Services Manager, is a sub-committee of the Health and Safety Committee with a specific focus on Health and Wellbeing of students. It has met 3 times this year. The group encompasses the work of departments that deal with matters on health and wellbeing in order to support, monitor and help evaluate student health and wellbeing.

The group is active in supporting the wellbeing of students, developing, implementing and maintaining actions having regard to the views from students on the current arrangements and support. This year we have seen much work focusing on wellbeing campaigns and activities as well as building links with various external organisations.

The Student Counselling Service offers and provides free confidential face to face or online counselling to all students. During this reporting period, we have 3 British Association for Counselling and Psychotherapy (BACP) registered in-house counsellors.

Students can self-refer by emailing the counselling inbox or specific counsellor, be referred by academic or support employee or via other members of Student Services. Counselling is offered as short-term 6 session blocks with a blended approach of face to face and online

The Wellbeing and Support Service provides mental wellbeing support for all students at UHI Perth. It is a free, confidential service offering face to face, telephone or Teams appointments for support and Personal Learning Support Plans (PLSP). The service consists of 1 full time Student Support Worker (SSW) and 2 full time Wellbeing and Support Officers (WBSOs).

The SSW and the WBSOs each provide 'duty cover' one day per week to support those students presenting in crisis or deep distress and who may pose a danger to themselves or others. Part of the duty cover responsibilities is to monitor and respond to communications through the designated duty cover email address.

The Wellbeing Service takes a proactive approach to promoting the need for students to take responsibility for their mental wellbeing. The service offers workshops to the wider student population to foster improved mental wellbeing, resilience, and therefore academic achievement.

It is hoped by promoting the importance of a positive sense of mental wellbeing that we can have a positive overall impact on students and their experience whilst they study at Perth College UHI. The aim of the Wellbeing service continues to be to reduce the number of students whose mental health worsens over the course of the academic year by providing an open, non-judgemental approach to self-care within a mental health context.

Prior to the start of the 2022/23 academic year, UHI Perth employed a Mental Health Coordinator (MHC) who was tasked with developing strong links with local support agencies so that colleagues within Student Services could refer into these organisations as appropriate. During this academic year the MHC has worked to develop partnerships in the local community with the view of supporting our students more effectively. While doing so, the MHC was able to bring various specialist external services onto campus to provide support directly to our students. These services include The Samaritans, Mindspace, the Rape and Sexual Abuse Centre (RASAC) and Positive Steps. This makes it easier than ever before for our students to get the specialised support they need, removing many of the barriers that they previously experiences preventing them from using such resources.

The MHC has also set up various groups for college students and colleagues as well as delivering training to colleagues and outside agencies. The groups include the Man Cave (one of students and one for employee) the Neurodiverse Group for students and the delivery of the Scottish Mental Health First Aid (SMHFA) training to both internal and external colleagues.

4.5 Academy of Sports and Wellbeing (ASW)

The Academy of Sports and Wellbeing (ASW) sits within the Campus grounds and is easily accessible for our employees and students. Membership of the facility is discounted for employees and students with 45 employees taking up the offer.

Yet again, the ASW has been actively promoting Health, Fitness and Wellbeing throughout the College and local community. ASW provide a valuable service to our employee, students and work with local schools and sports groups. During the Easter and Summer holidays, ASW offer Activity Camps for school children between the ages of 6 and 11.

ASW has also been the venue for large external sports events, such as netball, dance and basketball competitions and much more. They also host and promote disability sports such as basketball and powerchair football raising the profile of UHI Perth and the benefits of physical wellbeing.

Daytime classes in ASW include activities such as strength and conditioning, weight training, yoga, Zumba, group cycling, badminton, climbing and bouldering with the latter being very popular with children and adults alike.

5. Communications and Networking with External Agencies and Groups

This academic year, there have been no formal reports to the Health and Safety Executive (HSE) or requests from them to provide information or reports. Pertinent updates for the FE/HE sector from the HSE are provided during the College Development Network (CDN) Health, Safety and Wellbeing Group by a representative of the HSE.

The HSWA is a member of the above group as well as the Tayside Health and Safety Forum and the UHI Health and Safety Practitioners Group. The main topics of discussion throughout this year have been the changes to SFRS protocols, hybrid working, electric vehicles batteries, smoking and vaping in or near buildings, training and development of employee and the reporting of violence and aggression. Within these forums, we share experience, knowledges and best practice.

6. Going Forward – 2023-2024

Progress is being made in promoting the Safety Management System to ensure it is robust and effective in providing a safe and healthy work environment. We shall continue with our “Plan, Do, Check, Act” cycle to ensure our objectives are on track.

6.1 Training and Competence

We shall continue to be provide IOSH training opportunities for our Management Team to raise their competence and awareness of the Health, Safety and Wellbeing issues.

Face-to-face in-house training sessions for subjects such as General, Control of Substances Hazardous to Health (COSHH) and Manual Handling Risk Assessors, COSHH Awareness, Working at Height, Manual Handling, Lone Working, Stress Awareness and Managing Stress for Managers shall be delivered throughout the year. Sessions will be advertised to all employees and placed on the HR system for booking purposes. Additional bespoke training for individuals and employee groups will also be provided where a requirement is identified.

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 16 re-audits of higher risk areas. The focus shall be on monitoring compliance and previous audit action plan progress. 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 Risk Assessment

The internal audit programme has identified the requirement for suitable and sufficient risk assessments which are regularly reviewed and amended as required. As stated above,

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

6.4 Health and Wellbeing

The Health and Wellbeing Group will continue to work on promoting healthy lifestyles, stress awareness and management along with a monthly focus on current and abiding issues such as No Smoking Day, Mental Health Week, Stress Awareness Month, Men's Health Week, Cancer Awareness days etc.

6.5 Consultation

We will improve our consultation and clarity of relevant health, safety and welfare issues with our Trade Union colleagues as legally required by the Safety Representatives and Safety Committee Regulations 1977 and the Health and Safety (Consultation with Employees) Regulations 1989. We will actively seek their involvement to improve the safety management system and safety culture.

Appendices

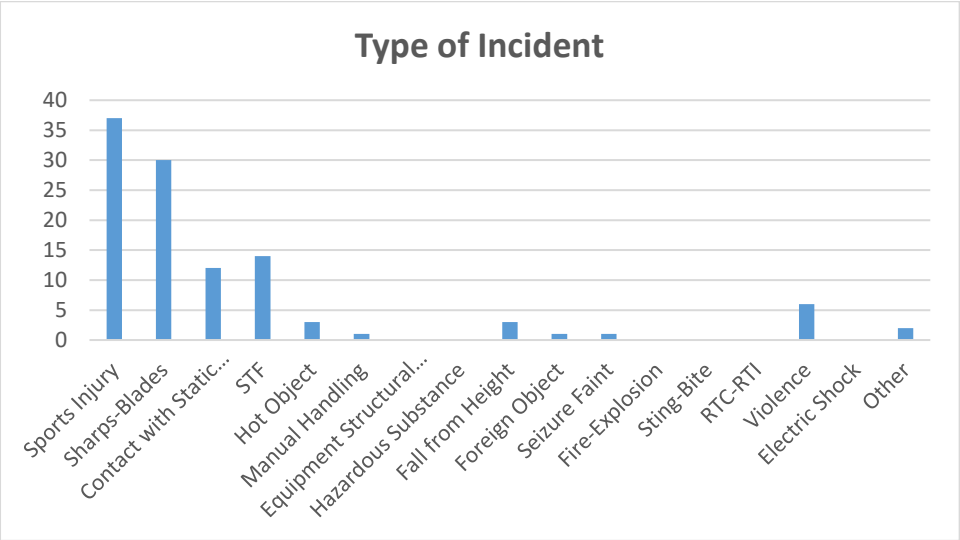
Appendix 1 - Key Performance Indicators
Appendix 2 - Accident and Incident Statistics
Appendix 3 - Sickness Absence Statistics

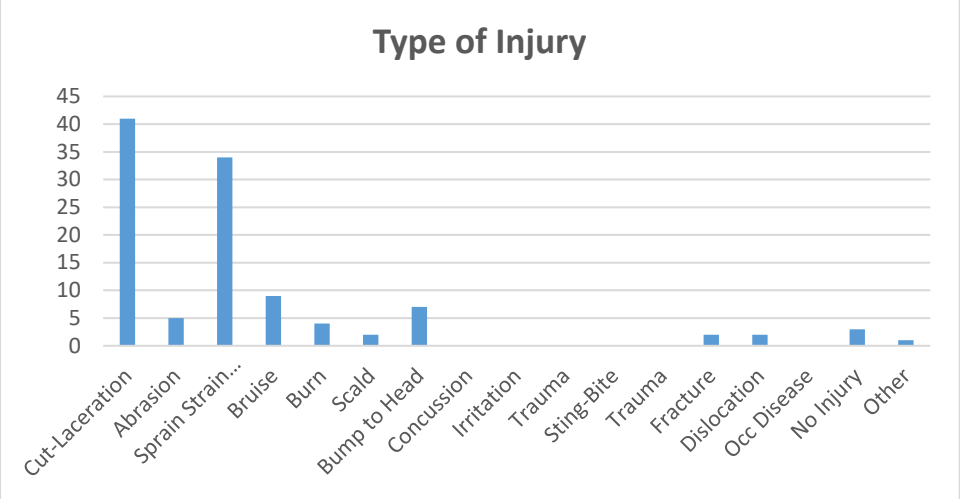
Appendix 1

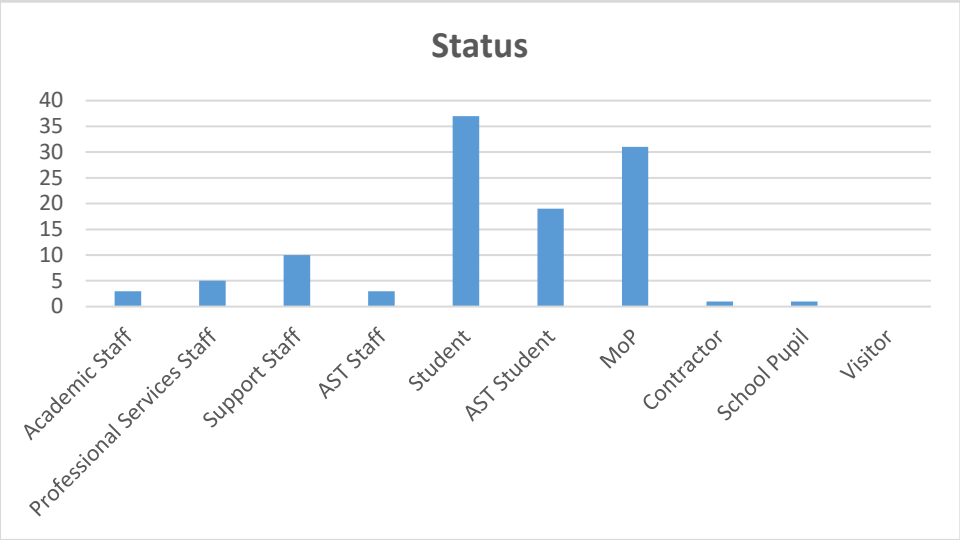
Action	Actual 19/20	Actual 20/21	Actual 21/22	Target 22/23	Actual 22/23	Target 23/24
Number of Leaders hold IOSH Directing Safety certification.	2	2	2	2 or more	1	2
Number of CMT members and identified employee who hold IOSH Managing Safely or equivalent (ie. NEBOSH Qualification).	3	7	9	10	9	All CMT managers
Number of employee having completed mandatory health and safety training.	Average 84%	88%	83%	90%	92%	90%
Number of departmental safety inspections.	Info not available	7		Min 54	41	47
Number of Internal Audits conducted against plan. *some audits combined for curriculum areas	5/8	0/10	15/18	26	23*	16
Number of Internal Audit Level 1 Priority Actions outstanding.	Info not available	Info not available	3	0	0	0
College sickness absence within agreed levels (average sick days per head)	7.88	4.5	6.03	Under national average	5.95	Less than 6.00
College turnover levels within agreed levels	26%	13%		20.5% or under	16%	Less than 20%
Number of accidents/incidents (minus MoP Sports Injuries)	63	19	67	<90	79	<100
Number of near miss, hazard and dangerous occurrence reports.	6	4	17	Min 20	20	Min 25
Number of lost time accidents.	1	0	0	0	0	0
Total number of working days lost due to accident/injury/ill health.	4048.50	2263	3219	5% lower	2193 (32%)	5% lower
Number of RIDDOR reportable accidents and ill health.	0	0	0	0	0	0
Number of contractor accidents on site.	0	0	1	0	1	0
Number of safety related insurance claims.	0	0	0	0	0	0
Number of employee absent due to work related stress during year.	TBC	4	5	5 or less	7	Less than 10
Number of employee absent due to work related musculoskeletal disorders.	1	0	0	0	0	0

