

Board of Management

Agenda

Meeting reference: Board 2023-24/04
Date: Thursday 06 June 2024 at 1.00pm
Location: Boardroom (Braham Room 019)
Purpose: Scheduled meeting

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

	Agenda Items	Author	Led by	Paper
1	Welcome and Apologies		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 28 March 2024	Clerk	Chair	Paper 1
*5	Actions arising from previous minutes		Chair	Verbal
6	Standing & Additional Reports			
6.1	Education Scotland Progress Report	Education Scotland	Principal	Paper 2
6.2	Chair's Report		Chair	Verbal
6.3	Principal's Report	Principal	Principal	Paper 3
6.4	UHI Target Operating Model – Update		Principal	Verbal
6.5	Your Students' Association Report	YSA Perth	YSA Perth	Paper 4
7	Items for Approval/Endorsement			
*7.1	UHI Perth Sustainability Project – Proposals For Change	Principal	Principal	Paper 5
*7.2	Election of Vice Chair of Board of Management		Clerk	Paper 6
*7.2	Your Students' Association Board Of Management Project – Local Action Plan	YSA Perth	Clerk	Paper 7

UHI Perth is a registered Scottish charity, number SC021209

We will act with integrity in everything we do

Student Centred + Innovative + Ambitious + Respectful + Inclusive + Collaborative

	Agenda Items	Author	Led by	Paper
*7.3	2024/25 Board & Committee Meeting Schedule	Clerk	Clerk	Paper 8
8	Audits & Financial Reporting			
8.1	Perth College Management Accounts to 30 April 2024 & Financial Outlook	Depute Principal (Operations)	Depute Principal (Operations)	Paper 9
9	Compliance, Risk & Performance Monitoring			
9.1	Balanced Scorecard	Depute Principal	Depute Principal	Paper 10
9.2	Annual Report of Safeguarding	Head of Student Experience	Depute Principal	Paper 11
9.3	HISA Elections Report 2024	HISA Head of Student Engagement & Representation	YSA Perth	Paper 12
10	Standing Committee Summaries			
10.1	Chairs' Committee – 18 April 2024	Chair - BoM	Chair - BoM	Paper 13a
10.2	Learner Experience Committee – 24 April 2024	Chair – Learner Experience	Chair – Learner Experience	Paper 13b
10.3	AST Board – 02 May 2024	Chair – AST	Chair – AST	Paper 13c
10.4	Finance & Resources Committee – 16 May 2024	Chair – F&R	Chair – F&R	Paper 13d
10.5	Strategic Development Committee – 22 May 2024	Chair – Strategic Development	Chair – Strategic Development	Paper 13e
10.6	Audit Committee – 28 May 2024	Chair – Audit	Chair – Audit	Paper 13f
11	Date & Time of Next Meeting • Tuesday 29 October 2024, 5:00pm	Clerk		
*12	Review of meeting (Committee to check against the Terms of Reference to ensure all competent business has been covered)		Chair	Paper 14

Board of Management

DRAFT Minutes

Meeting reference: Board 2023-24/03

Date and time: Thursday 28 March 2024 at 5.00pm

Location: Boardroom (Braham Room 019)

Members present: Graham Watson, Chair, Board of Management
Michael Buchanan, Chair, Finance & Resources Committee
Jenny Hamilton, Chair, Strategic Development Committee
Mary Fraser, Board Member
Jenni Harrison, Board Member
Chris Lusk, Board Member
Elaine Piggott, Board Member
Ian Robotham, Board Member
Derek Waugh, Board Member
Alistair Wylie, Board Member
Margaret Cook, Principal & Chief Executive
John Dare, Staff Board Member
Patrick O'Donnell, Staff Board Member
Ronnie Dewar, Trade Union Board Member
Winston Flynn, Trade Union Board Member

In attendance: Alastair MacColl, Chair UHI Court (Observer – until Item xx)
Lorenz Cairns, Depute Principal
Lynn Murray, Depute Principal (Operations)
Veronica Lynch, Vice Principal (External)
Ian McCartney, Clerk to the Board of Management

Apologies: Jim Crooks, Chair, Audit Committee
Debbie McIlwraith-Cameron, Board Member
Fiona Smith, Student Board Member
Rebecca Bond, Student Board Member
Catherine Etri, Vice Principal (Academic)

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

UHI Perth is a registered Scottish charity, number SC021209

We will act with integrity in everything we do

Student Centred + Innovative + Ambitious + Respectful + Inclusive + Collaborative

Current Action Log

Initial Meeting date	Topic	Action	Owner
17 October 2023	Development Trust	Board to receive process update re winding up of Development Trust	Vice Principal (External)
14 December 2023	Approval of Accounts	Extraordinary Board meeting to be organised early in 2024 to scrutinise and approve Financial Statements & Audited Accounts	Clerk

MINUTES

Item		Action																
1.	<p>Welcome and Apologies</p> <p>Chair welcomed new Members to the meeting and introductions were made.</p> <p>Chair noted this meeting was the last Board meeting for John Dare following several years as a Staff Board Member. Chair thanked John for his service and commitment.</p> <p>Chair introduced Lynn Murray, new Depute Principal (Operations) to her first Board meeting.</p>																	
2.	<p>Additions to the Agenda</p> <p>An update on the Development Trust would be added as Item 9.2.</p>																	
3.	<p>Declaration of Interest in any Agenda Item</p> <p>There were no Declarations of Interest noted.</p>																	
4.	<p>Minutes of Board of Management meeting, 14 December 2023</p> <p>The minutes were APPROVED as an accurate record of the meeting.</p>																	
5.	<p>Matters Arising</p> <table><tr><th>Initial Meeting date</th><th>Topic</th><th>Action</th><th>Status</th></tr><tr><td>17/10/2023</td><td>Risk Appetite</td><td>Risk Appetite to be reviewed in Cycle 3 and presented to March Board</td><td>Complete (on agenda)</td></tr><tr><td>17/10/2023</td><td>Development Trust</td><td>Board to receive process update re winding up of Development Trust</td><td>Ongoing</td></tr><tr><td>14/12/2023</td><td>Balanced Scorecard</td><td>Board to receive a summary of key challenges in achieving KPIs in Cycle 3</td><td>Complete (on agenda)</td></tr></table>	Initial Meeting date	Topic	Action	Status	17/10/2023	Risk Appetite	Risk Appetite to be reviewed in Cycle 3 and presented to March Board	Complete (on agenda)	17/10/2023	Development Trust	Board to receive process update re winding up of Development Trust	Ongoing	14/12/2023	Balanced Scorecard	Board to receive a summary of key challenges in achieving KPIs in Cycle 3	Complete (on agenda)	
Initial Meeting date	Topic	Action	Status															
17/10/2023	Risk Appetite	Risk Appetite to be reviewed in Cycle 3 and presented to March Board	Complete (on agenda)															
17/10/2023	Development Trust	Board to receive process update re winding up of Development Trust	Ongoing															
14/12/2023	Balanced Scorecard	Board to receive a summary of key challenges in achieving KPIs in Cycle 3	Complete (on agenda)															

	14/12/2023	Approval of Accounts	Extraordinary Board meeting to be organised early in 2024 to scrutinise and approve Financial Statements & Audited Accounts	Ongoing	
6.1	Chair's Report <p>Chair provided verbal update, noting the successful outcome of the recent Independent Board Member recruitment process.</p> <p>Chair noted that work was continuing behind the scenes to move various Target Operating Model workstreams forward. There is clear recognition that change is required and support for seeking ways towards a viable single organisation capable of surviving in a challenging environment.</p> <p>Chair advised, however, that concerns remain around the timetable for change, and around Boards' comfort on the detail as well as the concept. Chair stressed that Boards will not be pressganged into a new UHI model unless all can buy into it.</p> <p>Chair further noted that the local restructuring exercise was ongoing as UHI Perth needs to get its own house in order before any merger can take place.</p> <p>Chair advised that the UHI project management team had issued a Framework Document for progress but this was yet to be populated and it was clear there was an enormous amount of work required to generate a robust Outline Business Case that can be brought before the Board. While there was a focus on shared services, governance and strategy, the elephant in the room remains the costs of running Executive Office, and the workstream reporting on this area did not reach a full outcome on this area. This may be addressed within the Outline Business Case, however not delivering savings and reducing the cost base to the Academic Partners will be problematic in getting the Target Operating Model approved.</p> <p>Chair stressed that, in relation to the Outline Business Case, the key is to bring the SFC on board as there will be a need for legislative change around the governance structures within UHI, therefore Boards will likely need to work with interim arrangements, which presents challenges around Going Concern, among other areas.</p> <p>Chair summarised that there is support for change while recognising there is a challenging timescale and any changes proposed need to</p>				

	<p>include clear proposals around change within Executive Office. Moreover, UHI Perth needs to get its own house in order first even if this results in delay to the UHI restructure.</p> <p>Chair invited the Chair of UHI Court to address the points raised.</p> <p>Chair UHI Court agreed with much that had been said, but didn't agree that the process had been top-down from UHI due to the involvement of the AP Principals throughout the process. Chair UHI Court also agreed that there were difficult challenges, however argues that the Chair's assessment was quite bleak.</p> <p>Chair UHI Court advised that the OBC was scheduled to be submitted to SFC at the end of May, and would include an options appraisal, an impact assessment and outline costs. It is these expected that this would trigger a process of due diligence with proposals around governance structures and a critical appraisal process and consultation with individual Boards prior to a Full Business Case being presented.</p> <p>Chair UHI Court stressed that Government Ministers had been apprised of the process and there was clear agreement that more of every pound of funding needs go to improving the student experience, however this needs every part of UHI working together over the next 18 months or so to arrive at a UHI that is in shape for the future.</p> <p>Staff Board Member queried the timeline for the OBC, noting that there was signposting but no detail as yet, and sought reassurance that there would be ample time to scrutinise and is there therefore a danger that any decision may be rushed. Chair UHI Court acknowledged the challenging timescale but the financial position demands change as does the government, and there was confidence that the OBC would be ready by the end of May. Chair UHI Court explained that there would be 12 weeks to prepare a Full Business Case following the OBC but the OBC gets UHI far enough down the road for sponsors to consider transition funding for the next stage.</p> <p>Chair sought clarification on where the interim funding would be coming from. Chair UHI Court advised that work will be proceeding around extracting a dividend from organisational savings therefore the funding would be from internal sources, soft loans and support from SFC.</p> <p>Board Member queried that, as decisions were being made around offerings. What is being done to ensure that one decision being made locally doesn't impact on other parts of UHI. Chair UHI Court agreed that it will be challenging to co-ordinate this properly therefore decisions need to be made quickly while accepting there will be a messy period.</p>	
--	---	--

	<p>Board Member expressed nervousness around the transition process as this will require some heavy lifting in terms of resources at a time when dedicated resources are being pulled out of the business. Chair UHI Court acknowledged that, while local Bords may not be seeing a lot of the detail as yet, there is a clear shape beginning to emerge which it is hoped will provide a good basis to start making decisions, and a roadmap even if final solutions are not available at an early stage.</p> <p>Trade Union Board Member noted concern around what UHI is giving back to the APs, and lowering the top-slice would help ease some of this strain. Chair UHI Court advised that, by defining a new model, there would be no such thing as the top-slice, but this needs to be looked at over the months ahead.</p> <p>Depute Principal noted that the quality of the product is key and that the danger of a “messy” time as alluded to is that there is a risk that students leave which fundamentally damages reputation; there is a need to protect the product and to do this the right people need to be in the right place. Chair UHI Court sought to clarify that the “messy” period will be one where APs will be making local curriculum decisions, but UHI is looking to provide the most coherent approach in the interim until a fully-aligned provision is deliverable.</p> <p>Board Member noted that a restructure usually means taking cost out of the business, however UHI is not a standard university and has always had a core purpose beyond a purely academic one, therefore there is a need to protect broader issues such as cultural/language courses that may be deemed economically non-viable, which doesn’t align with taking costs out. Chair followed this position up by querying how and why UHI Perth would be responsible to assist in funding such activities.</p> <p>Chair UHI Court agreed with the statement, and advised that there was no question that UHI would abandon its social and cultural mission around rural areas as there is a degree of subsidy built in and there is no appetite within UHI to move away from the funding mission.</p> <p>Chair UHI Court concluded that Board had made clear their nervousness around timescale and detail, however it is good to see the college so heavily involved in taking the challenge head-on to enable the partnership to get to a Business Case position.</p>	
6.2	<p>Principal’s Report</p> <p>Principal summarised Paper 2, adding that the FE Funding Letter had been received from SFC today, however the HE Funding Letter was still to arrive.</p>	