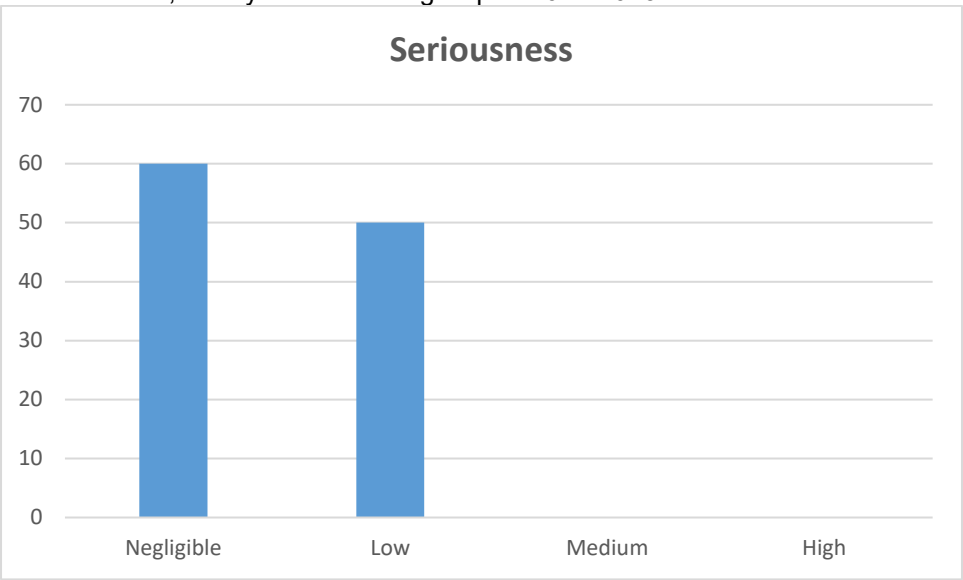
Appendix 2

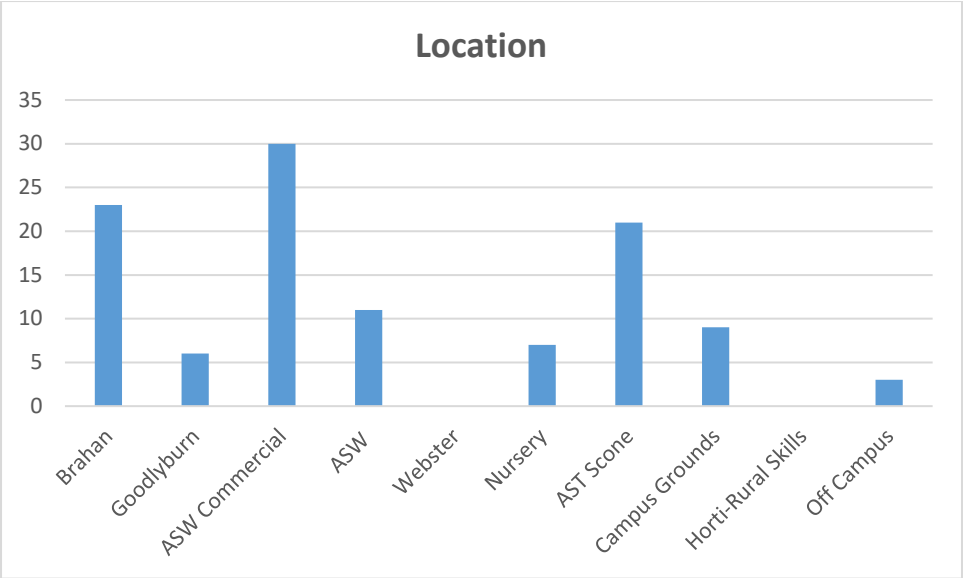
Annual Statistics 2022-2023



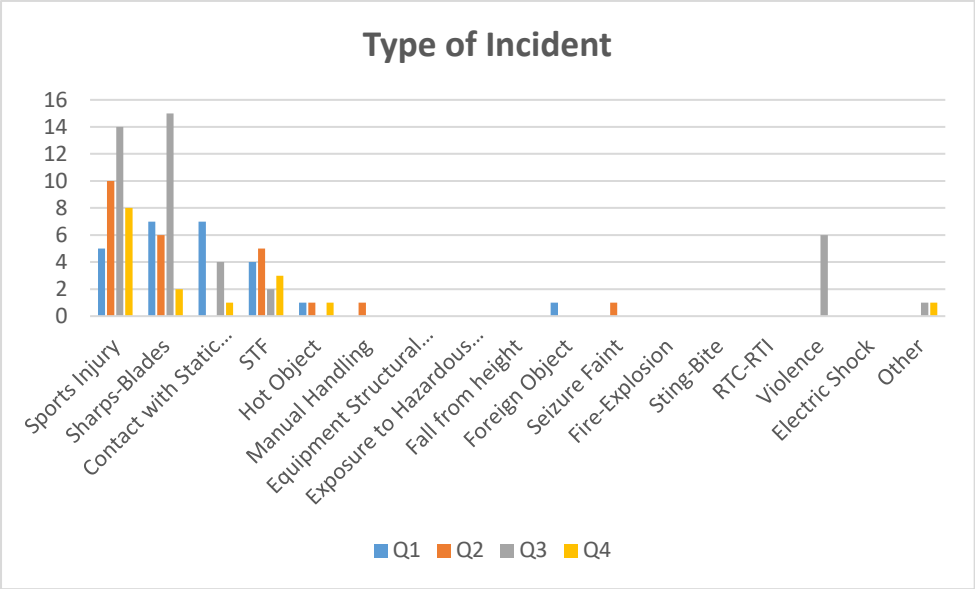


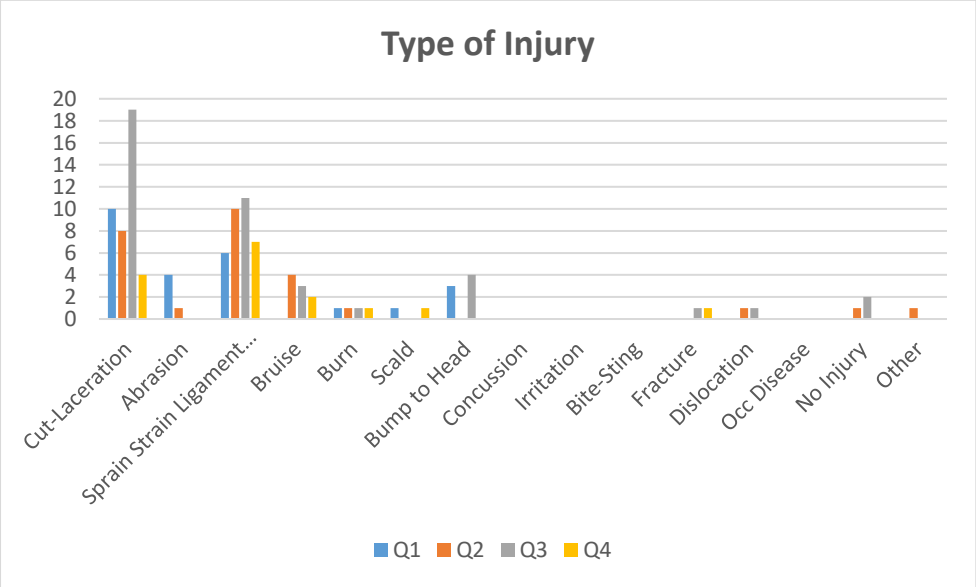


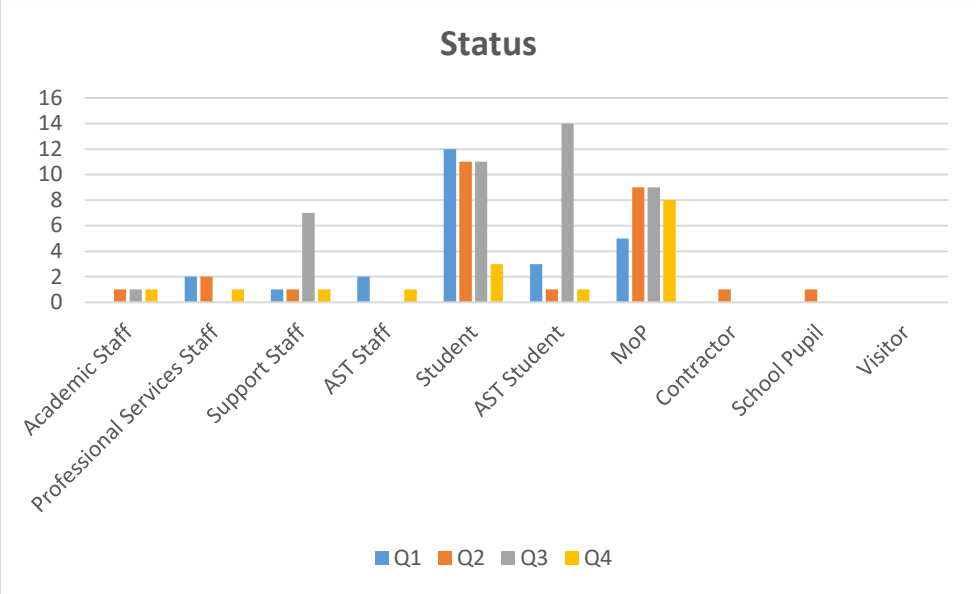


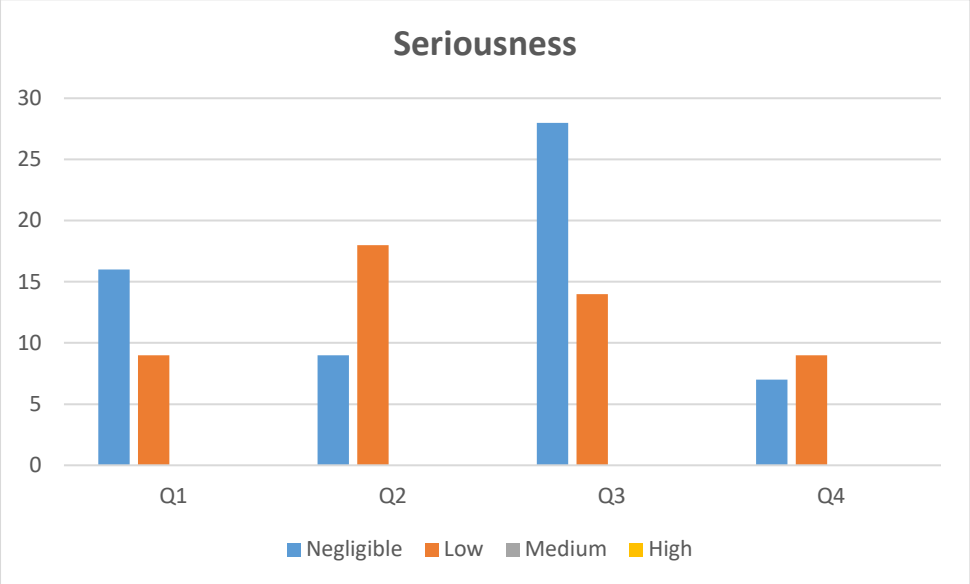


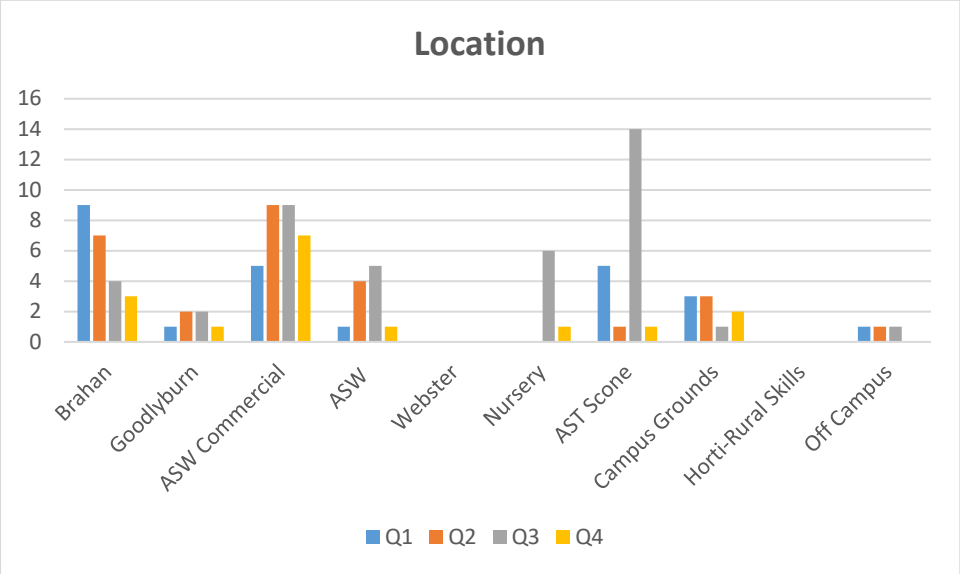
2022-2023 Quarterly Statistics



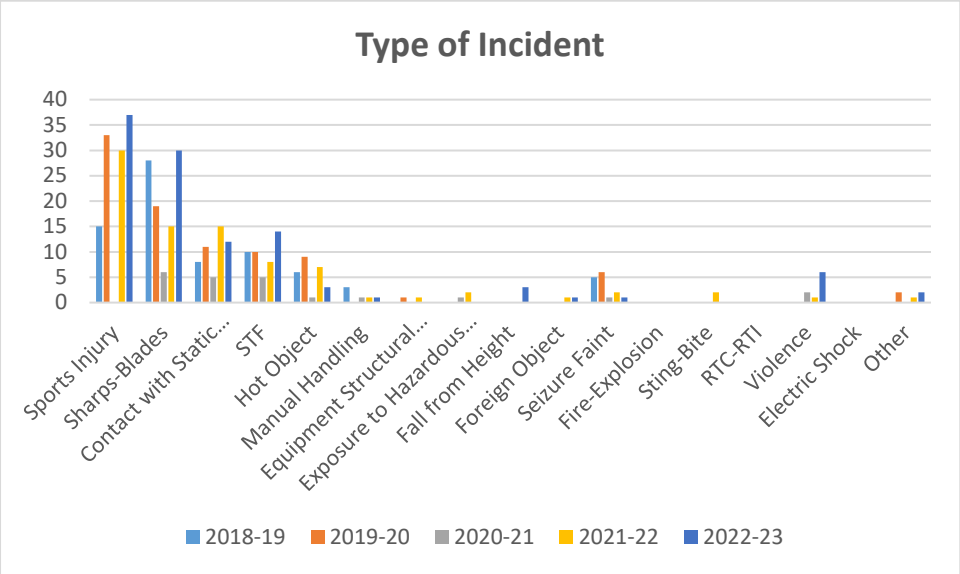

Type of Injury
20
18
16
14
12
10
8
6
4
2
0
Cut-Laceration
Abrasion
Sprain Strain Ligament...
Bruise
Burn
Scald
Bump to Head
Concussion
Irritation
Bite-Sting
Fracture
Dislocation
Occ Disease
No Injury
Other
Q1
Q2
Q3
Q4

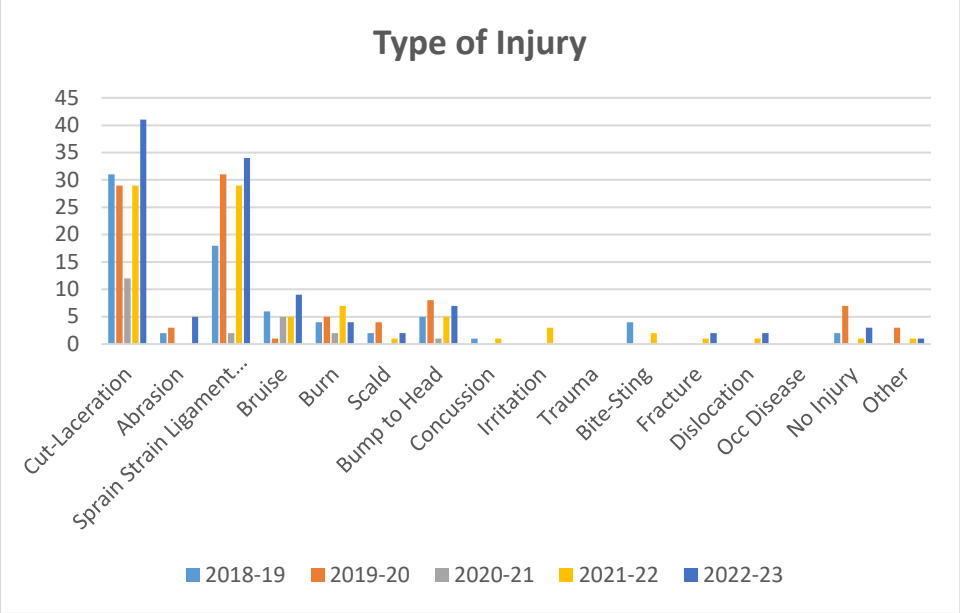

Status
16
14
12
10
8
6
4
2
0
Academic Staff
Professional Services Staff
Support Staff
AST Staff
Student
AST Student
MoP
Contractor
School Pupil
Visitor
Q1
Q2
Q3
Q4