	<p>Principal advised that sector funding was down 4.8% for next year (amounting to £37m) which is not what Principals were given to understand over the last few weeks, as flat-cash for teaching had been the previous position.</p> <p>Principal noted that the Workstreams haven't built this into their consideration and the specifics of the financial impact of the funding letter will require to be examined by the Regional Strategic Body before filtering down to local levels. Principal advised that there was no visibility of the HE Funding Letter, and it may be a few weeks before this arrives.</p> <p>Principal noted the ongoing industrial action and the impacts these were likely to have in the coming weeks, particularly around Action Short of Strike.</p> <p>Principal expressed disappointment at the voter turnout in the recent HISA elections, and noted the lack of Student Board Members in attendance.</p> <p>Paper 2 was NOTED by the Board.</p>	
6.3.	<p>UHI Target Operating Model - update</p> <p>Committee agreed that this item had been covered in some detail under Item 6.1.</p>	
6.4	<p>UHI Perth Sustainability Project – Workstream Updates</p> <p>Vice Principal (External) provided a verbal update on the Sustainability Project, noting the that the overall aim of the Project was to achieve a balanced budget by the end of Financial Year 2024/25, which has required working on the basis of £4m - £4.5m in costs out or cash in. Vice Principal (External) noted that the 4.8% funding cut in FE effectively adds another £1m to that target.</p> <p>Vice Principal (External) noted that the carious Workstreams had been operating since November 2023, and a detailed update on some of the work done in these areas had been provided to the recent joint meetings of Strategic Development and Finance & Resources Committees.</p> <p>Vice Principal (External) advised that, as of today, all initial recommendations to the Workstreams had now been submitted and work commences tomorrow to begin working through these with the Perth Leadership Group and Senior Leadership Team, which would include a “sense check” process.</p> <p>Vice Principal (External) advised that a proposed draft for Trade</p>	

	<p>Union consultation would be pulled together by 17th April, with this being shared with staff at the start of the formal Consultation process a week later, all with a view to having new structures in place by 1st August 2024. Board would be presented with proposals at the June Board meeting.</p> <p>Board Member queried whether there would be an opportunity for earlier sight of the recommendations. Principal advised that the Board approve the outcomes as opposed to the input around staff aspects, and that there is a legal position around the Trade Union consulting process to ensure they are given extra time for scrutiny, therefore there is no opportunity to provide Board with the details any earlier than when staff receive these details at the start of the formal Consultation process.</p> <p>Vice Principal (External) noted that there were continuing discussions with PLG to achieve the required savings, and that where possible this would be aligned with the UHI 2030 Strategy, as well as taking cognisance of whether the delivery model would be impacted by the ongoing EO restructuring process.</p> <p>Board thanked Vice Principal (External) for the update.</p>	
6.5	<p>Your Students' Association Report</p> <p>Paper 3 was NOTED by the Board.</p> <p>Board Member expressed concern over the lack of student presence at the Board and other Committee meetings as there is a need for the student voice to be heard, particularly at this challenging time. This would be explored within the regular meetings with HISA representatives.</p> <p>Board Member noted the potential for conflict of interest should the incoming HISA Perth President take up membership of the Board. Clerk advised Board of the processes undertaken to ensure appropriate governance, and this would be given appropriate scrutiny.</p>	
7.1	<p>HR & Payroll System</p> <p>Principal introduced Paper 4, noting that 4 Academic Partners were now signed up for the collective purchase, which was being led by UHI Perth and included a staff resource.</p> <p>Principal advised that an absolute cost was not yet available, however indications were that the system was likely to generate a saving of £0.5m across the partnership,</p> <p>Principal noted that Finance & Resources Committee had endorsed the proposal, and the project represented and good example of how</p>	

	<p>UHI partners can work collectively within a shared service framework.</p> <p>Chair sought clarification that the proposal was attractive from a strictly UHI Perth point of view. Principal confirmed this was the case.</p> <p>Board Member queried whether consideration had been given to the change management required re processing for the new system. Principal advised that the teams were very conscious around systems and processes being robust to allow other Academic Partners to join when ready.</p> <p>Board Member queried what the end date would be for the project. Principal noted this was staggered depending on local needs/contracts, however UHI Perth was looking at an end November completion date, although this is a challenging timeline.</p> <p>Paper 4 was APPROVED by the Board.</p>	
7.2	<p>Risk Appetite Review</p> <p>Chair Audit presented Paper 5, which followed on from previous discussion around the Enterprise Risk Management model showing a lack of alignment between actual risk and the Board Risk Appetite.</p> <p>Chair Audit noted that when Risk Appetite levels were breached, this would trigger a report being escalated to Board level.</p> <p>Board APPROVED Paper 5.</p>	
8.1	<p>UHI Perth Management Accounts to 31 January 2024 & Financial Outlook</p> <p>Depute Principal (Operations) presented Paper 6, which presented a high-level detail of the current position, and had been previously scrutinised at Finance & Resources Committee,</p> <p>Board NOTED Paper 6.</p> <p>Depute Principal (Operations) provided an update on the status of the External Audit of Accounts for 2022/23, noting that these were still not in a position to be tabled.</p> <p>Depute Principal (Operations) noted that Audit Scotland want to be assured that triennial assumptions used for pensions liabilities were aligned correctly, which requires the Actuary to confirm that nothing had changed from the previous assumptions which would then allow the accounts to be prepared for signing off. While progress was being made in this regard, there was also a need to convert the funding valuation to an accounting valuation, and to then ascertain</p>	

	<p>whether there is a material difference to report.</p> <p>Depute Principal (Operations) noted that Audit Committee had strongly expressed its unhappiness with both the delays and the inability to received a definitive timeline on when the Annual Accounts would be ready for signing off, and the Interim Finance Director at EO had been contacted to request that the UHI Principal write to Audit Scotland to follow the matter up. Feedback was being collated from other APs prior to this letter being issued.</p> <p>Depute Principal (Operations) further noted that, should the Accounts not be signed off by the end of April, the Office of the Scottish Charity Regulator will highlight that the statutory deadline has been missed and there are some reputational risks surrounding this.</p> <p>Chair queried whether there was any clarity that there would be no liability for the Board in this matter as the issue is beyond Board's control. Board Member also suggested taking legal advice on the matter. Depute Principal (Operations) advised that legal advice was being taken via EO and this would be reported back.</p> <p>Principal advised Board that the Auditor General had been critical of the External Auditor while being understanding of the issues across the Audit landscape.</p>	
8.2	<p>Financial Forecast Return – Mid-Year 2023/24</p> <p>Depute Principal (Operations) presented a high-level summary of information to be presented to SFC re mid-year forecasts. Depute Principal (Operations) noted that there would require to be reconciliation between FFR and UHI Perth's Management Accounts.</p>	
9.1	<p>Summary of Key Challenges re KPIs</p> <p>Depute Principal presented Paper 7, noting the impact that the focus on work around the Workstreams had had on collating KPIs.</p> <p>Depute Principal advised that the KPI document would be updated once the impact of the Workstreams was better known.</p> <p>Board Member thanked Depute Principal for flagging up the issues but expressed concern over diluting the KPIs going forward as some may be achieved with less resource and others that miss target can still be reported. Depute Principal advised that there was no assumption that KPIs would be diluted but if the outcome of the Workstreams required significant change this would come back to Board for discussion.</p> <p>Board NOTED Paper 7.</p>	

9.2	<p>Development Trust</p> <p>Vice Principal (External) provided an update on the winding up of the Development Trust, noting that a meeting had been arranged with the Trustees to sign off accounts and provide guidance on the process of dissolution. The process may take up to 6-8 months to be concluded.</p> <p>Vice Principal (External) advised that UHI had attended the meeting with the Trustees as they will be providing central resource for such funding in the future.</p> <p>Progress will continue to be reported to the Board.</p>	
10.	<p>Standing Committee Summaries</p> <p>Board received summaries from the Chairs of each Standing Committee and NOTED the following minutes:</p> <ul style="list-style-type: none"> • Chairs Committee – 07 February 2024 • Learner Experience Committee – 21 February 2024* • AST Board – 28 February 2024 • Strategic Development Committee – 07 March 2024 • Joint meeting of Strategic Development and Finance & Resources Committee – 07 March 2024 • Finance and Resources Committee – 07 March 2024 • Audit Committee – 19 March 2024 <p>*(full minutes provided rather than summary)</p>	
11.	<p>Date & Time of Next Meeting</p> <ul style="list-style-type: none"> • Thursday 06 June 2024 @ 1:00pm <p>Board were advised that an Extraordinary Board may be required around approval of Annual Accounts and External Audit.</p>	
12.	<p>Review of Meeting</p> <p>Board confirmed that the meeting had been conducted in line with the Terms of Reference.</p>	

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

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

Status of Minutes – Open ☒

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

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

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

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

Committee Cover Sheet

Paper No. 2

Name of Committee	Board of Management
Subject	HM Inspectors letter & report from Annual Engagement Visit
Date of Committee meeting	06/06/2024
Author	Joe Mulholland, HM Inspector
Date paper prepared	16/04/2024
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Paper includes summary letter and full Visit Report from HM Inspectors. Annual Engagement Visit, February 2024
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	Previously presented to Learner Experience Committee, April 2024
Action requested	<input checked="" type="checkbox"/> For information <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input type="checkbox"/> For approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	Click or tap here to enter text.

Committee Cover Sheet

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

Committee Cover Sheet**Freedom of Information**

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

Please select a justification from the list, below:

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

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

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

and

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

23 April 2024

Dr Margaret Cook
Principal and Chief Executive
UHI Perth
Dear Dr Cook,

A team of HM Inspectors from Education Scotland visited UHI Perth in February 2024 to undertake an Annual Engagement Visit. During our visit, we talked to learners, staff and stakeholders, and worked closely with the senior managers.

The team found the following major strengths in the college's work:

Learner progress and outcomes

The rate of successful completion for learners on full-time further education (FE) programmes has been consistently above sector average for the last five years. The majority of curriculum areas have successful learner completion rates above the sector norm for full-time FE programmes. The successful completion rate for learners on part-time FE programmes has declined significantly in the past year and is lower than the sector average. However, college-derived data indicates that successful completion has increased for AY 2022/23. Successful completion rates for learners who declare a disability, or are care experienced, are above sector averages. Managers lead self-evaluation arrangements well and engage staff effectively in analysing learner progress and outcomes to identify areas requiring improvement. College transitions officers work well with local secondary schools to ensure school-age learners transitioning to college programmes receive information about the range of support services available to them. Teaching staff contextualise activities to ensure learners are developing skills for the workplace. Personal academic tutors (PATs) engage well with learners to monitor progress and signpost access to support services when required.

Approaches to assuring and enhancing the quality of learning and teaching including professional updating

Most teaching staff use regular team meetings with managers to review learners' progress and to tailor learning and teaching to meet their individual needs. The majority of teaching staff hold the Teaching Qualification in Further Education (TQFE) or equivalent, and all staff undertake an annual professional review to identify their professional learning requirements. Learner student voice representatives (SVRs) meet regularly with curriculum managers to contribute their views about their learning experience. They value opportunities to discuss suggestions for improvement and feel that managers take good account of their feedback. The majority of curriculum managers involve staff, learners and stakeholders in activities to enhance learning and teaching across the college. All teaching staff use the college's self-evaluation arrangements to reflect on learning, teaching, and assessment approaches; and identify areas for improvement. Teaching and support staff provide a range of flexible support facilities to help learners overcome challenges and ease anxiety. These facilities help learners to build confidence to participate more fully in their programme.

Learner Engagement

The Highlands and Islands Student Association (HISA) take care to ensure that training for SVRs meets the needs of learners with ASN and learners whose first language is not English. HISA use 'You said, we did' to publicise improvements to the learner experience as a result of learner feedback. HISA works closely with local businesses to gather donations for the Big Project and provides cost-of-living support by distributing food and toiletries to all learners who require it. College managers collate reports well to contribute to planning for college-wide enhancement activities. Support staff engage effectively in evaluating the services they provide for learners. All PATs monitor learner attendance and engagement continuously and effectively. Most curriculum teams engage effectively with employers to promote, contextualise, and enhance programmes. They draw constructively on this collaboration to support teaching staff to keep up to date with current and emerging industry needs.

The following areas for improvement were identified and discussed with the senior managers:

- Successful completion rates for learners from the most deprived backgrounds, or from an ethnic minority background, are below sector average.
- Arrangements for monitoring and tracking learner outcomes are not applied consistently by staff across all curriculum areas.
- Some teaching staff are not provided with sufficient opportunity to engage in activities to enhance their approach to learning and teaching.
- A significant increase in the number of learners requesting alternative assessment arrangements has impacted the college's capacity to meet demand. Teaching staff should improve planning arrangements to timeously meet specific learner support needs.
- A significant number of SVRs have not engaged with training to help them undertake their role.

Main points for action

- None identified

What happens next?

We are confident that the college has made satisfactory progress and has the capacity to continue to improve. We will continue to monitor progress with regular contact through the link HM Inspector.

Joe Mulholland
HM Inspector

Annual Engagement Visit Report

UHI Perth

16 April 2024

College Principal	Dr Margaret Cook
Annual Engagement Visit Date	20 February 2024
College Nominee	Catherine Etri
Lead HMI	Joe Mulholland

1. Background

Annual Engagement Visits (AEVs) are planned collaboratively between the college, HM Inspectors and the Scottish Funding Council (SFC). During the AEV, the team focussed on the progress made on improvement priorities and the outcomes of previous engagement with HM Inspectors. HM Inspectors met with staff, learners and other stakeholders. This report outlines the findings from the visit and includes aspects of positive practice, aspects for improvement and any associated main points for action. The report will be shared with the college Principal, college Board of Management and/or Regional Strategic Body. An accompanying short report will be published on Education Scotland's website.

During the AEV the team explored the following overarching themes: learner progress and outcomes, approaches to assuring and enhancing the quality of learning and teaching, including professional updating and learner engagement.

The team also reviewed progress against actions identified during our engagement in AY 2022-23.

2. The college and its context

UHI Perth is an academic partner within the University of the Highlands and Islands (UHI). The college works in partnership with local and regional stakeholders to deliver provision to meet the skills needs of Tayside and the wider UHI region.

The college offers a broad curriculum from levels 2 to 12 on the Scottish Credit and Qualifications Framework (SCQF) across four faculties: Science, Technology, Engineering and Maths (STEM); Applied Life Studies; Business Management, Computing and Leisure; and Creative and Cultural Industries.

Further education (FE) level provision also includes delivery of Modern Apprenticeship (MA) programmes. The college works with the local authority and secondary schools to deliver Foundation Apprenticeships in Business, Creative and Digital Media, Early Years, Engineering and Health Care to school-age learners.

3. Summary of findings

3.1 Learner progress and outcomes

Summary of key performance indicator information

- The rate of successful completion for learners on full-time FE programmes has been consistently above sector average for the last five years. College-derived data indicates that the full-time FE successful completion rate has increased for AY 2022/23.
- The majority of curriculum areas have successful learner completion rates above the sector norm for full-time FE programmes.
- The successful completion rate for learners on part-time FE programmes has declined significantly in the past year and is lower than the sector average. However, college-derived data indicates that successful completion has increased for AY 2022/23.
- Successful completion rates for learners who declare a disability, or are care experienced, are above sector averages.
- Withdrawal rates for full-time FE learners are significantly lower than sector average. College-derived data for AY 2022/23 indicates rates of learner withdrawal from full-time FE programmes remain steady.
- Withdrawal rates for part-time FE learners are significantly higher than the sector average. However, college-derived data for AY 2022/23 suggests that this has improved.

Evaluative commentary

Equity, attainment, and achievement for all learners (QI 3.2)

Areas of positive practice

- Managers lead self-evaluation arrangements well and engage staff effectively in analysing learner progress and outcomes to identify areas requiring improvement. Teams work well together to take forward actions from meetings, including making changes to the curriculum portfolio. This has resulted in examples of different subject areas working together to create new programmes and remove or replace outdated programmes.
- College transitions officers work well with local secondary schools to ensure school-age learners transitioning to college programmes receive information about the range of support services available to them. They collaborate well with college support staff to provide new learners with a smooth transition into college programmes.
- Teaching staff contextualise activities to ensure learners are developing skills for the workplace. Curriculum teams provide learners with good opportunities to develop meta skills through project work, volunteering in the workplace and collaborating with industry partners to influence future planning of programme content.

- Mental health support staff facilitate regular drop-in sessions for learners with additional support needs or specific barriers to learning. They host regular informal meetings to support learners to build confidence in engaging with staff and peers and remain on their programme.
- Data sharing arrangements between the college and the local authority, and its schools, is enabling college support staff to plan effectively the needs of school-age learners. As a result, college staff are able to coordinate arrangements to ensure learners have access to support from the start of their programme.
- Personal academic tutors (PATs) support learners well. They engage with learners to monitor progress and signpost access to support services when required. Learners value one-to-one engagements with PATs and feel that they support them well to succeed.

Areas for development

- Successful completion rates for learners from the most deprived backgrounds, or from an ethnic minority background, are below sector average.
- Arrangements for monitoring and tracking learner outcomes are not applied consistently by staff across all curriculum areas.

3.2 Approaches to assuring and enhancing the quality of learning and teaching including professional updating

Leadership for improvement of learning and teaching (QI 1.2)

Areas of positive progress

- Most teaching staff use regular team meetings with managers to review productively learners' progress and to tailor learning and teaching to meet their individual needs. Staff comment that these arrangements enable interventions to be put in place quickly to support retention.
- The majority of teaching staff hold the Teaching Qualification in Further Education (TQFE) or equivalent and all staff undertake an annual professional review to identify their professional learning requirements. Staff are supported well to identify pedagogical skills needs through these arrangements.
- Learner student voice representatives (SVRs) meet regularly with curriculum managers to contribute their views about their learning experience. They value opportunities to discuss suggestions for improvement and feel that managers take good account of their feedback.
- The majority of curriculum managers involve staff, learners and stakeholders in activities to enhance learning and teaching across the college. This includes raising staff awareness of new programmes and awarding bodies, coordinating guest lectures by employers and hosting events that extend and enhance the knowledge and skills of teaching staff.

Areas for development

- Some teaching staff are not provided with sufficient opportunity to engage in activities to enhance their approach to learning and teaching.

Learning, teaching, and assessment (QI 2.3)

Areas of positive progress

- Throughout the academic year staff use a variety of effective approaches to capture the views of learners. These include student satisfaction surveys, analysis of end-of-semester evaluations and drawing on feedback from student forums and information from PATs. There are many examples of curriculum staff adjusting and enhancing programmes as a direct result of learner feedback.
- All teaching staff use the college's self-evaluation arrangements to reflect on learning, teaching and assessment approaches; and identify areas for improvement. They feel their managers listen and that they are enabled to make suggestions.
- Teaching and support staff provide a range of flexible support facilities to help learners overcome challenges and ease anxiety. These facilities help learners to build confidence to participate more fully in their programme.

Areas for development

- A significant increase in the number of learners requesting alternative assessment arrangements has impacted the college's capacity to meet demand. Teaching staff should improve planning arrangements to timeously meet specific learner support needs.

3.3 Learner Engagement

Learners leading learning (QI 1.2)

Areas of positive progress

- The Highlands and Islands Student Association (HISA) take care to ensure that training for SVRs meets the needs of learners with ASN and learners whose first language is not English. This includes simplifying language, making use of infographics and adjusting the pace of delivery. This is helping to ensure a more inclusive and diverse student voice.
- HISA use 'You said, we did' to publicise improvements to the learner experience as a result of learner feedback. Examples include: instalment of microwaves on all campus buildings to allow learners to prepare their own meals; identifying and resolving clashes in assessment schedules; and adjustments to programmes to ease stress for learners.
- HISA works closely with local businesses to gather donations for the Big Project and provides cost-of-living support by distributing food and toiletries to all learners who require it. All learners are encouraged to utilise this facility.

Areas for development

- None identified

Evaluation leading to improvement (QI 1.4)

Areas of positive progress

- College managers participate productively in evaluation arrangements. Reports are collated well by senior managers and used effectively to contribute to planning for college-wide enhancement activities.
- Support staff engage effectively in evaluating the services they provide for learners. Support teams draw on findings from an early student experience survey to assess the impact of learner application, enrolment and induction arrangements. They use learner feedback well in self-evaluation activities to plan actions for improvement.
- All PATs monitor learner attendance and engagement continuously and effectively. Senior managers access an online system regularly to review enrolment, retention and progression data and take action to initiate interventions where required.

Areas for development

- None identified

Learning teaching and assessment (QI 2.3)

Areas of positive progress

- Most curriculum teams engage effectively with employers to promote, contextualise and enhance programmes. They draw constructively on this collaboration to support teaching staff to keep up to date with current and emerging industry needs.
- Almost all learners speak highly of the academic and pastoral support they receive from PATs. During programmes, PATs schedule individual meetings with learners to provide guidance upon work placements and employment and progression opportunities. Their positive engagement with learners is fostering supportive staff-learner relationships.
- All learners are provided with the opportunity to become a mental health ambassador. Student Services deliver training that includes input from charitable bodies to provide insight into the range of specialist external support agencies. Some learners value this training to complement their vocational qualifications.

Areas for development

- A significant number of SVRs have not engaged with training to help them undertake their role.

3.4 Update on previous Education Scotland evaluative activities AY 2022-23

The college has made appropriate progress since our last visit. Staff have acted upon the areas for development identified in relation to supporting new learners to access digital devices. Induction activities have been revised to make activities appropriate for new and returning learners and the number of emails learners receive has been reduced to address the high volume they were receiving from staff.

The amount of full-time FE learners entering a positive destination has increased and is now above the sector average. The withdrawal rate for part-time FE learners is significantly higher than the sector average. However, college derived data for AY 2022/23 suggests that this has improved.

4. Main Points for Action

None identified.

5. What happens next?

We are confident that the college has made satisfactory progress and has the capacity to continue to improve. We will continue to monitor progress through ongoing engagement with the link HM Inspector.

Joe Mulholland
HM Inspector

Annexe 1 Evaluative Terms

The following standard Education Scotland terms of quantity are used in this report:

All	100%
Almost all	91%-99%
Most	75%-90%
Majority	50%-74%
Minority/less than half	15%-49%
A few	less than 15%

Other quantitative terms used in this report are to be understood as in common English usage.

Annexe 2 Full-time FE

College			
	Withdrawal	Partial Success	Completed successfully
2018-19	22.90%	9.70%	67.40%
2019-20	20.30%	12.70%	67.00%
2020-21	26.30%	11.10%	62.60%
2021-22	25.00%	9.90%	65.10%
National sector performance			
	Withdrawal	Partial Success	Completed successfully
2018-19	24.70%	10.10%	65.20%
2019-20	20.80%	13.20%	66.00%
2020-21	27.30%	11.70%	60.90%
2021-22	29.30%	11.70%	59.00%

Part-time FE

College			
	Withdrawal	Partial Success	Completed successfully
2018-19	11.70%	15.40%	72.90%
2019-20	9.60%	9.80%	80.60%
2020-21	11.70%	12.60%	75.60%
2021-22	15.10%	13.20%	71.80%
National sector performance			
	Withdrawal	Partial Success	Completed successfully
2018-19	9.30%	11.00%	79.70%
2019-20	9.50%	12.50%	78.00%
2020-21	10.20%	13.50%	76.20%
2021-22	10.70%	13.00%	76.30%

Outcomes on courses lasting 160 hours or more

UHI Perth	2021 -2022			
	Enrolled	% Completed Successful	% Partial Success	% Withdrawal
10% Most deprived postcode areas	92	57.6%	10.9%	31.5%
20% Most deprived postcode areas	227	60.4%	12.8%	26.9%
Care Experienced	124	61.3%	12.9%	25.8%
Disability	752	65.2%	12.4%	22.5%
Ethnic minority	93	64.5%	12.9%	22.6%
FE Females	824	60.1%	12.9%	27.1%
FE Males	891	71.7%	10.4%	17.8%

Scotland	2021 -2022			
	Enrolled	% Completed Successful	% Partial Success	% Withdrawal
10% Most deprived postcode areas	21,327	60.1%	13.7%	26.3%
20% Most deprived postcode areas	39,849	60.8%	13.5%	25.6%
Care Experienced	7,887	52.5%	17.8%	29.6%
Disability	30,671	61.6%	14.4%	24.0%
Ethnic minority	12,999	68.9%	13.7%	17.5%
FE Females	47,435	61.9%	13.6%	24.5%
FE Males	46,808	68.5%	13.1%	18.4%
HE Females	19,528	67.0%	10.7%	22.3%
HE Males	16,537	63.1%	16.2%	20.7%

UHI Perth – Board of Management 6 June 2024

Principal's Report

Financial Sustainability Programme

We are in the midst of the formal consultation process with the Trade Unions and have now had 11 three-hour consultation meetings, exceeding the required 30 day consultation period. The meetings are continuing and the Board will discuss changed financial position at this meeting.

We have held the following open SLT/PLG meetings –

- Staff - 8 meetings
- Students – 4 meetings

We have also met HISA on a number of occasions and I met with 2 students who requested an individual meeting. We have responded to many questions/proposals on the PCEngage email account. We have also put out a number of comms to staff and students to ensure, as far as possible, that all staff and students are kept up to date with the process and have the opportunity to input.

At the same time as the formal consultation with the TU's we have undertaken individual consultation meetings with our senior colleagues to form the new SLT/PLG structure, the finalised structure document is attached for information.

We have met with a number of politicians –

- Liz Smith & Murdo Fraser
- Pete Wishart & Jim Fairley

These meetings were at some level helpful but in reality, none of the politicians were able to offer any substantive help or support to the college in these challenging times. In one case there was no recognition of the financial challenges caused by decisions made by the Scottish Government both in Perth and across the college and university sectors.

The consultation exercise with the TU's will continue after the discussions at this meeting.

UHI Single Institution Project

The work on the Outline Business Case for the development of a single institution will be completed by 31 May '24. This work has been carried out by staff across the partnership with consultancy support from Ernst & Young. The OBC will be discussed along with the way forward for this initiative at a future Board session.

Employee Relations

The college sector continues to have significant challenges in relation to national pay bargaining and the individual staff groups have reached the following position –

- Professional services staff – Unison are currently balloting on the 3 year pay deal, 22/23 - £2,000; 23/24 - £1,500; 24/25 - £1,500. Along with the financial aspects there are other issues covered, particularly a no compulsory redundancy guarantee to 31 August '24.
- Academic staff – EISFELA have rejected the same offer as Unison are currently balloting on. They are looking for the same three year but adding on a forth year with a claim of £3,000 for the forth year. This is currently being discussed by CES. Whilst this is happening the college has issued all academic staff with notice around ASOS ie the non-resulting of students at the year end. EIS nationally have called strikes between now and the end of term for 4 days each week, this is on top of the current round of strike action which has been ongoing for some time.