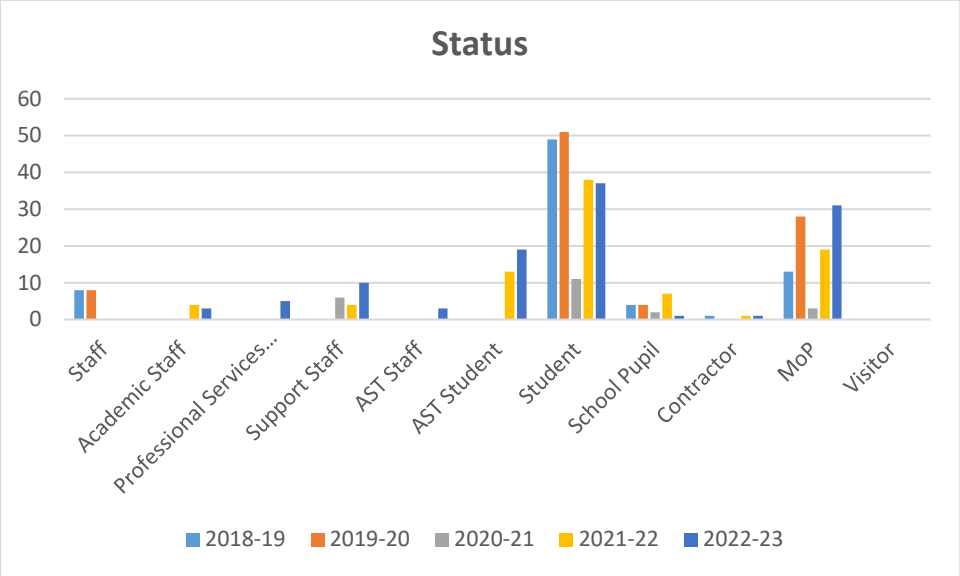

Seriousness
30
25
20
15
10
5
0
Q1
Q2
Q3
Q4
Negligible
Low
Medium
High

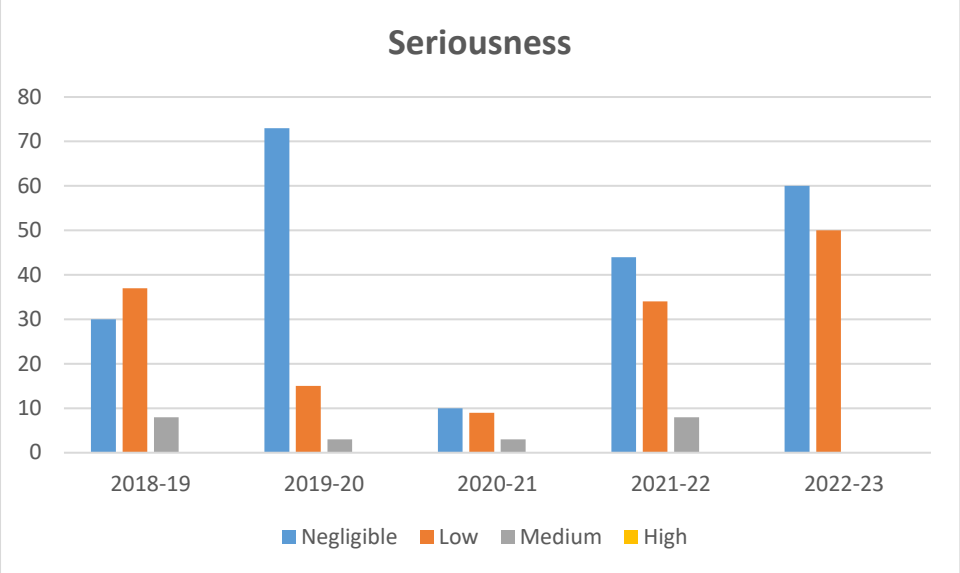


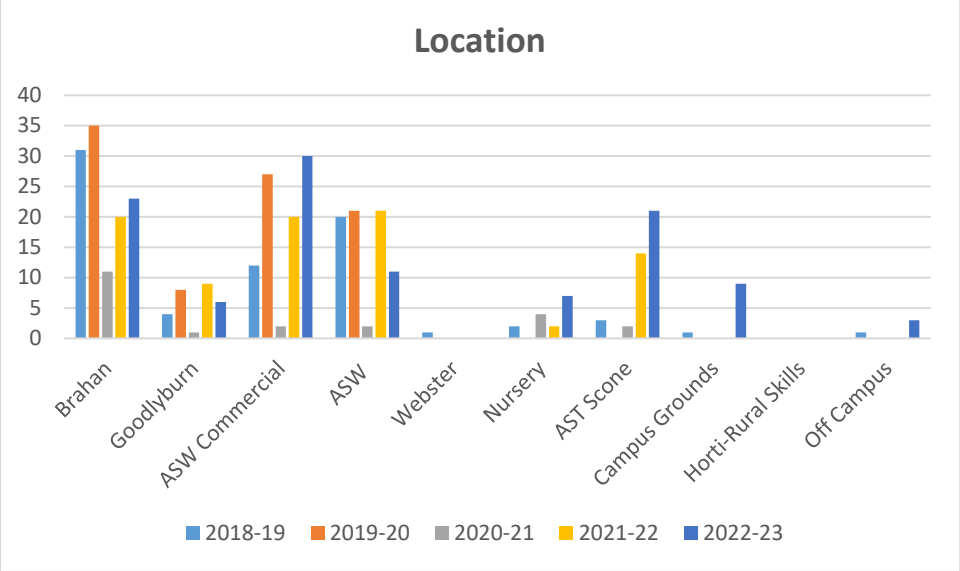
Statistics 2018-2023






Status
60
50
40
30
20
10
0
Staff
Academic Staff
Professional Services...
Support Staff
AST Staff
AST Student
Student
School Pupil
Contractor
MoP
Visitor
2018-19
2019-20
2020-21
2021-22
2022-23


Seriousness
80
70
60
50
40
30
20
10
0
2018-19
2019-20
2020-21
2021-22
2022-23
Negligible
Low
Medium
High


Location
40
35
30
25
20
15
10
5
0
Brahan
Goodlyburn
ASW Commercial
ASW
Webster
Nursery
AST Scone
Campus Grounds
Horti-Rural Skills
Off Campus
2018-19
2019-20
2020-21
2021-22
2022-23

Appendix 3

Sickness Absence Statistics

	2018/19 (full year)		2019/20 (full year)		2020/21 (full year)		2021/22 (full year)		2022/23 (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	15	0.6	35	1.95	0	0	105	5.8	23	1.31
Support/Professional Services	1908	5.9	3161.5	12.65	1557	6.7	1987	8.49	1284	7.73
Academic	1011	4.5	852	3.46	706	2.8	1128	4.32	886	4.79
Total	**2934**	**5.19**	**4048.5**	**7.88**	**2263**	**4.5**	**3219**	**6.03**	**2193**	**5.95**

UHI Perth

Health and Safety Policy Statement

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

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

To meet these criteria, the College will:

- regard legal compliance as the lowest acceptable standard of management regarding health, safety and welfare.
- assess work activities by identification of hazards and evaluation of risks.
- minimise risk to health through the provision and maintenance of suitable plant, buildings, facilities, equipment, and the provision of safe systems of work.
- minimise unavoidable risks using physical control measures and issue of personal protective equipment.
- provide safe arrangements for the use, handling, storage and transport of articles and substances.
- provide necessary information, instruction, training and supervision to ensure the health and safety of employees and others.
- consult with employees' representatives on health and safety matters.
- provide a comprehensive and effective Occupational Health Service, including health surveillance where appropriate.
- implement a monitoring, inspection and audit process to ensure effective management of health and safety.
- co-ordinate, co-operate and exchange relevant information with organisations providing support and facilities to employees and students.
- co-ordinate, co-operate and exchange relevant information with contractors and visitors.
- integrate health and safety responsibilities into everyday working practices and managerial responsibilities.

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

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

Signature: Date: 22 August 2023

Dr Margaret Cook, Principal and Chief Executive

Signature: Date: 22 August 2023

Graham Watson, Chair of the Board of Management

UHI | PERTH

Board Cover Sheet

Paper No.3

Name of Committee	Board of Management
Subject	AST Budget 2023/24
Date of Committee meeting	17/10/2023
Author	Mark Taylor, AST General and Accountable Manager
Date paper prepared	12/10/2023
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	This document presents the proposed AST Budget for FY 2023-24 which was approved at 31 August 2023 AST Board and the Finance and Resources Committee of 28 September. This budget includes commentary on those figures, including analysis of previous year performance and rationale for the projected target.
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	This paper and budget supercedes the submission made to the May 2023 AST Board and subsequent UHI Perth June Board cycle including a 3 year review on future revenues, more realistic sales prospects and a credible pay award for staff reflecting the market pressure on aviation recruitment and retention. The budget was further updated to reflect feedback and questions from the AST Board of 31 August 2023. This paper was approved at the August AST Board and September Finance and Resources Committee for presenting to UHI Perth Board for final approval.
Action requested	☐ For information ☐ For discussion ☐ For endorsement ☒ For approval ☐ Recommended with guidance (please provide further information, below)

Board Cover Sheet

Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	Commercial Impact
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	**Yes/** No
Risk implications Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk? If yes, please provide details.	**Yes**/ No This budget is submitted ahead of the UHI Perth budget. Consultation is currently underway with trade unions ahead of the UHI Perth budget being finalised.
Equality & Diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please provide details.	Yes/ **No**
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please provide details.	Yes/ **No** Click or tap here to enter text.
Island communities Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	Yes/ **No** If yes, please give details: Click or tap here to enter text.

UHI | PERTH

Board Cover Sheet

Status (ie confidential or non-confidential)	**Confidential** If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld: **As a commercial business, this paper will not be disclosed within the public domain.**

Freedom of Information

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

Please select a justification from the list, below:

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

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

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

and

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

UHI | PERTH

Committee Cover Sheet

Paper No.4

Name of Committee	UHI Perth Board of Management Committee
Subject	The Students' Association Board of Management Project Report
Date of Committee meeting	17/10/2023
Author	The Students' Association
Date paper prepared	11/08/2023
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	This paper details a Students' Association wide report on Board of Management support for student board members with a view to improving the effectiveness of the student voice at said meeting. An appendix is attached to show UHI Perth's progress against the Action Plan. It is asked that the committee both endorse this paper and approve the implementation of the Action Plan. The Students' Association will work with UHI Perth Board to implement.
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	Learner Experience Committee. Board clerk, Principal and previous Board Chair part of consultation process
Action requested	☐ For information ☐ For discussion ☒ For endorsement ☒ For approval ☐ Recommended with guidance (please provide further information, below)

UHI | PERTH

Committee Cover Sheet

Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership. If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	n/a In line with the Students' Association's strategy
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	**Yes**/ No Time of relevant committee members and UHI Perth staff to implement in partnership with the Students' Association
Risk implications Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk? If yes, please provide details.	Yes/ **No** Click or tap here to enter text.
Equality & Diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please provide details.	Yes/ **No**
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please provide details.	Yes/ **No** Click or tap here to enter text.
Island communities Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	Yes/ **No** If yes, please give details: Click or tap here to enter text.

UHI | PERTH

Committee Cover Sheet

Status (ie confidential or non-confidential)	Non-Confidential Click or tap here to enter text.

Freedom of Information

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

Please select a justification from the list, below:

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

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

The Board of Management Project Report

HISA UHI

Executive Summary

This report outlines the HISA Board of Management Project, the findings from conversations had with each Academic Partner (AP) within UHI that has HISA representation, and recommendations arising from these findings.
The paper highlights the following topics:

- The resourcing for Boards of Management in terms of staff and student input
- The value of the student voice across the UHI Partnership
- The ways in which support has been offered to student board members but not always taken up
- The importance of these meetings as seen by HISA officers, despite initial intimidation
- How key relationships between AP's and HISA in the success of student board member contributions
- The need for training and support for student board members and new local staff within HISA
- The need for a standardised process for recruiting 2nd student board members (where applicable)

Based on these findings, this report recommends the establishment of a Board of Management Support Action Plan, to be negotiated and signed off by HISA and Boards, to ascertain responsibility on both the students' association and academic partners for supporting student board members and a clear timeline of completion. Recommendations are also suggested for HISA staff, HISA officers and Boards of Management:

HISA Officers

- Proactively ask for support for board meetings from board representatives and HISA staff
- Fully utilise training opportunities
- Build good relationships with board representatives
- Attend and fully contribute to board meetings
- Regularly update board of HISA activity both locally and regionally, ideally through a written report

HISA Staff

- Ensure officers are prepared for board meetings and understand their role
- Help support officer to develop skills relevant to board
- Staff to take part in relevant training
- Build a relationship with board representatives, specifically secretary
- Ensure have a strong knowledge of AP and HISA party lines
- Support officers to regularly update board on HISA activity both locally and regionally, ideally through a written report

Board of Management representatives

- Invite incoming HISA officer/student member to shadow board meeting
- Set up an introductory meeting with board chair and secretary as part of officer induction
- Build a relationship with HISA staff based locally
- Ensure student member can attend meetings around study commitments
- Set up a regular meeting with HISA Officers prior to board meetings
- Make selves available to officers for support
- Prepare an induction for student board members either separately or as part of other board member inductions.
- Consider use of CDN resources.
- Set up an introductory meeting with board chair and secretary as part of officer induction

Introduction

In November 2021, the Highlands and Islands Students' Association (HISA) began a project examining the experience of student representatives on Boards of Management within the academic partners (APs) that make up the University of the Highlands and Islands (UHI) where HISA have representation.

UHI is a multi-campus tertiary education provider operating across the Highlands and Islands, Perthshire and Morayshire. It is made up of 12 academic partners who have their own governance models that interlink with the overall governance of UHI, run by Executive Office (EO).

UHI is a post-1992 institution and has been designated as a university under the Further and Higher Education (Scotland) Act 1992 (the "1992 Act"). Within this legislation, the duties of Boards of Management are listed.

Many academic partners within UHI operate under the governance linked to the Education Act 1994 and either are a merged or non-incorporated college. Most are also members of the College Development Network (CDN) and follow guidance produced by the organisation, including Get into Governance training and the Code of Good Governance for Scotland's Colleges.

"Adherence to the Code which has been developed by the sector and its key stakeholders through the Good Governance Steering Group is obligatory for every board that receives money from the Scottish Funding Council."

Some academic partners are registered as 'Company Limited by Guarantee' who deliver education so must operate under the governance of the Companies Act and the rules within this.

UHI also has an academic partner that does not have a separate Board of Management making sole decisions on behalf of the AP but is a sub-committee of the local authority's Education, Leisure and Housing Committee and has members of the local council, members from the local committee as well as staff and students from the college. Decisions can be made by this committee to suggest approval on items but these need to be finalised and approved through the council's committee structure.

Project Outline

With an overarching objective to ensure that each Board of Management has effective and supported student members, this project aims to resolve the following:

- Assessing resources/training from HISA in supporting officers and students on Boards
- Assessing resources/training within the sector for student board members
- Assessing how to support local HISA staff in Board of Management queries
- Ascertain relationships between local HISA teams and their respective boards
- Ascertain expectations of student board members across the partnership
- Ensuring equity across the partnership in terms of student support, training, expectations, obligations, and relationships related to board of management

In November 2021, HISA staff began a consultation to help inform this project further. With support from local governance practitioners and HISA officers and staff, perceptions, expectations, and potential actions have been gathered across the partnership to ensure Boards with HISA representation have effective student membership on its board.