This strike action has obviously had an impact on our students on the run up to and throughout the exam period, but this has been minimised where possible.

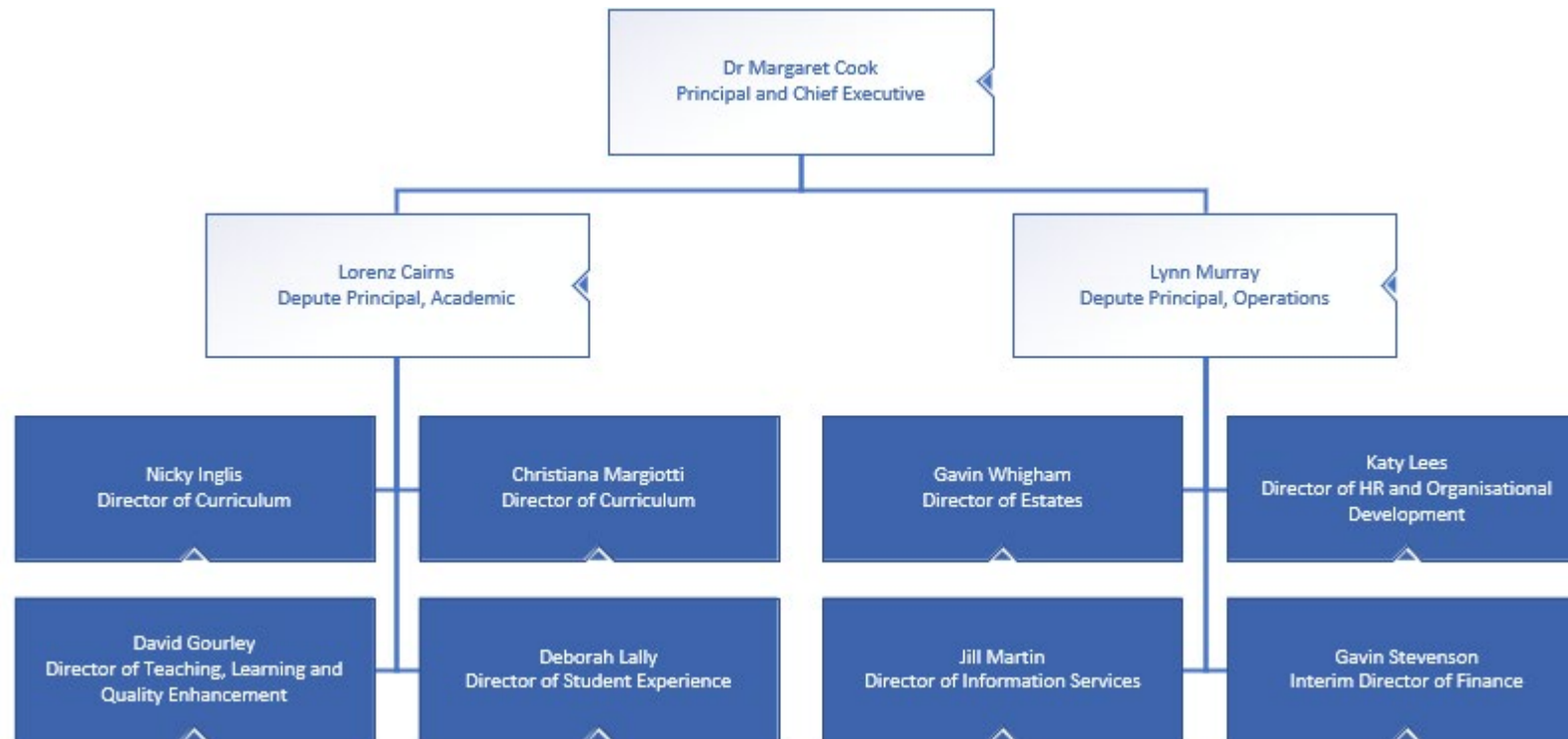
HISA

A number of meetings have been held with HISA's Chief Executive and Director of Student Engagement & Representation as we continue to have significant concerns about the value of HISA to our students here in Perth, as has been discussed previously this is not a criticism of our local team but of the wider organisation. I will continue to pursue this as it is crucial that changes are made to improve the student engagement here.

Preparations for 24/25

As we come to the end of the academic year, we are spending a significant amount of time on looking forward to ensuring that when our students return/start that there is a very positive student experience waiting for them, there has been a lot of mis information circulating in the media and also significant effort to correct that. We are holding another open day in mid-June and concentrating efforts on our normal recruitment activities.

Updated SLT and PLG Structure



Committee Cover Sheet

Paper No.4

Name of Committee	Board of Management
Subject	Your Students' Association Update – June 2024
Date of Committee meeting	06/06/2024
Author	Your Students' Association
Date paper prepared	30/05/2024
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	A summary of activities within the students' association since last Board Meeting.
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	n/a
Action requested	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input type="checkbox"/> For approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership. If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	In line with Your SA Strategy

Committee Cover Sheet

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

Committee Cover Sheet

Freedom of Information

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

Please select a justification from the list, below:

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

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

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

and

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

Students' Association Update, June 2024

Organisational Update

The Students' Association continues [consultation with key stakeholders on our new strategic plan for the next 3 years](#). Work will commence on developing tangible actions flexible enough to cope with planned and future changes at UHI. HISA will continue to communicate with Principals as this strategy and related KPIs develop.

The Students' Association has also recently recruited for the post of Insight and Democracy Coordinator which will oversee the democratic arm of the organisation as well as using data to inform and enhance our contributions to learning and teaching quality. We are also piloting Subject Interns in two UHI Cognate Subject Groups in 2024-25, bringing a coherent student expertise to regional subject-based quality activities such as reviews and course approvals.

We are now in the process of onboarding our officers-elect with training commencing 1st July. This will include increased governance training over the summer – both in-house and nationally) and helping to maximise board engagement by student members through implementation of local Action Plans as per the Board of Management Report.

Student Voice Reps

We finished the academic year with 209 Student Voice Reps with 97 being trained though online, in person and self-directed training. Student Rep Council (SRC) meetings have now concluded for the academic year. Below is an update on attendance:

Meeting	Date(s)	Attendees
1	15 th and 16 th November	42 in person, 11 online
2	20 th and 21 st December	15 in person, 9 online
3	31 st January and 1 st February	13 in person, 11 online
4	28 th and 29 th February	5 in person, 10 online
5	27 th and 28 th March	11 in person, 5 online
6	24 th and 25 th April	3 in person, 9 online

SRC meetings at UHI Perth have also been part of an internal pilot involving implementation of [sparqs Student Learning Experience Model](#) in our work. Review of this pilot is underway with aims to roll this work out partnership wide for academic year 2024/25.

The Students' Association are preparing for the 24/25 academic year in discussion with the UHI Student Voice Rep Group (SVRG) regarding the enhancement of recording, training and support for SVRs.

Proposed Changes at UHI Perth

The students' association has been working on supporting our members following formal consultation of proposed changes within UHI Perth. This has included meeting with concerned students, conversations with Senior Management Team at UHI Perth, facilitating open student meetings and formally responding to the consultation with feedback from our members. A summary of the concerns raised by our members found in this consultation include:

- Lack of communication with students, with many finding out about the proposed changes through the local press
- The impact that proposed changes to Personal Academic Tutors and Study Skills will have on the student experience
- The closure of the Nursery and the timeliness of the announcement being after deadlines to register elsewhere within the local authority

- Changes to the library not meeting student needs, with online resources needing to be improved considerably before this takes place
- The timing of the announcement during final assessments and examinations and lessons not learned from similar issues last academic year

We have also communicated with our students our concerns around how these changes could negatively impact the student experience and put relevant details on our website.

Campaigns and Events

The team at Perth have also been working on the OBI Awards which received an excess of 360 nominations. Due to industrial action planned by EIS-FELA, the awards ceremony will now be taking place on Thursday 6th June.

As an organisation we are working on updating our Student Mental Health Agreement in partnership with UHI's mental health team and ThinkPositive (part of the National Union of Students focussing on student mental health). We aim to publish this in the autumn alongside bidding for funds to deliver mental health resilience training to our elected officers.

HISA Awards and Sporting Blues, run in partnership with UHI, have now closed with checking processed currently in place and shortlists being announced in due course.

Community Engagement

Our sporting activity continues to thrive with a varsity sport tournament in March with teams participating from Perth, Moray, and Inverness in football, volleyball, basketball. More recently, we have the Scottish Student Sport National College Finals, the biggest college sport event on the Scottish calendar.

Over the winter, we have worked with UHI Perth to form the first Boccia club for students with support needs, with additional coaching from Perth's sporting students. This team have already won tournaments in Scotland.

Through our collaboration with Cycle Scotland, we have helped UHI Perth gain the Cycle Friendly Campus award. We will be hosting a Cycle Leadership Course at Perth this summer, held multiple Dr. Bike sessions across the partnership and put in place cycling and tire maintenance and repair kits at Perth.

We have held end-of-year meetings with all our clubs and societies to promote continuity for next year and to look at increased participation at Freshers. This year, we have the largest percentage yet of clubs that will continue into the next academic year showing that our efforts towards sustainability and legacy-building are working. We will be hosting club stalls at Freshers and working with groups to increase visibility and promotion at Freshers, inductions, and in UHI accommodation. Looking forward, we have started developing the concept of academic societies for launch in the new academic year across various campuses. And finally, we will be hosting new online drop-in sessions to help build community and recreation for our online and networked students in the near future.

Board of Management

The Students Association met with Governance Practitioners across UHI to discuss progress on this project and next steps.

The Action Plan for UHI Perth should be discussed at this meeting.

Officer Objectives

With this being the last update where Fiona Smith and Rebecca Bond will be the elected officers at UHI Perth, below are highlights of their objectives for the year and progress made:

- Creating a regular events calendar with varied activities led by student officers and student groups
- Increasing sporting activity at UHI Perth
- Two successful Good Vibes Fests, focussing on proactive ways to foster good mental health
- Developing links between community sports clubs and UHI Perth
- A successful Perth Pride event during LGBT+ History Month

Committee	Board of Management
Subject	Financial Sustainability Project - Savings
Date of Committee meeting	06/06/2024
Author	Lynn Murray, Depute Principal, Operations
Date paper prepared	31/05/2024
Executive summary of the paper	The Board of Management previously agreed to savings of £4m based on assumptions of reduced FE and HE funding. UHI Perth has received approved funding allocations - FE funding stayed the same and there was an increase of c£300k in HE funding resulting in savings required reducing to £2.7m. The Board is asked to review financial scenarios and agree whether to revise the level of savings required.
Consultation How has consultation with partners been carried out?	No
Action requested	<input type="checkbox"/> For information only <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input checked="" type="checkbox"/> For approval
Resource implications (If yes, please provide details)	Yes Approve level of savings required to achieve financial sustainability.
Risk implications (If yes, please provide details)	Yes Risk to the financial sustainability of UHI Perth
Link with strategy	Financial sustainability

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

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

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

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

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

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

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

1. Introduction

The financial sustainability of the whole of the College sector in Scotland has come under significant pressure in recent years, resulting in the majority of colleges requiring to implement savings proposals.

UHI Perth (the College) is also experiencing financial challenges, which include:

- reduced funding from the Scottish Government
- reduction in FE credits and HE full-time equivalent numbers
- increasing costs
- increased pension contributions
- deterioration of the College estate
- increasing needs of students
- the UHI 2030 strategy
- implications of UK visas and immigration policy (UKVI) changes and the UHI international recruitment process
- proposed investment to generate surpluses
- the need to invest in continuous improvement before efficiencies can be made.

At the Finance & Resources meeting of May 2023 it was presented that the College would need to make savings of approx. £4m to achieve a balanced budget by 31 July 2025, and the Board of Management meeting of June 2023 agreed steps to address this shortfall. At this time it was assumed that the Scottish Government would reduce both FE and HE funding. On 13 May 2024 the College received a letter setting out the approved funding allocation from the Executive Office of UHI (EO), which showed that there was not a reduction in FE funding and that the full time equivalents and related funding for HE had increased by £355,000. This reduced the savings identified from £4m to £2.7m.

2. Savings Required

As our financial situation is better than expected, approval must be received from the Board to vary the savings target from £4m. Scenarios will be presented at the Board meeting outlining the potential impact on three-year budgets depending on the level of savings required. Proposals have been prioritised.

It should be noted that a detailed budget exercise has not been carried out at this stage due to final decisions not having been made in the financial sustainability project and insufficient resources being available in the Finance Team.

The Board is asked to note that there are risks associated with the organisational change process depending on the level of savings made. The Senior Leadership Team and the Perth Leadership Group have reviewed the seven strategic risks identified in the Enterprise Risk Management Framework in the context of organisational change, identified mitigating actions and assessed the impact and probability of risks before and after mitigation.

Request: For Board to approve business cases are put to the Scottish Funding Council (if required) related to the cost of voluntary severance for members of UHI Perth staff in the Tayside Pension Scheme and if approved for this to progress to requesting permission from our Regional Strategic Body (RSB) and Scottish Funding Council (SFC).

Background:

The College has an approved voluntary severance scheme in place which they have been using to deduce the headcount and staffing budget based on the financial sustainability project.

For any member of staff who is leaving through 'Business Efficiency' (voluntary severance) and they are in the Tayside Pension Scheme (Professional Services staff and some Managers), if they are over the age of 55 (or in exceptional circumstances earlier based on length of time in the pension scheme), there is an automatic release of their pension. This incurs a pensions strain cost for the employer which the College is required to pay. Please note the level of pension strain is the same whether the individual is taking voluntary severance or compulsory redundancy and depends on the individual salary and length of time until they reach their normal pension age.

Pension Strain costs are not a deciding factor when determining whether a member of staff can obtain voluntary severance as this requirement was removed by the SFC a number of years ago. However, the College is required to have separate SFC approval if the individual voluntary severance payment (including pension strain costs) exceeds 24 months payback.

There is a high probability that such permission is going to be required.

Request:

This request is for permission from the Board to write business cases to the SFC if a case of voluntary severance is being considered, or likely to be considered which would require this separate SFC approval. No decision can be made on such applications until this individual approval is received.

As part of the Business case to request such approval there must be a minute from the Board to confirm this has been approved to be submitted.

Business cases with the aforementioned minute are then submitted to our Regional Strategic Body (UHI), who consider them prior to submission to the SFC.

Outcome:

If this permission is granted then a business case will be prepared for submission to our RSB and then onwards to the SFC for their approval as and when required.

Committee Cover Sheet

Paper No.6

Name of Committee	Board of Management
Subject	Election of Vice Chair of Board of Management
Date of Committee meeting	06/06/2024
Author	Ian McCartney, Clerk to the Board
Date paper prepared	30/05/2024
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	<p>Due to the current Vice Chair stepping down as a Board Member after this meeting, the Board is required to appoint a Vice Chair from among those members of the Board who have been appointed by the Regional Strategic Body to the Board under the terms laid out in the College Sector Board Appointments: Ministerial Guidance.</p> <p>The role of the Vice Chair is to preside at meetings of the Board in the absence of the Chair.</p> <p>Nominations are therefore sought from Independent Board Members to fulfil this role.</p> <p>In the event of there being two or more nominated candidates for the post of Vice Chair, the matter will be determined by confidential ballot, which will be supervised by the Clerk to the Board of Management.</p> <p>While the Vice Chair would normally also fulfil the role of Senior Independent Board Member (SIBM) unless otherwise determined by the Board, these roles have been separated out in recent years, and Jenny Hamilton has been recommended by Chairs Committee for this role. Board are therefore asked to ratify this recommendation.</p>
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	Discussed at Chairs Committee, 18 April 2024.

Committee Cover Sheet

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

Committee Cover Sheet

Island communities Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	Yes/ No If yes, please give details: Click or tap here to enter text.
Status (ie confidential or non-confidential)	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	<input type="checkbox"/>	Its disclosure would substantially prejudice the effective conduct of public affairs	<input type="checkbox"/>
Its disclosure would substantially prejudice the commercial interests of any person or organisation	<input type="checkbox"/>	Its disclosure would constitute a breach of confidence actionable in court	<input type="checkbox"/>
Its disclosure would constitute a breach of the Data Protection Act	<input type="checkbox"/>	Other [please give further details] Click or tap here to enter text.	<input type="checkbox"/>

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

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

and

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

Committee Cover Sheet

Paper No.7

Name of Committee	Board of Management
Subject	HISA Board of Management Project – UHI Perth Action Plan
Date of Committee meeting	24/04/2024
Author	Aimee Cuthbert, HISA
Date paper prepared	21/03/2024
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Paper provides a local action plan for UHI Perth relating to the HISA Board of Management Project, originally approved at Board of Management October 2023.
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	n/a
Action requested	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input type="checkbox"/> For approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	Click or tap here to enter text.

Committee Cover Sheet

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

Committee Cover Sheet**Freedom of Information**

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

Please select a justification from the list, below:

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

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

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

and

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

Board of Management Student Member Action Plan

Academic Partner

UHI Perth

Date _____

<u>Key theme</u>	<u>Action</u>	<u>To be actioned by</u>	<u>Person(s) Responsible</u>	<u>Measure of success</u>	<u>Action to be completed by</u>	<u>Status</u>	<u>Comments</u>
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	August 2024		Ensure written processes in place UHI Perth to provide additional support info per the report
	Student Board Member to utilise the support relevant to their needs	HISA Officer		Officer attending pre-meeting support	August 2024		
Recruitment	Create standardised process and promotional materials for recruiting 2 nd Student Board Members	HISA		Process Created Promotional materials created	October 2024	N/A	N/A at UHI Perth
	Support recruitment of 2 nd Student Board members	Boards		2 nd student board member recruited	October 2024	N/A	N/A at UHI Perth
Induction and Training	Student Board Member (s) induction to AP and AP Board	Boards with support from HISA Staff		Induction attended	September 2023	COMPLETE	Done in partnership with AVM and Clerk
	Student Board Members to attend relevant training	HISA and Boards		Training attended/undertaken by student board member	June 2024	COMPLETE	Attendance at CDN training arranged

	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	COMPLETE	Intro meetings set with Chair, Clerk and SMT as part of officer induction
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	October 2024	NOT STARTED	<p>Include within new board member induction – SA to check status/duration.</p> <p>Split as circulating via email (as soon as ready) then run presentation in board cycle 1 24/25.</p> <p>Explore as mandatory training on brightspace</p>
	Boards to support HISA in providing regular updates to Board	Board		<p>Deadlines for updates given to student members at start of year</p> <p>Regular communication with HISA and board around updates</p>	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 HISA Staff		<p>Expectations document created</p> <p>Expectations given during introductions/training</p>	October 2024	NOT STARTED	To be discussed at BGGPG – provide a template for Governance Professionals to discuss.

							LINK IN WITH BPGP AND CREATE IN PARTNERSHIP, with circulation
	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	August 2024	PARTIALLY COMPLETE	Monthly catch ups arranged with Chair Clerk introduces self and makes clear support available but nothing formally arranged - NEEDS FORMALISED
	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	COMPLETE	Supported by SA staff. Attendance monitored per all board members and SA emphasise importance of making aware of attendance
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	COMPLETE	Local Plan tabled during each Board Cycle – rethink format in line with BoM Project
	HISA to actively engage and participate in Board Meetings	HISA Officer with support from HISA Staff/Boards		Attendance at meetings by HISA	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 HISA 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 regularly and directly engage with SBMs in meetings.

Signed by

On behalf of _____ Board of Management

On behalf of HISA Team based at _____

On behalf of HISA

Committee Cover Sheet

Paper No.8

Name of Committee	Board of Management
Subject	Board Committee Meeting Schedule 2024-25
Date of Committee meeting	18/04/2024
Author	Ian McCartney, Clerk to the Board
Date paper prepared	29/05/2024
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	<p>Paper provides a final draft schedule for all Board and Committee meetings for 2024-25. Schedule takes cognisance of the following criteria:</p> <ul style="list-style-type: none">• Availability of Committee Chairs• Maximum 1 Board/Committee meeting per week• Proposed early evening closure of Brahan Building, except for Tuesdays• At least one afternoon meeting for each Committee (including Board)• Addition of regular Board Development Evenings into timetable (linked to scheduled afternoon meetings for travel purposes)• Assumption that annual accounts will not be ready for signing until Cycle 3• College Closed Days in October and April.
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	A draft schedule was discussed at Chairs Committee, 18 April 2024 and revised according to feedback
Action requested	<p><input type="checkbox"/> For information</p> <p><input type="checkbox"/> For discussion</p> <p><input type="checkbox"/> For endorsement</p> <p><input checked="" type="checkbox"/> For approval</p> <p><input type="checkbox"/> Recommended with guidance (please provide further information, below)</p>

Committee Cover Sheet

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

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

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

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

and

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

Board Committee Meetings Schedule Summary 2024/25

Meeting	Date & Time Cycle 1	Cycle 2	Cycle 3	Cycle 4
Chairs' (& Remuneration)	Tuesday 27 August 5pm	Tuesday 05 November 5pm	Tuesday 18 February 5pm	Tuesday 15 April 5pm
Learner Experience	Wednesday 11 September 2pm	Wednesday 20 November 2pm	Wednesday 12 February 2pm	Wednesday 23 April 2pm
AST Board	Tuesday 03 September 5pm	Tuesday 26 November 5pm	Tuesday 25 February 5pm	Tuesday 06 May 5pm
Strategic Development	Tuesday 17 September 5pm	Tuesday 12 November 3pm	Tuesday 11 March 5pm	Tuesday 20 May 5pm (Joint meeting with F&R)
Finance & Resources	Tuesday 01 October 3pm	Tuesday 03 December 5pm	Thursday 18 March 5pm (Joint meeting with Audit)	Tuesday 20 May 5pm (Joint meeting with F&R)
Audit	Tuesday 15 October 5pm	Tuesday 10 December 3pm	Tuesday 18 March 5pm (Joint meeting with F&R)	Tuesday 27 May 5pm
Board of Management	Tuesday 29 October 5pm	Tuesday 17 December 5pm	Tuesday 01 April 5pm	Thursday 05 June 1pm (followed by Prizegiving)
Board Development Evenings	Tuesday 01 October 5pm	Wednesday 20 December 5pm (ASW)	Tuesday 11 March 5pm	Tuesday 27 May 5pm

Committee	Board of Management
Subject	Financial Update
Date of Committee meeting	06/06/2024
Author	Lynn Murray, Depute Principal, Operations
Date paper prepared	04/06/2024
Executive summary of the paper	Update to the Committee on a range of financial matters, including the management accounts to 30 April 2024 and financial outlook.
Consultation How has consultation with partners been carried out?	No
Action requested	<input checked="" type="checkbox"/> For information only <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
Resource implications (If yes, please provide details)	Yes Draft funding allocations for UHI Perth and Finance team resources
Risk implications (If yes, please provide details)	Yes Notes the risk to financial sustainability
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> Compliance 	Financial sustainability

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

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

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

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

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

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

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

1. Introduction

This paper updates the Committee on a range of financial matters within UHI Perth, including the management accounts to 30 April 2024.

2. Updates

2.1 Financial statements for the year ended 31 July 2023

An update is included in the minutes of the Audit Committee that took place on 28 May. OSCR was informed of the expected delay in advance but have no powers to extend the deadline. Their website highlights that UHI Perth's financial statements are overdue.

Legal advice was taken that confirmed that failure to file accounts on time is a breach of the Charities Act and Charities Account Regulations. However, it is unlikely to result in any action/ sanction from OSCR, or to result in personal liability arising for Board Members given that they have done what they can to ensure that the audit was completed on time. Personal liability and risk of suspension or removal as a charity trustee will generally only arise where there is a clear and identified failure by trustees to properly discharge their duties as charity trustees, or there is some element of negligence or fraud on the part of trustees.

2.2 Management Accounts to 30 April 2024

The Management Accounts to 30 April 2024 (Q3/24) are attached at appendix 1. A financial outlook to the end of the year has not been prepared due to lack of resources in the Finance Team (see 2.5 below) and prioritisation of information required for the consultation process with Trade Unions. We will prepare the outlook as soon as possible and let the Board know if there is a significant variation from the deficit of £1.9m forecast at the end of January 2024.

2.3 Cash Flow

It was reported in previous cashflow forecasts that, when the pay award is made, UHI Perth will run out of funds and it was estimated that a loan of £2m would be needed from the UHI or the Scottish Funding Council (SFC) to remain solvent. UHI is well aware of this position and the Chief Financial Officer reported that he had a helpful and positive discussion about a loan arrangement with the Scottish Funding Council on 28 May. Before formalising the arrangement, the SFC would need to see the details of a financial recovery plan assuming such a loan was available and demonstrating the ability to repay a loan. We are aiming to have a draft plan for discussion with the Chief Financial Officer on 10 June.

The long running dispute over pay, job security and pay harmonisation for support staff has recently been settled and we intend to make back-dated pay in July. Approximately £1m relates to 2022/23 and £750k to 2023/24. A further £750k is expected for 2024/25 giving a total over three years of £2.5m increase due to pay awards.

We will also need additional cash funds to pay voluntary severances from the financial sustainability project – estimated to be up to £1.5m.

2.4 2024/25 Budget

Work has not started on the budget for the next financial year as we are still consulting with the Unions on the proposals from the financial sustainability project and there is a shortage of resources in the Finance Team (see 2.5 below).