Resources available to Boards of Management across UHI and HISA are extremely varied in terms of staff allocation to board administration, working hours of both HISA officers and staff as well as the number of HISA officers and staff at each AP alongside what committees HISA officers sit on. The full table can be seen in the appendix (Appendix 2) but from this overview we can see:

- Not all boards have more than one student member (regardless of governance model followed)
- Not all APs have the same resourcing for Boards in terms of staff and officer hours
- There is inconsistency around what other committee meetings student Board members sit on that feed into local boards.

What follows are general themes that came out of these conversations, which involved evaluating current practice across the partnership. Recommendations for Boards and HISA to take forward for improvement will follow to ensure both Boards and the students' association can take action to ensure student representatives and students themselves are at the heart of decision making.

Method

HISA conducted semi-structured interviews with each local HISA officer who has a place on their local AP's Board, HISA staff based locally and representatives from local Boards, including secretaries, clerks, Chairs and AP Principals.

General notes were taken around set questions put to each type of consultee with space for additional comments. Discussions were led by a member of the project team not affiliated to that specific AP to allow for open and honest conversation so that a full picture could be gathered and suggestions that would benefit across the partnership would come forth. Notes were made available to those who took part in the consultation and not shared beyond the project team.

To protect the honesty of these conversations, general themes will be brought up and discussed to establish any patterns and to ensure anonymity. The only instance that AP's will be specifically mentioned will be to illustrate an example of good practice.

Participation
Below is a summary of who we consulted with and what methods to show the widespread consultation that took place during this project:

	HISA Officer Conversation Method	HISA Staff Conversation Method	Conversation With	Board Representative Conversation Method
Argyll	VC	VC++	Chair, Secretary	VC
HTC	VC	VC+	SMT Member	VC
Inverness	VC	VC	Secretary	VC
*Outer Hebrides**	VC	VC	Secretary	VC
Moray	Y	VC	Secretary and two Board Members (One chair of board sub-committee)	VC
North Highland	Y	VC	Secretary and Chair of Board sub-committee	VC
Orkney	Y	VC	Principal	VC
Perth	Y	VC	Chair, Clerk and Principal	VC
SAMS	Y	VC++	Secretary	VC
Shetland	Y	VC	Secretary	VC
West Highland	Y	VC	Clerk	VC

* Changed from Lews Castle College during project. + Prior to project commencing due to staff member leaving HISA

++ Prior to project commencing due to staff member leaving HISA (Same staff member covered Argyll & SAMS

Consultation Findings

What follows is a summary of key themes that came out during the consultation. These have been grouped into the following categories:

- Support
- Recruitment
- Training and Resources
- Relationships, Expectations and Perceptions
- Board meetings
- Other Comments

Support

Officer Support from Board

Most officers reported they had some form of support from a member of Board, whether this be the Chair, Secretary or Principal of their academic partner. When these were in place, officers commented this support was extremely helpful and that staff were very approachable ensuring that officers knew to ask for help if needed.

Where there was little or no support from specific board members, officers commented that they would like to see this in place. Where they were aware of support taking place or being from board representatives, HISA staff raised concerns that officers did not take up support offered by individuals and about the objectivity of this support when they were not fully aware of what support was offered – as will be seen throughout this report, this depended on the information given by HISA officers and staff's relationship with board secretaries. Staff also highlighted the challenges in providing equitable support for officers across HISA due to how different each board was.

In terms of other ways in which officers or student board members could be supported, it was suggested by Board representatives that when recruiting for new officers or Board members, HISA should let candidates know of support available to them and the value the student voice has on Boards. Some board representatives acknowledged timing meetings was a challenge with student board members and that they have tried to accommodate this where possible, but this has not always led to the student board members attending said meetings.

Officer Support from HISA staff

Each AP and HISA officer will have a dedicated member of HISA staff. As well as helping officers achieve their objectives and other key HISA activities, staff members are also able to provide support for officers when attending board meetings. HISA staff predominantly work part time hours and can support more than one local officer, but a key role in this support to officers is preparation for board meetings – this can be from ensuring the officer knows when the meeting is, to helping them interpret papers and how this can impact students.

The support staff at HISA can provide, based on the conversations with officers, is dependent on their access to board papers. Where staff were able to access board papers, officers felt they were better supported and prepared for board meetings due to the impartial stance all HISA staff members take. Where staff had limited or no access to papers, officers either accepted this due to the confidential nature of boards or understood this confidentiality but felt it would be more beneficial in terms of aiding understanding and getting information based on prior knowledge of the AP which HISA staff based locally have. For those HISA staff who were able to access papers were conscious of the levels of support they provided officers and avoided giving specific notes on each paper by setting expectations on officers to read papers and ask questions at pre-meetings with their HISA staff member or whomever they met with go over papers.

Beyond the training provided at Executive Training, HISA staff would provide new officers with a briefing on Boards with the knowledge they had but many acknowledged that new officers would get information about boards through the handover from the previous officer.

HISA staff also highlighted that it would be good for all student board members to be able to have a pre-meeting with either the Board Clerk or Chair alongside their support from local staff to help aid student member understanding, allow them to ask questions and as another avenue of support. Post-meetings were also highlighted as useful, so officers were clear of next steps and any actions or requests for student input on decisions being made by Board.

Activity	AP Takes Place In	Facilitated by	Impact of Activity
Meeting with Chair and HISA officers prior to meetings to go through agenda/student concerns	Inverness, Orkney, SAMS, Perth	Chair, Secretary	Officers feel listened by chair, feel able to contribute to meetings, board see significant officer contribution
Acroynym cheat sheet	Inverness, North Highland	Chair, Secretary	Officers have a better understanding of acronyms used and able to better understand and contribute to meetings
Incoming officers shadowing meetings	Moray, Shetland, Inverness, Perth, North Highland	Secretary, HISA Staff	Offers get insight into structure of meetings, better understanding and confidence in board, effective contributions to board
Overview of Board and subcommittees/members of board	Perth, Orkney	HISA Staff	Officers have better understanding of board and its members, empowered to establish better working relationship, more effective contributions to board

Examples of best practice across UHI – not inclusive of all examples given

Support

Awareness of HISA party lines
As an independent political organisation, HISA members will vote to have stances on various issues within society and the wider UHI. There are referred to internally as party lines. Some of these party lines may clash with topics going to board so knowledge of these is important, especially when declaring conflicts of interest at the start of board meetings.

As these 'party lines' are decided within Executive Committee or at HISA Con, knowledge of these among HISA staff depended on their length of service within the organisation and how much their officers passed onto them from Executive meetings. All staff agreed that it would be good to have consistent reminders of these so that everyone within the organisation was aware – not just those who supported officers locally.

Support suggestions and advice from HISA Officers
In other parts of the conversations had in this consultation, some HISA Officers made suggestions as to what could be done that would be useful for them in terms of supporting student officers in their Board role. Below is a summary of some of the suggestions made:

- Observing other Boards of Management within UHI to see the experience of other officers in HISA
- Publishing legislation and rules in place for boards so student board members understand the process and what to ask questions about
- HISA staff to be supported with understanding board so can help HISA officers and student board members
- Board members to sit down with student board member and offer support in pre-established format as officers may not be confident in asking for help
- Officers should get simplified version of notes – beneficial for new board members
- Board members should not make assumptions about knowledge simply due to being on the same committee as the student member
- Board to be mindful that student board members may have clashes due to their timetables when planning calendar of meetings

Officers were also asked what advice they would give to new HISA officers about Board of Management. Here are some examples from the advice given:

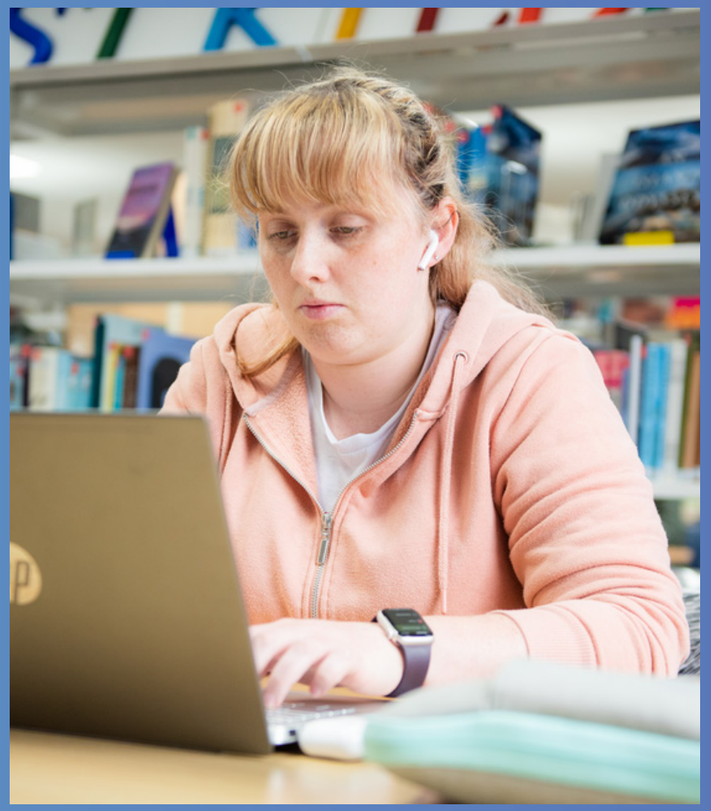
- Know the commonly used acronyms
- Actively listen to the conversations
- Get to know and research boards and board members and respect others' roles of board due to their experience
- Don't be afraid to speak up or challenge something affecting the student experience – it can be intimidating space, and may get talked over but keep calm and show through your comments and your work you have a right to be there
- Asking yourself "how will this affect students?"
- Read everything and come to the meeting prepared
- Ask for help when you need it
- Be confident to speak up as students are members of the board as well – do not get intimidated
- Student board members should not be held accountable by board – not their responsibility
- Do not say yes to anything in the room
- Good to have evidence wherever possible – get facts, figures or comments from students
- Do not be disheartened if things go slow or not the way anticipated

Recruitment

In some APs, due to one local depute in role, there may be a need to recruit a second student board member. This is a requirement under the Education (Scotland) Act for those who follow this governance model.

The project team spoke to current officers, HISA staff and board representatives where this applied about this topic and how to recruit a second student board member.

Several key themes emerged from these conversations, including identifying an engaged student to encourage them to step forward alongside wider promotion of the role, promoting the benefits to the AP and the individual of getting involved in Board as well as the support offered, raising awareness of boards at local SVR meetings, a formal standardised process across the partnership with local contextualisation and exploring if the role can be incentivised.



Training & Resources

Skills Audit – HISA Officers and Staff
When officers were asked what skills they felt were needed to take part in board meetings, the top responses were confidence in themselves and their position as a student member, communications skills, understanding the papers and what was being discussed, knowing and speaking on behalf of the students, and politeness. The full list of skills given can be found in Appendix 3.

To mirror the question asked to HISA officers, their staff counterparts were asked what skills they felt were needed by their officers to take part in board meetings. The top responses were close reading or reading papers, understanding their remit and priorities as a student board member as well as the politics of their local Boards. The full list can also be found in Appendix 3.

HISA staff were asked about the skills they felt they needed to support their officers at board meetings. The following skills were highlighted:

- Experience of UHI
- Experience of committees and board meetings
- Seeing and close reading of papers
- Training for new staff
- Patience
- Knowledge of board
- Relationship building with board secretary/other board representatives
- Same skills officers need
- Being able to summarise key points
- Objectivity
- Strong awareness of AP
- Report writing
- Supporting reading and writing skills

Local inductions to Board
In relation to AP-specific inductions, most of our officers had some form of induction to their local board. This would either be in line with induction received by other board members or have additional elements specific to the student board member(s). Three of the officers interviewed stated they had no formal board induction. Of the three, two mentioned they wished they had had some form of induction.

Examples of induction activities mentioned in conversations with HISA officers included:

- Induction with all new members of board
- Introductory meeting with Chair
- Introductory meeting with Board Secretary/Clerk
- Introductory meeting with Principal

Training & Resources

Activities and suggestions mentioned by officers that they would have like in their induction included:

- Introductory meeting/people to introduce themselves and their role at the start of the first meeting officers attended
- Information on board activities and how meetings took place
- Induction to take place later in role once more knowledge about the officer role is known
- Formal explanation of processes and what committees do
- To have the same induction as new board members (where this did not take place)

Discussing this topic with Board representatives, where inductions and training were in place across the partnership, this would be made available to student board members. This would be in line with inductions and training other board members would receive, with others doing bespoke inductions or training for new student members.

Training for Board – HISA

For the last two years, HISA have run a simulation exercise for officers as part of Executive Training where they can experience a board meeting to get familiar with the structure, how to prepare for meetings and what issues may be important for students. As part of these conversations, the officers were asked about their thoughts on the exercise.

Positives that came out about this exercise from officers included:

- Useful –gave an idea of what happens at meetings
- Good to highlight when things can go wrong/when need to be observant
- Enjoyed it/was good
- Helped with board meetings at AP
- Helped when trying to explain terminology or what to look for in papers
- Most useful training – still refers to it/learned a lot from it
- Felt like a chance to face fears before going into board

Something that was picked up from these conversations was that the individuals within the simulation – who were purposefully created to be combative individuals – were not reflective of the experience of their board members and interactions, giving them confidence that the simulation was the “worst it could be.”

Suggestions were given by officers on how to improve this exercise going forward:

- Have a way to step out of the simulation
- Emphasise importance of papers given so officers will read
- More time to prepare with staff member
- Ensure roles of all involved are clear
- Make characters less antagonistic/make simulation more neutral or positive
- Ensure enough time to debrief so know what did well and what can be improved on
- Make exercise an observed scenario to comment on, featuring returning officers.

Training for Board – College Development Network

The College Development Network (CDN) have a suite of resources for board members to take part in, including a specific induction for student board members. Six of the officers recalled going to the Student Board Member Induction. The majority said that it was useful, but they preferred HISA’s training or found it more useful as the CDN training was generic.

Some officers mentioned doing online modules as part of their CDN training which included Audit training and Renumeration training. Officers who took part in this found the training quite vague and that it had an assumption they already understood these areas. Some officers suggested it would be useful to have a tailored one for students, linked with the Student Board Member Induction training that had more accessible language would be a lot more useful.

The rest of the officers either said they had not done any CDN training or training had been done via Brightspace or other training programmes.
Although not all APs are part of CDN, most board representatives were aware of the resources CDN had and the value they could bring to all board members, not just student members.

Comments were made by some board representatives that the resources need to be developed further and to be made more accessible for all board members. Specifically mentioned was the workbook around working with student board members and how valuable this resource was and that it would be beneficial to see this rolled out wider and expanded upon.

For those APs not aware of CDN resources, this would be because they were not part of CDN, but these APs did mention that a resource like this could be useful.
One board represented suggested that UHI could add to CDN resources. They suggested that as soon as a student rep is signed up, that either UHI, APs or HISA could keep a log of activities, training, and attendance of meetings so that recognition could be given at the end to give added value to the local HISA officer and for those student board members from the wider student population.