The EO of UHI issued the approved funding allocations for FE and HE. In summary:

- Increases in funding for the year beginning 1 August 2024. FE is £8,486,951 (£925 higher than 2023/24) and HE £7,049,168 (£354,950 higher than 2023/24). The HE figures won't include controlled costs until the final funding is announced by SFC.
- FE credits remain the same (22,050). Funding per credit is £385.
- 1,708.7 FTEs (1673.8 FTEs in 2023/24). HE figures are before controlled numbers.
- Topslice remains the same allocation as 2023/24 – 15% of (HE topslice + RSB costs). The 2024/25 topslice is £4.26m for HE and £0.476m for FE totalling £4.736m.
- SFC Clawback – EO is currently holding a total of £11.3m in their reserves ie £0.7m 2021/22 ringfenced for NWH, 2022/23 £5.8m and £4.8m likely in 2023/24. It is unknown at this point how much of this specifically relates to UHI Perth.
- No funding for Transformation, FWDF (Flexible Workforce Development Fund) or Digital Poverty.
- Student Support Funding reduced in line with sector spend over recent years.
- Capital maintenance funding reduced by 2.2% overall – £722,119 FE has been allocated to UHI Perth which is £16,573 less than last year. £48,881 HE compared to £42,847 the previous year (£6,034 more). Overall reduction is £10,539.
- SFC has not given clarification on CDEL (capital) and RDEL (revenue) allocation for estates maintenance. Historically SFC has approved the use of capital funding for revenue purposes but they are reviewing this practice.
- The Research Excellence Grant has reduced from £56,937 to £55,425 (£972).
- SFC has clarified that responsibility for funding outstanding job evaluations has transferred from the SFC to the Scottish Government.

2.5 Finance Team – Resources

It is understood that the Finance Team has historically had a shortage of resources and this was highlighted previously by external auditors in their audit of the financial statements two years ago. The situation has been exacerbated since the Head of Finance left in December 2023. We have not been able to successfully recruit to this position on a permanent basis since due to low number of candidates applying and unsuitability of any candidates that have applied. We filled the post on an interim basis for two months but the candidate left after being unsuccessful in the permanent recruitment process and another interim candidate started on 13 May.

The Team currently has two permanent Finance Business Partners and three permanent Finance Assistants. Another Finance Business Partner left on 3 May and we are replacing this post with a Finance Manager post on a 12 month fixed term contract. A candidate

verbally accepted an offer on 1 June. We also aim to recruit a temporary Assistant Accountant for six months to relieve the Business Partners from more routine tasks.

At the time of writing the Team is under significant pressure and the DPO is working with them to regularly prioritise tasks. We have been prioritising responses to requests for information from the Trade Unions as part of the consultation process and have not started work on budgets or year-end financial statements, which are time intensive.

A strong Finance Team is needed to provide information to support decision making in ensuring financial sustainability and reduce the strategic financial risk. Assuming that we can recruit a Director (previously Head) of Finance, temporary Finance Manager and a temporary Accountancy Assistant, the plan is to focus on business-as-usual tasks at the same time as reviewing and making improvements to the chart of accounts, core processes and procedures and guidance documents for budget holders. Once these basics are in place the Finance Team can work with budget holders to forecast their income and expenditure more frequently than quarterly and to make further improvements to systems and processes.

UHI | PERTH

Financial Performance Review

Q3 23/24



Group Overview

Actual YTD 23/24	Academic	Business	Services	Total
Funding	11,810	117	798	12,725
Tuition Fees	3,155	1,227	0	4,381
Commercial	1,680	999	855	3,533
Total Income	16,644	2,342	1,653	20,639

Staff Costs	10,082	1,557	4,700	16,339
% Income	60.6%	66.5%	284.3%	79.2%

Non-Staff Costs	1,209	825	3,624	5,658
% Income	7.3%	35.2%	219.2%	27.4%

Surplus/(Deficit)	5,353	-41	-6,670	-1,358
% Income	32.2%	(1.7)%	(403.5)%	(6.6)%

Actual YTD 22/23	Academic	Business	Services	Total
Funding	11,158	136	959	12,253
Tuition Fees	2,786	1,446	0	4,233
Commercial	1,511	927	696	3,134
Total Income	15,455	2,509	1,655	19,619

Staff Costs	10,463	1,526	4,124	16,114
% Income	67.7%	60.8%	249.2%	82.1%

Non-Staff Costs	1,254	694	3,522	5,469
% Income	8.1%	27.6%	212.8%	27.9%

Surplus/(Deficit)	3,738	289	-5,991	-1,964
% Income	24.2%	11.5%	(362.1)%	(10.0)%

We do not have a budget in place for 23/24 so financial analysis will compare actual performance against prior year. Finance resource restrictions and a focus on providing information for the ongoing consultation process with unions has prevented us from issuing an updated forecast for FY23/24. We will continue to work on this.

1

Income

Income is £1.0m ahead of last year largely driven by Academic funding (£1.1m - of which £0.7m is Funding and £0.4m is Tuition fees), partly offset by Business income (£0.2m) largely AST.

2

Staff Costs 22/23 (£k)	16,114
- accrued salary increase for 22/23	867
- accrued salary increase for 23/24	514
- cost of VS through 9 months	312
- savings from VS Leavers	(646)
- backfill for VS	53
- savings through lower PT staff and recruitment delay	(875)
Staff Costs 23/24	16,339

3

Non-Staff Costs

Non-staff costs are higher vs prior year to date (£0.2m) largely driven by AST (£151k), Canteen (£87k) and ICT (£58k) partly offset by STEM (£58k) and Student Services (£36k).

Academic Performance

Actual YTD 23/24	STEM	BMCL	CCI	ALS	Research	Academic Total
Funding	2,918	2,603	2,163	4,074	52	11,810
Tuition Fees	486	951	667	1,003	48	3,155
Commercial	1,254	183	73	115	54	1,680
Total Income	4,658	3,737	2,903	5,193	154	16,644
Staff Costs	2,640	2,294	1,762	3,247	138	10,082
% Income	56.7%	61.4%	60.7%	62.5%	90.1%	60.6%
Non-Staff Costs	495	319	245	132	19	1,209
% Income	10.6%	8.5%	8.4%	2.5%	12.2%	7.3%
Surplus/(Deficit)	1,522	1,124	895	1,814	-4	5,353
% Income	32.7%	30.1%	30.8%	34.9%	(2.4)%	32.2%

Actual YTD 22/23	STEM	BMCL	CCI	ALS	Research	Academic Total
Funding	2,705	2,447	2,078	3,875	53	11,158
Tuition Fees	455	829	591	873	37	2,786
Commercial	925	176	79	164	168	1,511
Total Income	4,085	3,451	2,748	4,913	258	15,455
Staff Costs	2,636	2,481	1,838	3,372	136	10,463
% Income	64.5%	71.9%	66.9%	68.6%	52.9%	67.7%
Non-Staff Costs	553	312	231	137	20	1,254
% Income	13.5%	9.0%	8.4%	2.8%	7.9%	8.1%
Surplus/(Deficit)	896	658	679	1,404	101	3,738
% Income	21.9%	19.1%	24.7%	28.6%	39.2%	24.2%

Income

We are ahead of prior year in all three core categories:

- Funding** – HE figures are higher than last year which results in higher income. Note: student numbers may still differ from figures taken at the close.
- Tuition Fees** – earlier timing of invoicing drives higher tuition fee income vs prior year at Q3, however, we expect FY fees to be broadly in line with prior year.
- Commercial** – £189k higher driven by STEM revenues (£329k), partly offset by Research (£114k).

4 Staff Costs

See Staff Costs under Group Overview in slide 2.

5 Non-Staff Costs

Non-staff cost are lower (£45k) largely driven by STEM (£58k) partly offset by CCI (£14k) as staff continue to work hard to minimise expenditure wherever possible.

Business

Actual YTD 23/24	AST	Residences	ASW	Nursery	Total
Funding	0	0	0	117	117
Tuition Fees	1,227	0	0	0	1,227
Commercial	20	313	524	142	999
Total Income	1,246	313	524	259	2,342

Staff Costs	924	0	356	278	1,557
% Income	74.1%	0.0%	67.9%	107.4%	66.5%

Non-Staff Costs	513	197	99	16	825
% Income	41.1%	62.9%	19.0%	6.3%	35.2%

Surplus/(Deficit)	1 -190	2 116	3 69	4 -36	-41
% Income	(15.3)%	37.1%	13.2%	(13.7)%	(1.7)%

Actual YTD 22/23	AST	Residences	ASW	Nursery	Total
Funding	0	0	0	136	136
Tuition Fees	1,446	0	0	0	1,446
Commercial	3	394	437	93	927
Total Income	1,450	394	437	229	2,509

Staff Costs	875	0	376	275	1,526
% Income	60.4%	0.0%	86.1%	120.0%	60.8%

Non-Staff Costs	361	211	104	17	694
% Income	24.9%	53.5%	23.9%	7.6%	27.6%

Surplus/(Deficit)	213	183	-44	-63	289
% Income	14.7%	46.5%	(10.0)%	(27.6)%	11.5%

1 AST

The loss of key customer Leonardo at the start of 23/24 results in Q3 income ~£0.4m lower vs prior year and we expect the FY deficit to be ~£340k. The loss of a key customer has been partly offset by increased income from other Approved courses (£0.2m) and an increase in work at Remote sites (£0.1m).

2 Residences

While this remains in surplus year to date, income is lower vs prior year driven by summer lets of ~£70k being known and included in 22/23 figures. This year's figure remains uncertain and no accrual has been made, however, summer lets could be lower due to a reduction in US students using the residences this summer.

3 ASW

The closure of a LIVE Active site has seen customer numbers increase alongside a price increase of 25%. Staff costs are lower vs prior year due to delays in recruitment and the allocation of Business Development Manager costs included in 22/23. Non-staff spend is broadly in line with prior year.

4 Nursery

Following the initial reorganisation announcement, customer numbers fell as they sought an alternative for their children. However, a 35% increase in pricing has resulted in income being ahead of prior year although a deficit of ~£70k is currently forecast for FY23/24.

Services (Overheads)

Actual YTD 23/24	Student Services	Estates	ICT	Canteen	Business Services	Services Total
Funding	32	559	65	0	142	798
Tuition Fees	0	0	0	0	0	0
Commercial	79	40	1	576	159	855
Total Income	112	599	66	576	301	1,653
Staff Costs	939	624	372	0	2,765	4,700
% Income	841.4%	104.1%	564.2%	0.0%	918.8%	284.3%
Non-Staff Costs	201	1,448	547	630	797	3,624
% Income	180.3%	241.8%	830.1%	109.4%	264.7%	219.2%
Surplus/(Deficit)	-1,028	-1,473	-854	-54	-3,261	-6,670
% Income		1			2	

Actual YTD 22/23	Student Services	Estates	ICT	Canteen	Business Services	Services Total
Funding	55	866	66	0	-27	959
Tuition Fees	0	0	0	0	0	0
Commercial	89	18	0	529	60	696
Total Income	144	883	66	529	33	1,655
Staff Costs	973	671	401	0	2,078	4,124
% Income	677.1%	76.0%	610.7%	0.0%	6325.6%	249.2%
Non-Staff Costs	237	1,448	489	543	804	3,522
% Income	164.9%	163.9%	743.9%	102.7%	2446.9%	212.8%
Surplus/(Deficit)	-1,067	-1,236	-825	-14	-2,849	-5,991
% Income	(742.1)%	(139.9)%	(1254.6)%	(2.7)%	(8672.5)%	(362.1)%

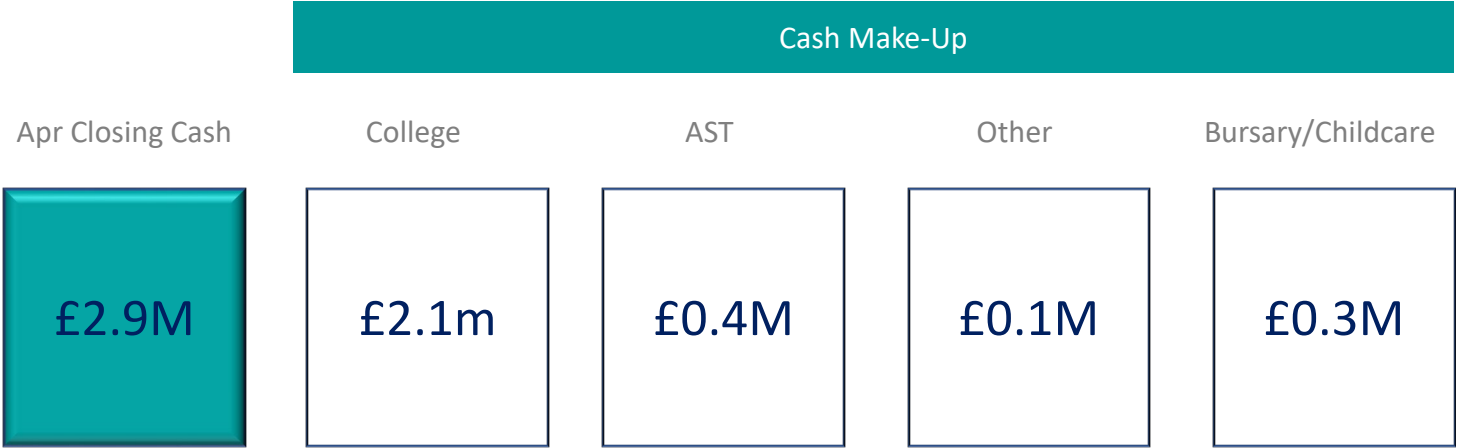
1 Estates

Estates income is actually ‘funding for estates maintenance’. Spend is lower this year (£284k) as we are carrying out qualifying estates maintenance at a slower rate than prior year. This also drives a lower staff cost spend (£48k) with non-staff costs flat vs prior year. Note: our funding allocation for 23/24 is £150k lower vs 22/23 which is reflected in the deficit position YTD being £237k higher vs prior year.