Training & Resources

Advice for new HISA staff
As with the officers, HISA staff were asked for advice they would give people starting within the organisation. Here is what was provided:

- Help officers/student board members think critically as a board member and stand up for student opinion
- Help officers prepare for board so nothing is missed, including making sure they are aware where a decision may need to be made
- Make officers aware of motivations of board members and where to take things "with a pinch of salt"
- Make clear to officers to ask for help when needed
- Make sure you have everything you need to support officers and student board members – ask for updates, access to papers or to observe a board meeting to strengthen their role and contributions to board
- Build a good working relationship with board clerk
- Make sure your officer sees the value of your contributions and support – this makes it more likely that your officers will come to you for help and fight for you if there are any challenges e.g., access to papers
- Research your AP and make sure you are familiar with their dynamic within the partnership and any major political ambitions
- Ask other HISA staff for advice or support if needed for supporting and preparing your officer/student board member

Relationships, Expectations and Perceptions

Officer perceptions of board meetings so far
When asked their perceptions of board meetings so far, HISA officers remarked that they felt intimidated at their first meeting due to the strong personalities and discussions being held. They also felt nervous or unprepared due to the volume of pages they were to read, and the high level of decision-making taking place on boards and wished they have more confidence in themselves. What was clear was that boards were welcoming and supportive to new officers which helped put them at ease. A fuller list can be found in the appendix (Appendix 4).

Expectations of student members
Board representatives were asked what expectations they had on the student members of board. Many mentioned they were aware of the conflicting priorities that student board members had with studies and other HISA-related duties but stressed that due to the importance of decisions made at board meetings, that duties relating to it should be a focus. Every board representative mentioned the value of the student voice on board. Below are other expectations listed:

- Attending and contributing to meetings
- Asking questions
- Update Board on what is happening with students and what is relevant to students – preferably through a report
- Depends on the individual and what they want to get out of being on board
- Undertaking relevant training
- Ability to use software required to access board papers/board discussions
- Keep in touch with board contact and respond to emails relating to board
- Reading papers prior to meetings
- Same expectations as any other board member (where following Code of Good Governance)

Perception of student members so far
When asked how they had perceived student members on board to date, the answer depended on the personalities and interactions previous officers had with board so there was a lack of consistency in this way. Where there had been limited interaction, board representatives commented that it was hard to know what work the officers, and therefore HISA, were undertaking to due to the officer not attending all meetings or a lack of verbal or written reports being given to board.

Relationships, Expectations and Perceptions

Where there had been a lot of interaction from officers, some board representatives commented on how these officers would contribute to meetings and provide good insights or present good queries. Other board representatives mentioned that although coming along to meetings, student member contributions were less than those of other board members.

Some board representatives recognised that confidence to speak and to interact with board members would be a significant contributing factor in how well that officer engaged with board meetings. A few suggested that insight into how to help student members overcome this would be appreciated, with one suggesting that bringing in some form of mentoring scheme, in line with CDN guidance, could be beneficial. HISA staff commented that due to them not sitting on board that they could only go by the information provided by their officers about board.

When information was provided, HISA staff said that the officer's confidence levels, or experience would impact their attitude to board meetings but that they would support officers as much as possible with the resources and support given.

Staff who have supported more than one officer at boards were asked for consistent challenges they had seen with officers. Challenges mentioned were officers feeling comfortable and confident in role, not having an idea of the bigger picture, communication issues and not being able to fully support officers depending on staff's access to papers.

Relationships with HISA

When asking about the relationship board representatives had with the HISA staff member based locally, this was split into either having no relationship or a positive one.
Where board representatives did not have a relationship with HISA staff, this would be attributed to not understanding the role HISA staff play, the staff member not reaching out or being proactive in building a relationship.

Where there was a relationship, board representatives noted they enjoyed the positivity of this relationship and the open channels of communication alongside the benefit staff had on helping officers prepare for board meetings.
As highlighted in the summary of Board Representative conversations, HISA staff echoed that this was either non-existent or a strong relationship. Where no relationship existed, some staff members cited this was dependent on the governance structure but all staff this applied to said this affected the support they could provide their officer.

Where a relationship did exist, HISA staff highlighted they could make contact when needed with any queries and that board secretaries were always keen to offer support to staff and officers when needed. With this relationship in place, staff members noted that satisfaction with HISA at a local level would increase.

Understanding of HISA

When asked about their understanding of HISA as organisation, the conversation split into two areas – understanding of local HISA activities and understanding of regional HISA activities.

In terms of local HISA activities, some board representatives mentioned they were not given a lot of information on this so did not have an awareness of how HISA interacted with their students. These board representatives mentioned that they would like to see some form information around local objectives to be updated upon throughout the year. Where information or reports were given, board representatives said they understood what HISA did locally.

How local activities fitted into wider HISA activity, how HISA worked and its wider impact on students were cited as areas were board representatives' knowledge lacked. Suggestions on how to improve this would be a summary paper of HISA's structure and policies or even a presentation on HISA.

Board Meetings

Paper circulation timelines / Understanding of papers/ Preparedness for board meetings

In terms of the timeline for papers to be circulated prior to meetings, there was not a lot of consistency. Overall, officers said that papers would "usually" be circulated 7 days before board meetings, which would give them adequate time to read and prepare for meetings.

Relationships, Expectations and Perceptions

Other officers mentioned that papers could be circulated less than a week before meetings, with a few mentioning papers from board could be circulated the day before meetings – this would occur for either late papers or for full board papers.

When this occurred, officers mentioned this would make it hard to understand some papers, depending on the subject matter and the language in which it is written.

Regardless of when papers were received, if officers were unsure of content, they reported that there were people that they could ask – staff members of board, chairs, secretaries, or HISA staff. Officers that were able to have pre-meetings noted these were incredibly helpful in terms of understanding papers and feeling prepared for board meetings.

HISA staff further verified the timelines of papers being circulated usually a week prior to meetings. Staff commented that if papers came out later this was not enough time for officers to read and prepare for meetings alongside their other HISA duties and studies. When asked if HISA staff had access to papers, this was mixed.

Many staff were reliant on the information their officers provided them, some were able to see some papers due to the relationship they had built with the board secretary and others had no access to papers so felt unable to support their officer prior to these meetings.

As covered in the conversations with HISA officers, board representatives verified papers for board would be circulated generally a week before the meeting took place if they were responsible for paper dissemination.

The only exception to this was Orkney as their Board (known as College Management Committee) is overseen by employees within the local council but timelines are well known. Reasons given as to why papers would be circulated later included late papers being submitted or the capacity of the secretary given their hours or additional responsibilities.

Communicating Board decisions to Student Voice Reps
As a key group linking HISA officers to the student body, Student Voice Representatives (SVR) need to be aware of what is happening at APs so this can be communicated to the wider student body.
The way in which officers felt the best way to do this was mixed. For those officers who communicated board activities already used a variety of methods like discussion boards, meetings with SVRs or via email. Many officers mentioned that engagement issues with students meant it was challenging to share information this academic year, but some suggestions were made, such as signposting SVRs to where board papers were published online, having an idea of what can or cannot be share or circulating minutes electronically.

Similarly, to HISA officers, staff highlighted that engagement had been a challenge this academic year but that key information like board activities should be fed back to SVRs in some way.

Anything returning officers wish they knew before starting to attend Board meetings
Officers who were sitting on boards for their second year were asked if there was anything they wished they knew before they started attending board meetings. The following examples were given:

- Acronyms!
- More contextualised information about AP
- Board is not intimidating as it may have appeared at first
- It's ok to make mistakes
- A clearer statement of expectations for student board members
- Declarations of interest in relation to HISA policies

Relationships, Expectations and Perceptions

Other Comments within conversations
This final section is additional comments left within the report that do not fit in with any sections but is useful to include.

HISA local officers
- Board members should not make assumptions you know all the stuff just because on same meeting

Board Representatives
- Getting feedback on how student rep feels coming to board and what they have gotten out of it would be beneficial
- Board surgeries could be beneficial
- This exercise should be run every 2-4 years
- Strategies to increase student engagement with Boards – both student members and the wider body of students
- Age of student can skew student view – needs to be balanced between FE and HE, young and mature etc.
- Good MSYP representation and lots of people pushing the agenda for students – is there scope to look at 14–16-year olds represented through HISA/board?

HISA Staff
- Timing of meetings - some are great and have meetings around 4 o'clock or out with student time, others held during class time that the officer could not get out of. Need to take into consideration of everyone who attends board - make standard to early evening so all students can get to it.
- Cannot try to play down the board or treat it as unimportant – the meetings would not happen if they weren't important, so prioritise getting officers to a place where they are confident, know what support is available, and can thrive on the board to the best of their abilities despite the additional challenges that the board environment can pose.

Recommendations

Based on these conversations, the following recommendations are being made based on the contents of the interviews with the different participants. These recommendations have been made taking the differing governance models across the UHI, but additional recommendations have been made that can also be taken into consideration where applicable.

Our main recommendation is for a Board of Management Action Plan to be utilised across the partnership. This action plan will include key elements for each of the three main bodies of people mentioned throughout this report as outlined below to ensure uniformity of support and accountability towards our officers and student board members across the partnership:

HISA Officers
- Proactively ask for support for board meetings from board representatives and HISA staff
- Fully utilise training opportunities
- Build good relationships with board representatives
- Attend and fully contribute to board meetings
- Regularly update board of HISA activity both locally and regionally, ideally through a written report

HISA Staff
- Ensure officers are prepared for board meetings and understand their role
- Help support officer to develop skills relevant to board
- Staff to take part in relevant training
- Build a relationship with board representatives, specifically secretary
- Ensure have a strong knowledge of AP and HISA party lines
- Support officers to regularly update board on HISA activity both locally and regionally, ideally through a written report

Board of Management Representatives
- Invite incoming HISA officer/student member to shadow board meeting
- Set up an introductory meeting with board chair and secretary as part of officer induction
- Build a relationship with HISA staff based locally
- Ensure students members can attend meetings around study commitments
- Set up a regular meeting with HISA officers prior to board meetings
- Make selves available to officers for support

Recommendations

Board of Management Representatives (Continued)

- Prepare an induction for student board members either separately or as part of other board member inductions
- Consider use of CDN resources

As well as HISA staff, officers and board representatives taking on and implementing the recommendations of this report, we hope to see the following as indicators of the project being a success:

- Positive feedback from HISA officers around training and induction run by HISA
- Positive feedback from HISA officers and HISA staff around training and induction run by APs/external organisations
- Positive feedback from new HISA officers about their first Board of Management
- Positive feedback on improved relationships between local HISA officers and board representatives
- Positive feedback from board representatives about student member input and contribution
- Full attendance at board meetings from at least one student member
- Increase in board's awareness of HISA as an organisation

The proposed action plan can be seen in Appendix 5.

Next Steps

This report will be presented within HISA's own committee structures, with input and approval from HISA Management Board and Executive Committee. It will also be circulated to members of General Practitioners Quarterly for comment before going to each AP's board of management for discussion and approval of recommendations. The report will also be circulated to participants in the consultation.

Action plans, much like the Student Voice Rep Working Agreement, should then be completed with actions allocated to local HISA teams and local Boards, with clear timelines of completion to be reported within appropriate committees in APs. HISA teams, especially Assistant Voice Managers (AVMs), will provide support in this to ensure consistency across the partnership.

The outputs of this project will also be shared with sparqs, NUS (National Union of Students) Scotland and CDN as part of their ongoing developments in supporting college students.

Acknowledgements

The project team would like to thank each board representative, especially members of GP's Quarterly, for their enthusiasm for the project's aims and for coming to the conversations with an open mind. Thanks also go to local HISA staff for being forthright in their views and have their students interests at the heart of everything they do. Finally, thanks go to the HISA Officer Team 2021-2022 – Board of Management is a great responsibility that has its challenges but by participating in them to the best of your ability and being honest in these conversations, you will help make sure that student board members are fully supported and effective for their students for years to come.

Appendix One

Board of Management Project Plan

Aim

For each academic partner to have full and effective student members on their Boards of Management.

Objectives

- To create guidance and resources that support student members, HISA staff and boards.
- To have boards play an active role to ensure the student voice is heard

Intended Outputs

- Guidance for HISA officers, HISA staff, students, board clerks and boards.
- Working Agreement between HISA and Academic Partners (APs) on supporting student board members.
- Training and/or resources for HISA officers/staff/boards.
- Recruitment of 2nd student board member at relevant APs.
- Better attendance, contribution and engagement by student board members.

Impact

- Stronger partnership between HISA and its APs.
- More powerful student voice on Boards of Management.
- More effective student experience for students across UHI.

Resources required

- Time of HISA project team
- Time of local HISA officers/staff/clerks/members of boards/student board members

Conclusion

This plan considers the benefits of partnership working with the value and importance of the student voice to develop then evaluate resources relating to student board members. It integrates the importance of staff input, the increasing complexities of the representative role and motivations for students taking up such roles whilst also addressing challenges for students within governance from both the staff and student perspective. The significance placed within the Scottish sector of student involvement within decision-making alongside key developments and resources for student board members, this project is both timely and appropriate.

With full participation along with thorough consultation, the resources created will be useful and address concerns stakeholders may have. Although challenging to find resources that suit the needs of all involved, with guidance and support, testing of resources and subsequent feedback and evaluation can ensure suitability and enable consistent application. The outputs of this project will benefit student board members, boards and HISA, line up with strategic priorities and will ultimately amplify the student voice, giving students across UHI effective representation at the highest decision-making body at their academic partners.