2 Business Services

This comprises all other departments. Staff costs are higher (£687k) vs prior year as all of the Voluntary Severance costs £312k (See Slide 2), as well as payment in lieu of notice (£100k) is charged to Business Services.

Cash



Given that the agreed Pay Awards are to be paid to existing employees in July, we need to prioritise a reconciliation of our cash balances and calculate the level of loan funding that will be required from SFC to meet these commitments.

Committee Cover Sheet

Paper No.10

Name of Committee	Board of Management
Subject	Balanced Scorecard – Board Strategic KPIs May 2024
Date of Committee meeting	06/06/2024
Author	Perth Leadership Group
Date paper prepared	16/05/2024
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Strategic KPI data for: 2022/23 actual 2023/24 actual 2024/25 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.	Perth Leadership Group
Action requested	<input checked="" type="checkbox"/> For information <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input type="checkbox"/> For approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	Strategic KPIs and achieving UHI Perth Strategy 2022-27

Committee Cover Sheet

<p>Resource implications</p> <p>Does this activity/proposal require the use of College resources to implement?</p> <p>If yes, please provide details.</p>	<p>Yes – where resource is required to meet KPI targets</p>
<p>Risk implications</p> <p>Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk?</p> <p>If yes, please provide details.</p>	<p>Yes</p> <p>Not achieving strategic KPIs</p>
<p>Equality & Diversity</p> <p>Does this activity/proposal require an Equality Impact Assessment?</p> <p>If yes, please provide details.</p>	<p>No</p>
<p>Data Protection</p> <p>Does this activity/proposal require a Data Protection Impact Assessment?</p> <p>If yes, please provide details.</p>	<p>No</p> <p>Click or tap here to enter text.</p>
<p>Island communities</p> <p>Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?</p>	<p>No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>
<p>Status</p> <p>(ie confidential or non-confidential)</p>	<p>Non-Confidential</p> <p>If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld:</p> <p>Click or tap here to enter text.</p>

Committee Cover Sheet

Freedom of Information

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

Please select a justification from the list, below:

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

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

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

and

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

Balanced Scorecard 2022-27							Year One		Year 2	Year 3		
							2022-23		2023-24	2024-25		
Strategic KPI	UHI Perth Strategy 2022-27	Strategic KPI	Lead Author(s)	SLT Sponsor	Baseline	Target (Over 5 years)	2022/23 Target	2022/23 Actual	2023/24 Actual	2024/25 Target	2024/25 Actual	
Excellence in Learning and the Learner Experience												
SO1: The Learner Experience												
1	Increase retention, attainment, achievement, progression and student satisfaction to sector leading levels	Increase student retention										
		a) FE by 7%	Jill Elder/ Deborah Lally	VPA	79%	80%	79%	82%	tbc	82%		
		b) HE by 5%			79%	92%	79%	87%	tbc	87%		
Increase student achievement												
2		a) FE by 12%	Jill Elder/ Deborah Lally	VPA	66%	74%	66%	72%	tbc	66%		
		b) HE by 9%			71%	80%	71%	61%	tbc	71%		
3	Increase student satisfaction	Early Student Experience Survey:										
		a) FE by 2%	Nicky Inglis/ Deborah Lally	DP	96%	98%	96%	98%	98%	98%		
		b) HE by 7%			91%	98%	91%	97%	97%	97%		
		Student End of Year Survey:										
		a) FE by 6%	Nicky Inglis/ Deborah Lally	DP	92%	98%	92%	96%	96%	96%		
		b) HE by 9%			89%	98%	89%	94%	94%	94%		
SO2: Co-Creative and Progressive Curricula												
4	Strengthen and develop an agile, innovative and dynamic portfolio that responds to regional and Scottish Govt priorities and key sector needs with a focus on recruitment	Continue to annually review the curriculum portfolio and increase overall redesign of our courses by 25%	Lesley Connaghan/ David Gourley	VPA	50%	75%	55%	tbc	tbc	tbc		
SO4: Academic Partnerships												
5	Value/leverage (£) by partnership	Margin/revenue - overhead recovery +1% by year 5	Christiana Margiotti	VPEE	Still not defined	+1%	0	tbc	tbc	tbc		
College Growth and Ambition												
SO1: Our Culture												
6	Strategic Values - living our values	Monthly initiative around one of our values	Katy Lees/ Christiana Margiotti	DP	0	12	3	3	0	tbc		

Balanced Scorecard 2022-27							Year One		Year 2	Year 3	
							2022-23		2023-24	2024-25	
Strategic KPI	UHI Perth Strategy 2022-27	Strategic KPI	Lead Author(s)	SLT Sponsor	Baseline	Target (Over 5 years)	2022/23 Target	2022/23 Actual	2023/24 Actual	2024/25 Target	2024/25 Actual
SO2: Our Staff											
7	Staff survey results from 2021 are improved in the following areas (next survey	The leadership team provide clear direction and guidance	Jill Elder/ Jill Martin	DP	42%	80%	42%	42%	42%	50%	
SO4: Our Ways of Working											
8	We will enhance and improve our systems and processes, driving high quality outcomes	Number services/processes improved July 2023 - 4 July 2024 - 8 July 2025 - 12	Jill Martin/ Head of Finance	DPO	0	12	4	4	8	12	
SO5: Digital Transformation											
9		Identify a baseline digital competence framework for each job role	Jill Martin/ David Gourley	DPO	0	Produce framework document	Produce framework document	Framework document produced	Framework document produced	Framework document produced	Framework document produced
Partnerships and Collaboration											
SO1: Relationships											
10	Percentage strategic partnerships v proportion of external engagements	Increase from 5% by 1% pa	Nicky Inglis	VPEE	5%	10%	5%	5%	5%	5%	
SO2: Commercial Enterprise and Innovation											
11	Commercial AOP/Commercial Income (per college area)	Gross overhead +1% by Year 5	Nicky Inglis	VPEE	0.00%	+1%	0.00%	0.50%	0.50%	0.50%	
Sustainability											
SO2: Reinvestment Planning											
12	At the end of the strategic cycle have the following cost/income ratios:	1. Staff Cost/Income 70%	Head of Finance	DPO	80.90%	70%	80%	80.10%	tbc	tbc	
		2. Non-Staff Cost/Income 21%			23%	21%	22.8%	26.10%	tbc	tbc	
		3. Investment Cost/Income 5%			0	5%	1%	0.00%	tbc	tbc	
SO3: Environmental Sustainability											
13	Percentage gross carbon footprint reduction	Decrease by 2% pa	Gavin Whigham/ David Gourley	DP	1646 tonnes	tbc	1613 tonnes	1208 tonnes	tbc (target date 11/24)	1150 tonnes	
	Definitions										
	Lead Author - PLG member responsible for monitoring/tracking data			Baseline - data for 2021/22							
	SLT - member of Senior Leadership Team (SLT) sponsoring the KPI			Target - the set value to be achieved each year							

Committee Cover Sheet

Paper No. 11

Name of Committee	Board of Management
Subject	Student Experience – Safeguarding
Date of Committee meeting	06/06/2024
Author	Deborah Lally – Head of Student Experience
Date paper prepared	03/06/2024
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	This paper is to inform the Board about Safeguarding at UHI Perth
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	N/A
Action requested	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input type="checkbox"/> For approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	Strategic Aim 1: Excellence in the Learning and Learner Experience – The Learner Experience

Committee Cover Sheet

<p>Resource implications</p> <p>Does this activity/proposal require the use of College resources to implement?</p> <p>If yes, please provide details.</p>	<p>Yes/ No</p> <p>The Safeguarding Lead is the Head of Student Experience, who is Chair of the Safeguarding Group which has representatives from across the College in both academic and professional service areas. There are also two depute safeguarding leads.</p> <p>We also have our Student Services staff (Health and Wellbeing Officers, Counsellors and Student Support Worker)</p>
<p>Risk implications</p> <p>Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk?</p> <p>If yes, please provide details.</p>	<p>Yes/ No</p> <p>Going forward, we will need to be mindful of the UHI Perth Financial Sustainability Project and the impact this may have on staff resources.</p>
<p>Equality & Diversity</p> <p>Does this activity/proposal require an Equality Impact Assessment?</p> <p>If yes, please provide details.</p>	<p>Yes/ No</p>
<p>Data Protection</p> <p>Does this activity/proposal require a Data Protection Impact Assessment?</p> <p>If yes, please provide details.</p>	<p>Yes/ No</p> <p>Click or tap here to enter text.</p>
<p>Island communities</p> <p>Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?</p>	<p>Yes/ No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>
<p>Status</p> <p>(ie confidential or non-confidential)</p>	<p>Non-Confidential</p> <p>Click or tap here to enter text.</p>

Freedom of Information

Committee Cover Sheet

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

Please select a justification from the list, below:

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

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

Below is a diagram that is visible on our website that describes what we mean by safeguarding at UHI Perth:



In addition to this, we also have information on our website for those who may have criminal convictions where we encourage individuals to share with us what these are, and more so if they believe it may impact their studies.

You can read more about safeguarding at UHI Perth [here](#)

Academic Year 2023-24

In comparison to the last few years, we have seen an increase in safeguarding plans implemented at UHI Perth to support our students. The plans range from individuals not feeling safe on campus; inappropriate messages/sharing of images; relationships turning negative. We have also been involved in a few concerns relating to the students' home re: harm / neglect, where third parties have been involved (e.g. Social Work at PKC; Police Scotland). To our knowledge, we have had fewer students who are on the Sex Offender Register.

In addition to this we also have our Student Services Team which includes staff whose role is to support students who have mental health illnesses. On occasions safeguarding concerns may arise (e.g. self-harm and suicidal ideation). As part of our service, we do signpost and work collaboratively with other external partners (e.g. NHS, Mindspace, Samaritans, Breathing Space etc.)

Our Student Services Team also run two groups: Neurodiverse Group and The Man Cave.

Academic Year 2024-25

We have had a few new applicants who have made conviction disclosures to us. We are currently corresponding and engaging with these applicants, as well as Social Work and Police Scotland. Thus ensuring these individuals are able to undertake their chosen course where possible and safeguarding plans are put in place accordingly.

We will soon be reviewing our current students safeguarding plans for those who will be continuing their studies with us next academic year.

Collection of Criminal Conviction

Up until GDPR, UHI Perth used to ask all applicants and students to disclose to us if they had a criminal conviction. When GDPR was implemented, just like many other Colleges and Universities, there was a question around lawful and purpose of collecting this information. It was decided at the time that we could not ask this, but instead encourage people to share this with us.

Universities Scotland has over the last few years explored this further and have now deemed it lawful and will now proceed to reintroduce this data collection. They have worked on a Data Protection Impact Assessment (DPIA) outlining the legal basis for collecting the data and will be asking two questions:

1. Are there any relevant unspent criminal convictions (and provide a list that can be relevant)
2. Declare if they have any ongoing police investigation matters that are allied to relevant criminal convictions

The College sector have been watching this develop and will be looking for a sector approach on how we implement this consistently. It is envisaged that it is likely to be AY 2025-26 before this can be implemented.

2024 HISA Elections – Report to University Court and Academic Partner governing bodies

Executive Summary

In the spring of 2024, HISA conducted elections for 16 student officer roles across the UHI region. All students were able to vote for the two regional posts and then one or two depute roles depending on the Academic Partner. These elections were conducted both online and in person, with some candidate recruitment, campaigning and voting, taking place virtually. Four vacancies remain, a much lower vacancy rate than in 2023, for which a co-option process will be developed.

The election performance was similar to 2023 in that the turnout of UHI students was 3%. Whilst the number of UHI Student voters has gone down, the turnout has remained the same because of a drop in the number of enrolled students at this time of the year.

Introduction

Under the 1994 Education Act, each further and higher education establishment is required to have a Students' Association that elects its officers through a fair and democratic election. HISA's Articles of Associations states HISA must hold elections for two Regional Officers (President and Vice-President Education) and at least one representative from each academic partner.

Our Spring Elections took place in March 2024, and a By-Election in May 2024 (for vacant positions).

HISA supported the election process by conducting all of the candidate training and support online. As in the last few elections, HISA utilised the turnout dashboard and the fast-track email function, in order to inform students and staff of important elections information, and provide students the opportunity to vote, as quickly as possible.

HISA uses the Single Transferable Vote system, following the Electoral Reform Society guidance. Voters select candidates in order of preference for each role they are able to vote for. HISA's website, provided by OneVoice Digital, has a built-in E-Voting module that allows HISA to conduct our elections entirely online. For every role in the election, voters had the option to Re-Open Nominations (RON), should they wish to reject the candidates on the ballot and call for the election to be re-run.

This report aims to update governing bodies in UHI and the Academic Partners, contributing towards their responsibility under the 1994 Act to ensure free and fair elections in their students' association. Unlike past years, a single combined report is presented to the governing bodies for efficiency.

Posts and Results Summary

Elections for the following positions were held concurrently, resulting in the corresponding individuals being elected. Full results for each role are detailed in the results section.