Appendix One

Board of Management Project Plan

Stage	Actions	Success Indicators	Target	Who	Challenges	Mitigations	Original Timescale
Research	Read Literature	Literature identified	5	HISA Project Team	Not finding adequate resources	Liaise with College Development Network/sparqs	Nov-Jan
	Identify best practice across sector/ UHI	Best practice identified	1		Not finding examples of best practice	Input from stakeholders/CDN/sparqs in consultation stage	
Investing	HISA staff to support	HISA staff identified	2	HISA Project Team Board Clerks/Chairs	No volunteers/lack of buy in	Sharing project rationale/research	Nov-Jan
	Boards to support/participate	Board members identified	2				
Consultation	Create consultation question	Consultation designed	1	HISA Project Team HISA staff/ officers Board Clerks/Chairs	Availability of consultees Lack of interest Lack of information in consultations Resources not identified as useful	Project team to be flexible in consultation Sharing project rationale/research Ensure thorough consultation Use of CDN/sparqs resources/training	Dec-Feb
	Consulting with HISA local officers	HISA officers consulted	21/21				
	Consulting with Chairs/Clerks of Boards	Boards consulted	12*				
	Consulting with HISA Staff	HISA staff consulted	11**				
	Identify resources to be created	Additional resources created	1				
Creation	Resources for HISA officers/students	Resources created	1	HISA Project Team	Adequate resources not created Resources not created in ample timeframe for feedback	Address all points raised in consultation where possible Deadline set for stage of project to be completed before initial feedback stage	Feb-April
	Resources for HISA Staff	Resources created	1				
	Resources for Board clerks/chairs/members	Resources created	1				

Appendix One

Board of Management Project Plan

Stage	Actions	Success Indicators	Target	Who	Challenge	Mitigations	Original Timescale
Initial feedback	Resources shared with HISA officers/staff/ board members/students	Resourced shared	1	HISA Project Team HISA staff/ officers Board Clerks/Chairs HISA Trustee Board UHI Student Engagement Team	Resources not shared in ample timeframe for implementation Resources not reaching appropriate people	Deadline set for start of new board meetings in 2022/23 Regular updates given to board contacts for wider dissemination	May-July
	Gathering initial feedback	Feedback gathered	46^		Resources not useful	Encouraging feedback from all key stakeholders	
Implementation	HISA to implement resources for officers/ staff/students Clerks/Chairs to implement resources	Officers/HISA staff/board members receiving resources Local HISA teams implementing resources AP boards implementing resources	44 12* 12*	HISA Project Team HISA staff/ officers Board Clerks/Chairs	Resources not implemented Resources not implemented fully	Local HISA teams to work with local staff at AP to implement	Aug-Oct
					Resources not useful	Feedback gathered after implementation/findings from consultation addressed/acted upon	
					Unable to recruit 2nd student board member	Create effective promotional plan supporting recruitment based on consultation findings System in place to cover 2nd student board member agreed as part of consultation	
					Inequality of staffing resources across partnership	HISA Project Team to provide additional support to local teams/APs	
					Reputational risk to HISA as effective students' association	Regular updates to key stakeholders to ensure transparency/project remains fit for purpose	

Appendix Two

BoM Resources across UHI 2021/2022

AP	Secretary/Clerk	HISA Officers/ on board	Hours	Committees other than Board	HISA Staff	Hours	2nd Student Member?
Argyll	Yes	1/1	12	Learning Teaching and Enhancement (LTE)	1	17.5*	N
HTC	Yes - undertaken by VP	1/1	8	Learning and Teaching	1	8	n/a
Inverness	Yes	3/2	16 12 12	Course Committee Learning, Teaching & Resource Student Journey & Enhancement Health Safety & Wellbeing	1	FT	n/a
OH	Yes	1/1	12	Finance	1	12	Y
Moray	Yes	2/2	14 14	Audit Learning, Teaching and Quality Committee Finance and General Practice Health and Safety	1	FT	n/a
NHC	Yes	1/1	12	General Finance Learning and Teaching	1	12	N
Orkney	Yes - part of council	1/1	10	Access and Inclusion CONTEST Committee Learning Teaching and Qualifications (LTQC) Induction Committee	1	15	N
Perth	Yes	3/2	35 10 10	Learner Experience Strategic Development Finance and Resources Audit Health and Safety	2	FT and 21 hours	n/a
SAMS	Yes	1/1	8	Education Quality and Assurance Committee (EQAC) Programme Meeting Group Education Committee	1	17.5*	n/a – companies act
Shetland	Yes – dual role as Assigned Colleges Support Officer	3/1	8	Senior Management Group Academic Board Quality Improvement Committee Operations and Estates	1	21	N
WHC	Yes	1/1	12	Finance	1	12	n/a - unincorporated

**Same staff member supporting each AP*

Appendix Three

Full List of Skills Identified by officers and HISA Staff for Board of Management

Skills from Officers	Mentions	Skills from HISA Staff	Mentions
Confidence	6	Reading/close reading	5
Communication skills	6	Understanding their remit/priorities as student member	3
Understanding papers/what is being discussed	6	Understanding politics of board	3
Knowing/speaking for your students	3	Confidence	3
Politeness	3	Understanding role of board	2
Getting to know board/skills of members	2	Organisation	1
Being there	2	Resilience	1
Time management	2	Calm under pressure	1
Note taking	2	Respecting difference of opinion	1
Listening/active listening	2	Communication	1
Knowing what can/cannot get away with	1	Politeness	1
Knowing own limitations	1	Report writing	1
Preparation	1	Negotiation	1
Being a critical friend	1	Active Listening	1
Knowledge of abbreviations	1	Self-awareness	1
Managing others	1	Public speaking	1
Knowledge of AP	1		
Knowledge of UHI	1		
Writing and summarising	1		
Close reading	1		
Organisation	1		
Focus	1		
Punctuality	1		
Resilience	1		
Chairing meetings	1		
Knowing when to speak	1		

Appendix Four

How officers have found board meetings so far

- Scary at the start
- Good to have another officer/student there
- Board members supportive/fantastic - good people/environment and welcoming
- Good, great to get views across (when been in one), enjoyable
- Difference between local and merger boards
- Expectation officers already aware of what is going on – would be better to understand this
- Can be hard to understand discussions/information on papers at all times– e.g., finance, data – sometimes can't concentrate
- Informing and interesting/ one of the things enjoy most about role/found diversity interesting
- Feel able to interact and listened to – able to come in and speak if in person or online
- Regard as most important meeting in the college
- Can feel nervous going into meetings considering the people that sit on them and their experience
- Felt was not prepared at the start – am now
- Well run but long!
- Some sections feel irrelevant e.g., business
- Transparent, forgiving if unsure/misstep
- Once understood what board was and who members were made sense - Board Meeting for Dummies!
- Wish had more confidence before starting!
- As time gone on feel more respected and voice is valued - first meeting was laughed at although asked a good question!

Appendix Five

Board of Management Action Plan

Academic Partner _____ Date _____

Key theme	Action	To be actioned by	Person(s) Responsible	Measure of success	Action to be completed by	Status	Comments
Support	HISA Staff and Boards to create joint support for HISA officer/student board member to be able to participate in Board meetings	HISA Staff and Boards		Joint support plan and action plan completed	July 2023		
	Student Board Member to utilise the support relevant to their needs	HISA Officer		Officer attending pre-meeting support	October 2023		
Recruitment	Create standardised process and promotional materials for recruiting 2nd Student Board Members	HISA		Process Created Promotional materials created	July 2023		
	Support recruitment of 2nd Student Board members	Boards		2nd student board member recruited	October 2023		
Induction and Training	Student Board Member (s) induction to AP and AP Board	Boards with support from HISA Staff		Induction attended	September 2023		
	Student Board Members to attend relevant training	HISA and Boards		Training attended/undertaken by student board member	June 2024		
	Student Board member to have introductory meetings with Chair/Clerk/other relevant AP Boards	Boards with support from HISA Staff		Introductory meetings held	September 2023		
Relationships, Perceptions and Expectations	Boards to have awareness of HISA, including local team	Boards		Introduction to HISA presentation circulated/delivered to new and existing board members	September 2023		
	Boards to support HISA in providing regular updates to Board	Boards		Deadlines for updates given to student members at start of year Regular communication with HISA and board around updates	June 2024		
	Boards to relay expectations of Student Board members in line with governing guidelines	Board with support from HISA Staff		Expectations document created Expectations given during introductions/training	September 2023		

Appendix Five

Board of Management Action Plan

Relationships, Perceptions and Expectations (Cont.)	Local HISA team and Boards to have an effective and collaborative working relationship	HISA and Boards		HISA officers having effective channel of communication with Chair/Clerk HISA staff having effective channel of communication with Clerk	June 2024		
	HISA to have regular meetings with Boards to discuss Board and relevant student matters	HISA and Board		Meetings set up and attended by both HISA and Board members	September 2023		
Board Meetings	HISA to provide regular updates to Board	HISA Officer with support from HISA Staff		Regular HISA update given at each Board meeting	December 2023		
	HISA to actively engage and participate in Board Meetings	HISA Officer with support from HISA Staff/ Boards		Attendance at meetings by HISA	June 2024		
	Boards to be able to ensure student board members can attend and fully participate in meetings	Boards with support from HISA Staff		Chair and Clerk offering support to student board members Student board member contributions noted	June 2024		

Appendix Six

Feedback from 2022/2023 Cohort

Considering the feedback for this project in academic year 2021/2022 and changes to offices and personal since this time, to ensure the feedback still resonated and the projects outcomes was still appropriate for the organisation, staff and officers were consulted on the first draft of the report.
HISA staff were asked for general feedback on the report and its recommendation alongside any challenges they foresaw at their academic partners in the implementation of the project.

As HISA has a lot of new staff joining the organization since the initial consultation, those newer staff members did not have a lot of firsthand experience with local boards. That being said, all staff were complimentary of the work that went into the report, the recommendations made were reasonable, achievable and could make the project successful as well as benefit all within UHI and how key the relationship with the board secretary could be. Staff also liked the idea of further training, support and development for themselves and officers alongside a standardized process for second student board member recruitment.

Challenges identified by staff included time resources of officers and staff, those on board and how they perceive HISA officers, officers proactively taking any help offered or not being able to engage fully due to other commitments in their role and class attendance. One of the biggest challenges was staff's ability to support officers with preparation for meetings if they were unable to access the paper's for said meetings. Staff were also unsure of the best way to feedback board updates to Student Voice Reps, but did feel that this would be a useful exercise.

Some additional suggestions coming from staff were local staff being able to attend or observe board meetings as a way to help them understand how the meetings worked and to better enable them to support local officers and second student board members. Some staff also suggested that it would be more useful for officers to meet with their staff member as an impartial adviser prior to any meetings.
When HISA officers were asked for their feedback, there were asked within an Executive Committee meeting and for those who either did not give direct feedback during the meeting or where unable to attend, feedback was asked for via email.

For those in attendance at Executive Committee, the responses were that they thought there were a lot of good points made that reflected their own experience, whether a new or returning officer, that this report would go down well at academic partners whether or not a good relationship already existed and it gives more clarity for the student member's role on boards. Officers also liked the idea of reporting local and regional work to boards so they had a better understanding of the role of HISA as an organization and the differences in the work of local and regional officers.

For those who responded via email the responses mirrored those of the officers at Executive Committee, with some officers commenting they were still new to the role and getting to grips with their Boards of Management but that the report was constructive with tangible action points, they agreed with what was written and it had a lot of information that was useful.

Suggestions made by officers included revising officer training so it is accessible for all, including a standardized approach to training around governance, especially for those officers who are elected after Spring Elections, through exploring the use of Brightspace, UHI's Virtual Learning Environment, for this training.

As well as feedback sought within HISA, members of BGPG were kept informed of the progress of the report throughout as this group were instrumental in the research and a way to sense check the recommendations from a board perspective. Feedback from BGPG members included an appreciation for the work that hand been done, that it would be important to distinguish the difference between an officer and a student board member and that an opportunity to develop on what is currently happening across the partnership is appreciated. BGPG members did raise concerns around the delivery of these recommendations due to changes within HISA including officer contracts and the departure of the Chief Executive Officer but, after reassurances from HISA on work being done as well as stressing that this project did not just impact HISA officers but student board members, BGPG members liaised with their individual boards and updated them on the progress of the report, with the aim of sharing the report during Cycle 4 of Board meetings in academic year 2022/2023.

HISA

UHI

HISA is a registered charity (SC046142) and represents the students at the University of the Highlands and Islands.

Highlands & Islands Students' Association,
Centre for Health Sciences, Raigmore Hospital
Old Perth Road, Inverness
IV1 1DY

Board of Management Student Member Action Plan

Academic Partner _____ **Date** _____

Key theme	Action	To be actioned by	Person(s) Responsible	Measure of success	Action to be completed by	Status	Comments
Support	The Students' Association staff and Boards to create joint support for the Association Officer/Student Board member to be able to participate in Board meetings	The Students' Association Staff and Boards		Joint support plan and action plan completed	July 2023	ONGOING	
	Student Board Member to utilise the support relevant to their needs	The Students' Association Officer		Officer attending pre-meeting support	October 2023	ONGOING	
Recruitment	Create standardised process and promotional materials for recruiting 2nd Student Board Members	The Students' Association		Process Created Promotional materials created	July 2023	N/A	N/A at UHI Perth
	Support recruitment of 2nd Student Board members	Boards		2nd student board member recruited	October 2023	N/A	N/A at UHI Perth
Induction and Training	Student Board Member (s) induction to AP and AP Board	Boards with support from the Students' Association Staff		Induction attended	September 2023	COMPLETE	Done in partnership with AVM and Clerk

	Student Board Members to attend relevant training	The Students' Association and Boards		Training attended/undertaken by student board member	June 2024	COMPLETE	Attended CDN training
	Student Board member to have introductory meetings with Chair/Clerk/other relevant AP Boards	Boards with support from the Students' Association staff		Introductory meetings held	September 2023	COMPLETE	Intro meetings set with chair, clerk and SMT as part of officer induction
Relationships, Perceptions and Expectations	Boards to have awareness of the Students' Association, including local team	Boards		Introduction to the Students' Association presentation circulated/delivered to new and existing board members	September 2023	NOT STARTED	
	Boards to support the Students' Association in providing regular updates to Board	Board		Deadlines for updates given to student members at start of year Regular communication with the Students' Association and board around updates	June 2024	COMPLETE	Done by clerk and SA
	Boards to relay expectations of Student Board members in line with governing guidelines	Board with support from the Students' Association staff		Expectations document created Expectations given during introductions/training	September 2023	NOT STARTED	
	Local Association team and Boards to have an effective and collaborative working relationship	The Students' Association and Boards		The Students' Association Officers having effective channel of communication with Chair/Clerk The Students' Association staff having effective channel of communication with Clerk	June 2024	PARTIALLY COMPLETE	Monthly catch ups arranged with Chair/ Clerk introduces self and makes clear support available but nothing formally arranged

	The Students' Association to have regular meetings with Boards to discuss Board and relevant student matters	The Students' Association and Board		Meetings set up and attended by both the Students' Association and Board members	September 2023	COMPLETE	Supported by SA staff in this. Attendance monitored as per all board members and SA emphasise importance of making aware of attendance
Board Meetings	The Students' Association to provide regular updates to Board	The Students' Association Officer with support from Association staff		Regular Association update given at each Board meeting	December 2023	COMPLETE	Updates provided. Rethinking format in line with BoM Project
	The Students' Association to actively engage and participate in Board Meetings	The Students' Association Officer with support from Association Staff/Boards		Attendance at meetings by the Students' Association	June 2024	COMPLETE	Supported by SA staff in this. Attendance monitored as per all board members and SA emphasise importance of making aware of attendance
	Boards to be able to ensure student board members can attend and fully participate in meetings	Boards with support from the Students' Association staff		Chair and Clerk offering support to student board members Student board member contributions noted	June 2024	COMPLETE	Meetings mainly scheduled at times officers can attend (except LEC as in afternoon), most chairs bring in officers

Signed by

_____ **On behalf of** _____ **Board of Management**

_____ **On behalf of the Students' Association Team based at _____**

_____ **On behalf of the Students' Association**

UHI | PERTH

Learner Experience Committee

DRAFT Minutes

Meeting reference: Learner Experience 2023-24/01
Date: Wednesday 6 September 2023
Location: Boardroom (Brahan Room 019)

Members present: Margaret Cook, Principal
Jenny Hamilton, Board Member
Fiona Smith, Student Board Member
David Gourley, Head of Learning & Teaching Enhancement
Robert Boyd, Teaching Staff Member on the Committee
Catherine Etri, Vice Principal (Academic)
Deborah Lally, Head of Student Experience