Spring Election

Position	Elected	Candidates*
HISA President	William Campbell	1
HISA Vice-President Education	Shannon MacCallum	4
UHI Perth President	Xander McDade	4
UHI Perth Depute President	Andi Garrity	2
UHI Inverness President	Elizabeth Keegan	3
UHI Inverness Depute President	Holly Pearce	3
UHI Moray Depute President (1 of 2)	Sarah Marshall	1
UHI North, West and Hebrides Depute President (West)	Nicolas Kowalczyk	1
Scottish Association for Marine Science Depute President	Kian McDonald	1
UHI Shetland Depute President	Harley Green	1

May By-Election

Position	Elected	Candidates*
UHI Argyll Depute President	Siobhan Moore	1
UHI Moray Depute President (1 of 2)	R.O.N.	1
UHI Orkney Depute President	Mila Tabone	1

*The option of Re-Open Nominations (RON) is not included in candidate numbers. Voters had the option to vote for (RON) in addition to any candidate.



Elections Co-ordination and Oversight

The 2024 Elections were overseen by the National Union of Students (NUS), who served as our Returning Officer (a service available through our affiliation to NUS). The Returning Officer is responsible for the good governance of the election on behalf of HISA's Board of Trustees, to make judgements on appeals and to give guidance to the Depute Returning Officer, as and when required. Appointed internally, Simon Varwell served as HISA's Depute Returning Officer. This role is designed to manage the election process and make formal decisions regarding rules and regulations, including the ability to disqualify any candidate. This role also oversees the delivery of the elections project.

Elliot Stradling served as Elections Co-ordinator until the end of March 2024 (when he left post) and for the By-Election this role was undertaken by Simon Varwell. The role of Elections Coordinator involved leading on the operational delivery of the elections project across the UHI region, organising training for staff/candidates and advising staff throughout the elections process. Other members of the Student Engagement Representation team and the Communications team supported the elections process throughout. Local staff were responsible for the implementation and delivery of the elections locally: promoting the elections to students, engaging with local UHI staff, assisting in the recruitment of candidates, delivering local training to candidates and supporting the voting process. The announcement of Spring Election results was done via a YouTube video that was pre-recorded with all possible outcomes. After the results had been calculated, the video with the correct results was scheduled to go live at 6pm and a link was provided to all staff and students.

The Elections Process

Spring Election Dates

Nominations Open	29 th January 2024 (10:00)
Nominations Close	29 th February 2024 (14:00)
Announcement of Candidates	1 st March 2024 (10.00)
Campaigning period begins	4 th March 2024 (10.00)
Voting Opens	11 th March 2024 (10:00)
Voting Closes	14 th March 2024 (12.30)
Results Announced	14 th March 2024 (14.00)

By-Election Dates

Nominations Open	15 th April 2024 (10:00)
Nominations Close	26 th April 2024 (14:00)
Announcement of Candidates	26 th April 2024 (16:00)
Campaigning period begins	29 th April 2024 (10:00)



Voting Opens	7 th May 2024 (10:00)
Voting Closes	9 th May 2024 (13:00)
Results Announced	9 th May 2024 (16:00)

Nominations

HISA undertook nominations entirely online via a Microsoft Form available through the HISA website. All the information we required from students at this stage (including an option to submit their photo, poster and manifesto) were provided through this form. Prior to and during nominations, drop-in sessions were run for any student that was thinking of standing, but who were unsure of what it might entail or how they might go about nominating themselves.

Nominations received is as per page 2.

Voting

Once voting went live, students were emailed a direct fast-track voting link to their UHI student emails, which gave them a one-click route to their ballot paper, by-passing the login process. Voting was advertised clearly on multiple areas of the HISA website and via social media. On the homepage, a large banner featuring the Student Elections design linked students directly to their emails, where they could find their fast-track voting email. Emails were also utilised locally to engage staff and Senior Management Team support in encouraging voters.

Students could vote both online and at physical polling stations run by HISA staff.

Complaints

No complaints were received.

Points for development

The use of physical ballot stations in 2024 was a clear benefit in terms of raising the visibility of the elections and allowing staff to encourage students to vote.

We did find some difficulties with individuals struggling to log in to our website, underlining the importance of questions we are exploring with relevant teams in UHI about single sign-on capabilities including the HISA website and not just UHI facilities.

The remaining vacancies will be opened to a co-option process. This process is in development and consultation will take place with affected Academic Partner managements and governing bodies, with a view to co-option early in the new academic year:

- UHI Moray Depute President (1 of 2).
- Highland Theological College Depute President.
- UHI North, West and Hebrides Depute President (North).
- UHI North, West and Hebrides Depute President (Islands).

Finally, a number of questions relating to the elections – from technical to promotional – will feature within a likely democracy review HISA is planning. If approved, this would be led by our new Insight



and Democracy Coordinator (who will commence post at the start of July and take on the roles of elections coordinator and Deputy Returning Officer). This review would cover the effectiveness and connectivity of various functions such as elections, our All-Student Meeting and our Executive. Consultation with governing bodies and managements is likely to feature within such a review, ensuring that our democratic processes are effective, transparent and trusted by all stakeholders. It will add to other related processes such as HISA's ongoing consultation on its new strategy.

Simon Varwell

Director of Student Engagement and Representation and acting elections coordinator

Highlands and Islands Students' Association

Monday 3rd June 2024

Appendix: election turnout in 2024

Academic Partner	Total Students	Voters	Turn Out
UHI Argyll	1514	17	1.12%
Highland Theological College	129	14	10.8%
UHI Inverness	4914	152	3.09%
UHI Moray	3064	63	2.05%
UHI North, West and Hebrides	3995	103	2.57%
UHI Orkney	958	18	1.87%
UHI Perth	5508	104	1.9%
Scottish Association for Marine Science (SAMS)	170	18	10.58%
UHI Shetland	1026	57	5.55%
Sabhal Mor Ostaig	276	8	2.89%
Executive Office	633	63	9.95%
Total (All UHI Students)	20433	617	3%

Board of Management – Standing Committee Summary

Paper No: 13b

Name of Committee: Learner experience Committee	Date of Committee: Wednesday, 24th April
Key Issues discussed: *Committee noted the lack of student board members and expressed concern at the lack of student perspectives being provided at board level. * The head of learning and teaching enhancement presented a paper and provided a demonstration on using artificial intelligence in an educational context * The most recent education Scotland progress report was presented to the committee. <ul style="list-style-type: none">• Student association update noted in their absence.• Head of Student Experience presented Paper on student destinations, noting that the figures provided are derived from the statutory return from 2021/22.• Committee noted a paper on current student recruitment - Head of Student Experience noted that UHI Perth had met or exceeded the FE target for the current year and is close to the FTE HE target.	Actions Committee suggested that the college considers creating AI champions and/or first adaptors. Depute Principal offered to work with appropriate staff to look at preparatory interventions ahead of transitions into College.
Committee Chaired by: Depute Principal	Date of next meeting: 4/9/24

We will act with integrity in everything we do

Student Centred + Innovative + Ambitious + Respectful + Inclusive + Collaborative

Board of Management – Standing Committee Summary

Paper No: 13d

Name of Committee: Finance & Resources Committee	Date of Committee: 16 May 2024
Key Issues discussed: Due to advance apologies submitted by Board Members, it became clear that the Committee would be unable to reach quoracy on the day and the meeting was cancelled.	Actions agreed: <ul style="list-style-type: none">• The substantive items due to be discussed at the meeting (ie the current Financial position/matters relating to Financial Sustainability and the Environmental Sustainability Report) were to be rolled into the main Board of Management Agenda on 6th June• Items for information (ie minutes, Estates & HR reports) were uploaded to the Finance & Resources MS Teams page for scrutiny
Committee Chaired by: Michael Buchanan	Date of next meeting: tbc

We will act with integrity in everything we do

Student Centred + Innovative + Ambitious + Respectful + Inclusive + Collaborative

Board of Management – Standing Committee Summary

Paper No: 13e

Name of Committee: Strategic Development Committee	Date of Committee: 22 May 2024
Key Issues discussed: 1. UHI Perth financial position update 1.1 DP Operations updates the committee on financial situation, which has now improved. We will not have any reduction in our FE funding and we have received an increase in our HE funding. As a result it would appear that £2.7m total savings rather than £4m is now required. The Board will be asked to indicate the amount of savings now required. The need for the Board to fully understand all the risks associated with any decision was highlighted. The DPO indicated that that given the funding situation within the sector there is no guarantee we won't have to undertake further cost savings exercises in future years, irrespective of what decision we make now. Because of the UHI funding structure, we already spend less per student head than other (non-UHI) colleges. There is a tipping point at which cuts will seriously impact our ability to sustain our College Vision and provide a quality student experience. 1.2 There remains the separate but related issue of how to fund the pay award and VS payments. These need to be met out of cash reserves. We do not currently have sufficient cash reserves to meet the likely £1.5m required. DPO confirmed they are undertaking best, worst and mid-case scenarios and factoring this into 3 year projections.	Actions agreed: Board to consider total savings now required. Board likely to require further information on the different risks associated with different options.

We will act with integrity in everything we do

Student Centred + Innovative + Ambitious + Respectful + Inclusive + Collaborative

The SFC has indicated VS will not be funded. A loan from UHI has now been requested. It is not clear how the VS payments will be met if no loan is available. We are not permitted to take commercial loans.

We continue to note that we pay £5m to the UHI each year through the top slice.

Pay award monies can be drawn down in advance from the SFC.

2. Workstream 5 (Commercial)

The committee considered the paper presented on the recommendations flowing from workstream 5.

The committee noted the extensive work undertaken by this (and other) workstreams and noted that UHI need to play their part in this to ensure that decisions are made in the best interests of all.

The proposals are broadly to make investments in international, consolidated business development activity and to retain ASW as a commercial entity. It was not possible to find a way to make the Nursery profitable.

That we need to be able to invest to grow was highlighted.

It was noted that there needs to be an investment of time and resources to take the income streams forward. A costing model and business case to focus on profit to ensure these are viable proposals is being looked at.

The top slice and the financial difficulties of individual UHI partners noted.

3. Balanced scorecard/KPI review

DP Academic provided an update to the Committee including the very successful Education Scotland visit recently.

All the workstream leads had advised that the KPIs were still relevant. It was noted that this is year 3 of this 5-year strategy.

To keep a watching brief over UHI decision making processes such that they provide the quality and level of support required by UHI Perth (and which reflect the very significant top slice contribution made by UHI Perth to the EO).

We will act with integrity in everything we do

Student Centred + Innovative + Ambitious + Respectful + Inclusive + Collaborative

Some targets may need revision in the light of savings decisions. The possible impact of these decisions on e.g. student satisfaction survey results raised.	
Committee Chaired by: Jenny Hamilton	Date of next meeting: 12 September 2024

We will act with integrity in everything we do

Student Centred + Innovative + Ambitious + Respectful + Inclusive + Collaborative

Board of Management – Standing Committee Summary

Paper No: 13f

Name of Committee: Audit	Date of Committee: 28 May 2024
Key Issues discussed: Enterprise Risk Management Report: Vice Principal of Operations reviewed progress on ERM. There are significant challenges. Many risks are above the board risk appetite with delays implementing effective controls and implementing internal audit actions. Issues are caused partly by implementation of the new system but mainly due to the PLG's current other priorities. National Fraud Initiative: Vice Principal of Operations provided an update on NFI. For the 2023/24 matching exercise all of the data matching differences had been investigated and there were no instances of fraud or error but, due to problems getting the Portal updated, Audit Scotland have given Perth College a Red rating. Though there is no underlying risk of fraud or error, nothing can be done to change the rating. External Audit: Committee discussed the situation with Deloitte (Ian Howse, Senior Partner joined our normal contact Tom Rotherham). The problems were revisited, and the committee again stressed their disappointment. Ian apologised for the poor performance of Deloitte (the first apology we have had!) and agreed the actions shown.	Actions agreed: Committee summary should be used to make the board aware of the significant challenges. Recommend persevering with the new ERM approach. Though there are challenges, ERM has given visibility of the lack of progress on controls and is an effective model. ERM will be reviewed in the next Audit Committee meeting to assess progress after PLG have more time to spend on this. Communications will be prepared to minimise the reputational damage this issue may cause. Internal audit plan will include an NFI review. Deloitte arranging meetings with PC from June to start July, to complete Disclosure notes by end July. Audit Scotland to provide input on Tayside Pension scheme by end of August (Ian has undertaken to try and expedite that). The disclosure notes and Tayside Pension evaluation should be all that remains to close the audit. Deloitte will bring a plan for the 23/24 External audit to the next audit committee.

We will act with integrity in everything we do

Student Centred + Innovative + Ambitious + Respectful + Inclusive + Collaborative

<p>Internal Audit: Internal Auditor provided positive reports on Health and Safety and Risk Management audits.</p> <p>The Internal Audit plan was reviewed.</p> <p>Finance activities will be planned around resources in the Finance team</p> <p>Freedom of Information & Data Protection quarterly update: Clerk highlighted there has been increased activity driven by requests related to the current consultations. An information request on the position of the nursery will go for review as the college deem that commercially sensitive.</p>	<p>The plan will be updated with International replacing Estates</p>
<p>Committee Chaired by: Derek Waugh</p>	<p>Date of next meeting: 9 October 2024 (tbc)</p>

We will act with integrity in everything we do

Student Centred + Innovative + Ambitious + Respectful + Inclusive + Collaborative

Membership

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

In attendance

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

Quorum

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

Frequency of Meetings

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

Terms of Reference

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

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