In attendance: Isobel Syme, PA to Principal and Chief Executive
Colina Wright, Interim Student Voice Manager

Apologies: Patrick O'Donnell, Staff Board Member
Lorenz Cairns, Depute Principal
Rosalind Bryce, Chair of Scholarship & Research Committee
Veronica Lynch, Vice Principal (External)

Chair: **Margaret Cook**
Minute Taker: Isobel Syme
Quorum: 7

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** None	
4.	**Minutes of Meeting held on 26 April 2023** The minutes were approved as being an accurate record of the meeting with the change to wording below. Apologies - Alistair Wylie, Board Member. Mr Wylie had not commenced his term as Board Member on the date of the meeting.	
5.	**Matters Arising from Previous Minutes** N/A	
6	**Strategy and Policy**	
6.1	Policy for Approval – N/A	
7	**Learner Experience**	
7.1	HISA Perth Strategic Update Student Board Member highlighted a number of recent and ongoing activities. Colina Wright is undertaking the Student Voice Manager role on an interim basis. There has been an external refresh with regard to HISA's title. External consultancy took place to appoint a new chief executive officer. A consultative exercise is also taking place regarding all the roles within HISA to ensure the roles are reflective of what is required – ongoing. Coming towards the end of our current strategic plan and will soon start taking forward a new one with achievable targets. Chair queried the staffing complement within Perth as we have had a vacancy for a year. Student Board Member clarified that interviews are taking place next	

DRAFT

	week and multiple candidates had applied. Looking at current capacity within the team and administration support. Vice Principal, Academic queried the involvement of Peredoit in consultation and how this had been managed. Student Board Member confirmed that Peredoit were only involved in the CEO recruitment and that consultation round role changes is being undertaken internally. Board Member advised that a good student service and active student voice would be welcomed and highlighted the difficulties in student engagement at the moment. Board Member advised that there is a lot of good practice within the sector and in other colleges and we could look to "piggy back" on to this. Head of Student Experience queried the next steps with regard to the internal consultation. Student Board Member explained that communications will go out and that an update will be provided to this group at the next meeting.	Student Board Member
7.2	HISA Board Project Committee **NOTED** Paper 2. Student Board Member provided key highlights within the paper and outlined how this project report had been put together and who had been involved. The main output is the Action Plan, making sure we empower the student voice and working with partners. Chair commended on a really good piece of work and agreed that student voices on boards and committees is very important. Board Member put forward the view that trying to keep track of the implementation of the plan might be quite challenging. Student Board Member explained that a lot of the recommendations are being tracked internally and work has already started on this. The plan will be tracked locally by the Assistant Voice Managers. The committee **RECOMMENDED** this paper to the Board.	

DRAFT

7.3	HISA Elections Report 2023 Committee **NOTED** Paper 3. Student Board member talked to some of the main highlights within the paper. The election performance at UHI Perth saw a 1.77% turnout across all modes of study, while turnout across UHI was 2.9%. UHI Perth had the eighth highest turnout per unit of population, of any Academic Partner during the 2023 election. Chair expressed disappointment regarding the resignation of the Education role position and hoped that an election is held as soon as possible to allow us to move on with a full team. Board Member requested information on the roles within HISA UHI. Student Board Member will send information on the current roles and update as required. Interim Student Voice Manager explained that we cannot co-opt members and that it would be beneficial to have second place people rather than having to have a by-election. Head of Student Experience advised that the appendixes information show that voters are declining year by year. It was agreed that we need to see how we can turn this round and what support we can give. It was also agreed that information across the sector would be helpful. Vice Principal Academic suggested that a comparison with the rest of the sector would be really helpful to see where we sit on the Scottish map with regard to engagement and to look at good practice across the sector. Need to drill down into the data. Interim Student Voice Managed explained that network building and sharing information is key. We need to look at how people engage and break down the data with regarding to voting across UHI.	Student Board Member
7.4	Student Funding Update Head of Student Experience provided a verbal update. Numbers are constantly changing at the time – this academic year against last academic year numbers are all on the increase. • Bursary applications – 442 last year/563 this year • EMA applications – 114 last year/168 this year	

DRAFT

	• Child Care – 79 last year/107 this year • FE Hardship applications – 74 last year/118 this year • HE Hardship applications – 67 last year/114 this year EMA applications – students are being encouraged to apply for hardship funds as well. HE hardship funds – we are going to use funds from another pot to start with until we get monies through. Currently two week turn-around for applications to be processed. Daily drop-in dedicated sessions with ticket system are in place. Board Member queried the threshold spoken about. Head of Student Experience explained that the amount of money students can get is capped for EMAs.	
8	**Curriculum**	
8.1	Student Completion and Progression – update Head of Student Experience updated the group. ASOS continues to delay results being processed. We have done our utmost to have no detriment to students. Communication went out to all students. The general message – we would allow progression and then depending on outstanding results we would support as much as possible. There is a weekly return going to the Scottish Government re this who are mostly interested in apprentices and how many have been impacted by this and what the impact has been. This has included pay, promotion, employers, etc. Where we can we are confirming qualifications. Graduation is continuing although this will be slightly different this year in that we will be holding a celebration event rather than a graduation event. Prizegiving event took place in June this year and was very well attended. ASOS is continuing along with strike action. Chair provided clarity with regard to the Graduation event.	
8.2	Student Recruitment Update Head of Student Experience updated on current numbers.	

DRAFT

	First week of teaching for most students. FE is looking reasonable, however numbers can be changeable. It will be the latter part of September before we have more accurate numbers. HE could be better, however this is being worked on and will continue to change. Gaps with both new starts and continuing students. We will continue to look at where we can increase numbers including January starts. It was acknowledged that this is the picture across the sector. Chair explained that HE is a real challenge due to the proximity of other institutions and the fact that other institutions have reduced their entry requirements.	
9	**Committee Minutes** Committee **NOTED** the following minutes: Student Engagement Group – 3 May 2023 – Paper 5 Student Engagement Group – 20 June 2023 – Paper 6	
10	**Date of Next meeting** • Wednesday 15 November 2023, 2 pm	
11	**Review of Meeting** Committee confirmed the business of the meeting had been consistent with the Terms of Reference and **NOTED** Paper 7.	

DRAFT

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

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

Status of Minutes – Open ☑

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

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

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

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

DRAFT

Strategic Development Committee

DRAFT Minutes

Meeting reference: SDC 2023-24/01
Date: Thursday 14 September 2023
Location: Room 019/Online

Members present: Andrew Comrie, Chair
Michael Buchanan, Board Member
Rebecca Bond, HISA Activities and Welfare
Jenny Hamilton, Board Member
Margaret Cook, Principal
John Dare, Staff Board Member
Derek Waugh, Board Member

In attendance: Lorenz Cairns, Depute Principal
Veronica Lynch, Vice Principal Engagement
Iain Wishart, Vice Principal Operations
Catherine Etri, Vice Principal Academic
Isobel Syme, PA to Principal and Chief Executive

Apologies: Fiona Smith, HISA Perth President

Chair: Andrew Comrie
Minute Taker: Isobel Syme
Quorum: 3

Perth College is a registered Scottish charity, number SC021209.

Minutes:

S		Action
1.	**Welcome and Apologies** Chair welcomed all present to the meeting and noted apologies. Chair welcomed Rebecca Bond to the meeting and Rebecca introduced herself to the Committee.	
2.	**Additions to the Agenda** No additions to the agenda.	
3.	**Declaration of Interest in any Agenda Item** None.	
4.	**Minutes of Meeting held on 12 May 2023** The minutes were agreed as being an accurate record of the meeting.	
5.	**Matters Arising from Previous Minutes** 8.1 – ASOS. Vice Principal Academic updated the committee on the impact of ASOS in relation to our Graduation event in October. The Executive Support Team are working very hard to ensure that most students are being given the opportunity to participate in this event. A return has been going back to the Scottish Government mainly around apprentices with regard to ASOS. This is being measured across the country. UHI and Perth have been keeping students as up to date as possible via our website and by emails. Specific queries are being dealt with individually. The ASOS issue has still not been resolved. We have tried to ensure that students are not suffering any detriment. It was **NOTED** that there has been additional workload put on staff with regard to the ASOS issue. 10.1 – Risk Register. Vice Principal Operations explained that the risk around cash is very clear. This will be shown to the Audit Committee in 2 weeks' time. The Risk Appetite Statement was put together by the Board and we will be working on this with the Audit Committee in the Autumn.	

DRAFT

	10.2 – Communications around the consultation process – it was **NOTED** that the process is still underway. Principal updated the committee on progress. A further update will take place at the Board of Management meeting in October. An extraordinary Board meeting may also need to be scheduled in. Staff Board Member requested an update on voluntary severance at the next Board meeting. This was **AGREED**. 10.5 – KPIs – verbal update from Depute Principal. Some visioning is taking place with our SMT looking at the current strategy going forward making sure it is still fit for purpose. Still a very sound strategy in terms of content and context around the sector. A refreshed strategy is currently out to SMT for comment. The KPIs have been truncated. Moving forward after full consultation we will engage with the teams looking at core value and set the KPIs. Student Voice Rep Process – Depute Principal has reviewed this.	Principal
6	**Items for Discussion**	
6.1	**Key Performance Indicators** Staff Board Member asked for clarification regarding staff engagement and how this will be done. Depute Principal explained that core values have already been agreed. Chair noted that any changes would need to go to the Board of Management for approval. It was **AGREED** that the updated Strategic Plan will come to the next meeting. Board Member noted that there is value in getting this back in focus and will provide comfort to staff. Principal explained that KPIs may change, however the strategic objectives may remain.	Depute Principal
6.2	**Discussion around areas of Strategic Development for 2023-24** The Strategic Plan will come back to this meeting in November 2023 Other income streams were discussed in relation to bringing in additional monies.	

DRAFT

	Chair noted that we should also be looking at areas of growth including partnership working and International. Board Member added that the curriculum offer and recruitment issues could also be looked into including areas of specialism and unique selling points. Vice Principal Academic explained that a major constriction on curriculum is UHI. We are constantly engaging with employers and Scottish government priorities. Principal noted that engagement between the Learner Engagement Committee and this committee might be beneficial. It was **AGREED** that we invite some of our academic colleagues (SDDs) to come along to a future joint meeting in cycle 3 of the schedule. Discussion took place regarding partnerships and the constraints on us through UHI and student numbers. Vice Principal External updated the committee on International opportunities going forward. Associate Principal explained that UHI approve our Degree programmes, however some of our FE courses are done through national governing bodies as these are more relevant qualifications to employers. It was agreed that examples of this sort of curriculum development would be included in the future joint meeting of the Learner Engagement Committee and this Committee.	Clerk to the Board
6.3	**Target Operating Model – UHI** It was **NOTED** that this is a confidential item. Principal updated the committee. A meeting took place at the beginning of August with UHI Principals and Chairs to look at how we can move collectively from deficits across UHI of around 20 million pounds. The three specialist institutions were not at this meeting. There was agreement that this deficit is not sustainable. Principals have been tasked with coming up with a new operating model and meetings are taking place every 2 weeks. The future by 2030 may be a single institution option or a collective partnership option. Lots of legislation would need to change with regard to a single merged institution. By November we should have proposals for a new way of working and this will then go to the Scottish Funding Council for discussion.	

DRAFT

	We need to look at a different way of working. A vast amount of our expenditure is in staffing, and we cannot continue as we are – we need to look at making savings and efficiencies. Shared systems and processes are needed across the partnership eg HR and Payroll. Meetings will take place with the Scottish Funding Council in November and January. Board Member noted that he is not surprised they are looking at a radical solution but queried the financial sustainability of the options and what this means for FE. Principal explained that two thirds of UHI is FE and it can be quite challenging re how they engage with FE. Legislative change will also be a challenge with regard to different organisational status. Financial sustainability – we all pay a top slice and then some of this money supports the smaller partners. Our students should not be disadvantaged by this. Board Member noted that he hopes this opinion is shared by the Board. SFC need to fund accordingly. Principal noted that this is a real issue for the college Boards and the Court of UHI. We will continue to argue very hard for fairness and equity across the board. Chair noted that this might influence the political will as the financial models are not working. The quality and recruitment of UHI are not stacking up. Vice Principal Academic noted that there has been a substantial amount of work has gone into this with regard to recruitment. The service the students get in Perth is second to none. It remains very difficult to recruit HE students. Depute Principal reminded the committee that the Board wanted to give UHI 2024 a fighting chance. We need to recruit to make UHI work. UHI Perth makes up a significant part of UHI and it would have a significant impact if we came out of UHI. However noted that there is a very short time to come up with a solution. Chair noted that this is a sub-committee of the Board and the Board need to have a strategic discussion re this. **Recommendation** – this should be referred to the Board for discussion. The full Board may wish to ask this Committee to undertake more detailed work on other options/scenarios arising from the Board.	Clerk to the Board

DRAFT

6.4	**Future Agenda Item – Restructuring Strategic Plan and Alternative Income Sources**	
7	**Date and time of next meeting:** • Thursday 23 November 2023	
8	**Review of Meeting** Committee confirmed the business of the meeting had been compliant with its Terms of Reference.	

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

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

Status of Minutes – Open ☑

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

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

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

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

DRAFT

Finance & Resources Committee

DRAFT Minutes

Meeting reference: F&R2023-24/01
Date: Thursday 28 September 2023 at 5.00pm
Location: Boardroom (Brahan Room 019)/Team

Members present: Andrew Comrie, Interim Chair
Graham Watson, Board Member
Michael Buchanan, Board Member
Margaret Cook, Principal
Rebecca Bond, Student Board Member
Jenni Harrison, Board Member

In attendance: Lorenz Cairns, Depute Principal
Veronica Lynch, Vice Principal (External)
Catherine Etri, Vice Principal (Academic)
Iain Wishart, Vice Principal (Operations)
Isobel Syme, PA to Principal
Katy Lees, Head of HR

Apologies: N/A

Chair: **Andrew Comrie**

Minute Taker: Isobel Syme

Quorum: 4

MINUTES

Item		Action
1.	**Welcome and Apologies** Chair for this meeting welcomed everyone to the meeting.	
2.	**Additions to the Agenda** N/A	
3.	**Declaration of Conflict of Interest in any Agenda Item** None	
4.	**Minutes of Meeting of Finance & Resources Committee, 22 May 2023** The minutes were approved as a true and accurate record of the meeting.	
5.	**Matters Arising from previous minutes: 22 May 2023** 8.1 HR Update – ASOS is still a live issue. 10.1 – Risk Register - this has now been progressed. 10.1 – Risk Appetite – will come to the full Board meeting in October. 10.5 – KPIs – being taken forward. Important to keep this in focus.	Clerk
6	**Strategy**	
6.1	**Financial Sustainability** Principal updated the committee on the vision going forward. We will be a smaller institution, simpler and more streamlined. Communications will be going out tomorrow to all staff and Trade Unions. Open staff meetings are scheduled on a weekly basis. We will continue to try to use voluntary severance as a way of making the savings needed and we will open up voluntary severance again in November. Savings made will be over a longer period of time. Board member noted the need to turn the corner over the next year and deal with the gap between what has already been saved and what might still need to be saved.	

	Board member queried the morale and motivation of staff at this time and how voluntary severance is being perceived. Principal explained that the Scottish government continues to say there is no more money available for pay awards, however there may be potential for a 3-year deal which would still need government support.	
7	**Financial Performance & Budgets**	
7.1	**Perth College Financial Update: Year to 31 July 2023** Vice Principal Operations covered the key points in the Management Book which were: 1. The AOP (cash approximation) was a loss of £(1.1)M. This was better than the expected loss of around £(2.4)M. The expected loss had been helped by EO releasing ESIF funding, to UHI Perth, related to prior years of £1.1M and better than expected profit from AST. 2. As our AOP in the Management is attempting to reflect the cash position it excludes an accrual for exceptional costs related to voluntary severance as this won't be a cash payment until 23/24 and do not represent operating expenses. However, the VS costs will be part of the accounting AOP for 22/23. 3. ASW and the Nursery are still making losses. 4. The national bargaining outcome for 22/23 has been estimated and included in the numbers at around 6% = £1M. 5. UHI Perth closed the year with £1.5M of cash but as noted above we have not yet paid the estimated £1M of national bargaining for 22/23. 6. Now that we are in a new financial cycle we can draw down cash from the SFC. However, (based on current assumption) UHI Perth could still run out of cash by the end of the academic year, if not before, as reorganisation savings to date are not enough to fund UHI Perth through 23/24. A key assumption is that the 22/23 and 23/24 are all paid in 23/24. 7. The VPO reminded the Board that the fall in UHI Perth HE numbers had resulted in a significant fall in our funding level in the last few years. The VOP opened the floor for questions on the management book or any of the comments above. Board member queried the losses in ASW and Nursery. Vice Principal Operation explained that we are capped within a commercial market. Staff costs in the public sector are higher than	

	the private sector. The Nursery have increased prices by 30 – 36% which should allow them to break even in 24/25 and 25/26. ASW are considering a 25% increase which will help with income against costs. Board member queried numbers in the Nursery and the percentage of student's children that attend. Principal explained that the Nursery hugely benefits the small amount of students who use this facility against running costs. Interim Chair queried the budget setting in academic areas with regard to how realistic this is. Principal responded informing that the proportion of staff costs are significantly higher in UHI than other HE organisations. Vice Principal Operations noted that profitability by course level is being worked on and this work is ongoing. UHI HE levels are reducing overall, however Perth met FE targets and will hopefully make our revised targets overall. Perth has increased their HE provision compared to last year and there should be recognition of the hard work that has gone into this. Degrees and post graduate provision discussed with regard to potential development. Vice Principal Academic noted that there is very clear changes in trends. Our core curriculum is HNCs and HNDs. SDDs and Vice Principal Operations will continue to look at developments and what might need to be stopped. Depute Principal noted that many colleges within the partnership are unviable re HE. Vision is lacking at EO level. Principal further added that collectively two thirds of UHI provision is FE. The curriculum review did not make the level of change that is needed. This continues to be a challenging environment.	
7.2	**UHI Financial Outlook** International growth projections – Vice Principal External highlighted key areas of the presentation to the committee. Working on the strategy development 23/24 to 27/28. These are UHI Perth projections, however we are working with UHI colleagues. TNE provision as well as on-campus provision and a pipeline of opportunities are being developed. Looking at current provision and projections as well as emerging markets. A more streamlined admissions process is also being worked on. Student	

	accommodation is an issue – we need to look at this. International is an area that we will be requesting investment in going forward - 150 to 250K. Board Member queried the number of students on campus against remote delivery and these assumptions with regard to long term capital investment. Vice Principal External explained that there are courses on-line - mainly master programmes. Courses such as Aircraft Engineering will be mainly face to face. Assumptions made are mainly face to face. Perth will be working on the building of the international partnerships. Interim Chair noted that it may be helpful to have a joint meeting to further discuss this and that financial modelling may be helpful with regard to how the monies are split across UHI and Perth. Vice Principal External explained that AST projections are not included in these figures and that financial modelling is still being worked on. New courses and new countries, including high risk countries discussed. High risk countries are from a UKVI perspective where it is harder to get visas. Vice Principal Operations presented the Latest Forecast modelling highlighting key areas. 1. Based on current reorganisation saving levels, and the assumptions contained in the model, it looks like it will take two years to move to a position of having 1 month of cash by the end of 25/26 and the UHI Perth will need cash support from EO sometime during 23/24. 2. It is recommended that the savings required in 24/25 need to be worked out in 23/24 and be in place by 1 August 2024. 3. The staff cost savings achieved for 23/24 were shown by month and it was indicated that savings were phased depending on when staff would leave the college. It was also noted that all savings were from VS, positions not backfilled in 22/23 or a reduction in temporary staff requirements from efficiencies. 4. The staff cost savings noted at 3 above amount to £1.8M in 23/24. The full year value of these savings i.e. unphased is £2.3M. This full amount of saving would be seen in 24/25 and beyond. 5. The model also includes an assumed non-staff saving of £587K. This is related to campus restructure and catering savings. 6. The VPO also noted that the model shows that despite opening 23/24 with £1.5M of cash that we are likely to end 23/24 (using the assumptions in the model) at a cash	

	overdrawn position of £(1.7)M. Key assumption are that UHI Perth makes an operating cash loss of £(1.3)M, we still have to pay the national bargaining outcome for 22/23 in 23/24 and that we have to fund the cost of VS. 7. The various assumptions in the model were shown and it was noted that the staff cost increases were based on the current offer from the sector. The VOP opened the discussion on the forecast to the wider Board. Board member noted that this is a sector wide issue. Board member agreed, however reiterated that we need to look at the financial sustainability of the College. Principal highlighted that this is being discussed with various people including local MPs/MSP, government ministers, etc. Lots of work going on. This is happening across the sector. Clawback discussed with regard to UHI. Currently 2 million sitting at EO – this may be going back to the Scottish Funding Council. Principal explained that every other college has been paid for their delivery and there will be no clawback for them. However UHI has been treated differently. Board member queried whether a surplus could be built up in the future to help this situation. Principal explained that we cannot retain surpluses and that they have to be moved to an ALF.	
8	**AST**	
8.1	**AST Budget & Business Plan 2023/24** Vice Principal External spoke to the paper, which provides an update to the paper of May 2023, highlighting key areas to the committee. Board member noted that AST management have done a really good job and highlighted some specific areas including income achievement and growth in delivery. Depute Principal raised the issue of investment in this area against what is happening in other areas within the College and this was discussed with committee members. Principal provided information relating to AST profits and Gift Aid which has been used in the past to help the College. The Board	

	agreed 2 years ago to allow AST to keep their profits. Board member agreed that a strategic decision was made to invest in AST and this was agreed by the Board. It was **AGREED** that AST will continue to invest their profits, however this will be kept under review. The paper was **AGREED**.	
9	**Estates**	
9.1	**Estates Update** Depute Principal talked to the paper provided. The paper was **NOTED**. Principal provided a summary of discussions that took place with P&KC this week regarding possible campus developments. Discussions are on-going. Board member queried where we are with the work undertaken by Faithfull and Gould. Depute Principal explained that this is currently paused. Interim Chair noted that a paper on Estates and Sustainability would be helpful at the next meeting.	Clerk
10	**Human Resources**	
10.1	**HR Update** Head of HR provided information on additional items to the paper: • AST – now on UKVI licence. • HR system – APUC framework – end of November/December. • EO strikes – this may impact on Perth • Stress Management Survey – this will be held in January 2024. The paper was **NOTED**.	
11	**Committee Meetings** The following Committee Minutes were **NOTED**: • EDIT Committee – 21 June 2023 • Staff Engagement Group – 11 May 2023	

12	**AOB** Audit timings may have to be moved due to the new provider and this might impact on the accounts being ready in time.	
13	**Date and Time of Next Meeting** **Thursday 7 December 2023 at 5 pm**	
14	**Review of Meeting** (Committee to check against the Terms of Reference to ensure all competent business has been covered)	

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

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

Status of Minutes – Open ☑

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

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

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

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

UHI | PERTH

Audit Committee

DRAFT Minutes

Meeting reference: Audit 2023-24/01
Date: Wednesday 4 October 2023
Location: Boardroom (Brahan Room 019)

Members present: Jim Crooks, Board Member
Derek Waugh, Board Member
Alistair Wylie, Board Member
Patrick O'Donnell, Staff Board Member
Debbie McIlwraith-Cameron, Board Member

In attendance: Lorenz Cairns, Depute Principal
Iain Wishart, Vice Principal (Operations)
Veronica Lynch, Vice Principal (External)
Katy Lees, Head of HR & Organisational Development
David Archibald, Henderson Loggie, Internal Auditor
Isobel Syme, PA to Principal

Apologies: Pat Kenny, Deloitte, External Auditor
Kirsty Hair, Deloitte, External Auditor
Margaret Cook, Principal
Fiona Smith, HISA President

Chair: **Jim Crooks (left at 6 pm)**
Derek Waugh (from 6 pm)

Minute Taker: Isobel Syme

Quorum: 3

MINUTES

Item	Bo	Action
1.	**Welcome and Apologies** Chair welcomed those present and noted apologies.	
2.	**Additions to the Agenda** None received.	
3.	**Declaration of Conflict of Interest in any Agenda Item** None	
4.	**Minutes of the meeting of Audit Committee held on 30 May 2023** The minutes were agreed as being an accurate record of the meeting.	
5.	**Actions arising from previous minutes** **All covered in the meeting.**	
6.1	**Annual Health and Safety Report** Head of HR and OD presented the Annual Health and Safety Report which covers the last financial year. Chair noted the amount of information provided and asked about the impact of stress on staff both internal and external during these challenging times. Head of HR and OD responded that we are doing what we can to mitigate this as much as possible. Chair asked if there had been an increase in self-referrals. Head of HR and OD responded that there had been no significant changes in the numbers. Chair acknowledged that this is a difficult time for staff. Head of HR and OD noted that short term sickness is higher than usual. The Riddor reportable target is currently zero and this will need to be amended. Any minor hospital visits re students need to be reported as students are classed as members of the public. Board member queried an action plan for Rural Skills.	

	Head of HR and OD clarified that every area has an action plan and audit. Priority 1 comes to the SMT and the Health Safety and Welfare Adviser will review all high risk areas. Board member noted the quarterly statistics on pages 33 – 34. The third quarter has higher numbers. Chair noted that there is higher occupational risks in certain areas eg Hairdressing. Chair noted that the number of sick days are down. Head of HR and OD clarified that some of this is down to hybrid working and presenteeism. This is known due to other indicators eg stress. Our figures are still slightly higher than other colleges. Chair noted that referrals to Rowan might be interesting going forward re numbers. This is an excellent provision for staff. Very comprehensive report and by and large encouraging. Mandatory training is reasonable. Commended all concerned in maintaining a good culture of health and wellbeing.	
6.2	**Revised Terms of Reference – Health and Safety Committee** Head of HR and OD highlighted the main change which is the change of Chair – now the Head of Estates. This was NOTED. The Board Member on the Health and Safety Committee is taking part in training. AST member (invited member) always attends.	
7	**Strategy – no items for this meeting**	
8	**Enterprise Risk Management Report and Strategic Risk Register** Enterprise Risk Management Report and Strategic Risk Register update - Vice Principal Operations reported on the main highlights of the general overview paper. Progress slower than liked due to various factors including holidays, Action Short of a Strike, the HISA Team and the restructuring process, however there has been progress with regard to some controls now being 100% complete, a further 6 Audit points have now been completed and the Risk Management and Business Continuity Team have made considerable progress notably the Project and Planning Officer.	

	There has been a redesign of our risk strategies from the original 3: Strategic Risk, Significant Risk and Project Risk to Academic, Compliance, Financial, Operational, Reputational and Strategic. Risk Management will be added to an SMT meeting each quarter and the SMT will work with the Risk Management Team to prioritise and speed up the implementation of controls. Chair noted the increased clarity on strategic risks and to have them categorised in this way is good. Moving towards a solid state would be good – prologue on ERM fully embedded. Helps towards focussing work and the closer scrutiny from SMT is very helpful. Board member noted that he is totally supportive of these changes. Board member queried who will be leading this work when Vice Principal Operations leaves. Vice Principal Operations clarified that his post will be recruited to and that the Project and Planning Officer will be undertaking some qualifications in this area and will continue to support. Board member commended the work that has been done and queried how the risks within the categories will this be reviewed. Vice Principal Operations explained that the Dashboard is currently being developed with a traffic light system and it will be part of the ERM philosophy to keep checking these. The original document may disappear by the next meeting. All risks will go in front of SMT. Risk Management Dashboard to be in place for the next meeting. The Committee **APPROVED** the Risk Management Dashboard as a way of reviewing controls and their effectiveness. Internal Auditor commented that the monitoring and review is very helpful. Visually giving information to the Board. Positive confirmation.	Vice Principal Operations
9.1	**Procurement/Creditors/Purchasing Audit Report** Internal Auditor informed that rather than looking at procurement as a stand-alone item, this was looked at overall in conjunction with purchasing. Chunky report looking at a number of areas including strengths and weaknesses. Recommendations – some of these are procedural and systems along with some legacy issues. Need a review of the delegated authorities and a tightening up of the process for the Board to formally approve expenditure eg the	

	expenditure on the hair salon. Board member queried this fundamental part of the process and the grading at green. May need an action that is more focussed. Internal Auditor explained the mechanism in Bluqube for this and how to record within the system. Vice Principal Operations will look through this process and come back to the next meeting with an overview. Committee NOTED the information provided.	Vice Principal Operations
9.2	**Data Protection Audit Report** Internal Auditor provided some context to the report and the policy and procedural framework as well as the overall governance, building on all the hard work that has already been done. Recommendations include training on how to report data breaches, SARs, data retention and general data protection. A data protection compliance monitoring procedure and audit plan to be developed which reflects and builds upon existing practices. Committee NOTED Paper 6	
9.3	**Business Continuity Audit Report** Internal Auditor noted that this is focussing on work that has already been done in this area eg business critical areas. The IT business continuity plan grade discussed with regard to priority. Strengths and weaknesses noted and thanks given to staff at UHI Perth who helped with this report. The report was NOTED by Committee.	
9.4	**Internal Audit Strategic Plan – update** Committee NOTED Paper 8.	
10	**Freedom of Information and Data Protection quarterly update** Committee NOTED the information provided.	
11	**Health and Safety Committee – 11 May 2023** Paper 10 was NOTED.	
12	**Date & Time of Next Meeting**	

	• Thursday 7 December 2023 at 6 pm	
13	**Review of Meeting** Committee confirmed that the meeting had been conducted in line with its Terms of Reference.	

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

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

Status of Minutes – Open ☑

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

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

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

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

BOARD OF MANAGEMENT – TERMS OF REFERENCE

Membership Paper 8

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

In attendance
Depute Principal
Vice Principal (Academic)
Vice Principal (External)
Vice Principal (Operations)

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

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

Terms of Reference

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

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

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

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

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

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

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

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