

Extraordinary Board of Management

Agenda

Meeting reference: Board2025-26/E01

Date: Wednesday 30 July 2025 at 5:00pm

Location: Online

Purpose: Additional meeting

* Denotes items for approval or discussion.

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 Board Members are reminded of their responsibility to regularly review and update their Register of Interest.			
4	Minutes of the Extraordinary Meeting of the Board of Management held on 30 June 2025		Chair	Paper 1
5	Actions arising from previous minutes			
6	Financial & Staffing Matters			
*6.1	Interim Principal Contract (RESERVED ITEM)	Interim Chair	Interim Chair	Paper 2
*6.2	UHI Perth Financial Recovery Plan – Initial Draft & Independent Sign-Off (RESERVED ITEM)	Interim Principal	Interim Principal	Paper 3
*6.3	UHI Perth Management Restructure – Initial Draft (RESERVED ITEM)	Interim Principal	Interim Principal	Paper 4
*6.4	Extension to UHI Perth Voluntary Severance Scheme	Interim Principal	Interim Principal	Paper 5
6.5	Head of Finance – Recruitment Process Update (RESERVED ITEM)	Depute Principal (Operations)	Interim Principal	Paper 6

	Agenda Items	Author	Led by	Paper
7	Governance & Compliance			
*7.1	Recovery Planning Monitoring Committee – Terms of Reference	Clerk	Interim Chair	Paper 7
*7.2	External Report – UHI Perth	Interim Chair	Interim Chair	Paper 8
*7.3	Amendments to Standing Orders	Clerk	Vice Chair	Paper 9
*7.4	IBM Recruitment & Committee Allocation update		Interim Chair	Verbal
8	Procurement			
*8.1	Student Residences Award - for approval	APUC	Interim Principal	Paper 10
9	Date and Time of next meeting <ul style="list-style-type: none"> Wednesday 20 August 2025 @ 5pm 		Clerk	
*10	Review of Meeting & Key Messages (Committee to check against the Terms of Reference to ensure all competent business has been covered & to note Key Messages to be communicated to appropriate stakeholders)			Paper 11

Extraordinary Board of Management

DRAFT Minutes

Meeting reference: Board 2024-25/04/E4

Date and time: Monday 30 June 2025 at 5.00pm

Location: Online

Members present: Alistair Wylie, Interim Chair, Board of Management
Mary Fraser, Board Member
Deirdre Joy, Board Member
Chris Lusk, Board Member
David Macluskey, Board Member
Debbie McIlwraith-Cameron, Board Member
Elaine Piggott, Board Member
Christopher Whatley, Board Member
Catherine Etri, Interim Principal & Chief Executive
Patrick O'Donnell, Staff Board Member
Xander McDade, Student Board Member
Ronnie Dewar, Trade Union Board Member

In attendance: Lynn Murray, Depute Principal (Operations)
Fiona Cameron, Interim Director of Finance
Ian McCartney, Clerk to the Board of Management

Apologies: Ian Robotham, Board Member
Richard Fyfe, Staff Board Member
Andi Garrity, Student Board Member
Phil McNaul, Financial Consultant

Chair: **Alastair Wylie**

Minute Taker: Ian McCartney

Quorum: 8

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

MINUTES

Item		Action
1.	<p>Welcome and Apologies</p> <p>Interim Chair welcomed all to the meeting and thanked those present for being able to attend given the short notice provided. Apologies were noted.</p> <p>Interim Chair noted that a recent IBM appointment had been reversed due to issues with the appointee receiving clearance from their employee due to perceived operational conflicts. Interim Chair would be following up via appropriate channels. Recruitment for additional IBMs was ongoing.</p> <p>Interim Chair welcomed Mary Fraser back to the Board, noting that Mary's resignation had been withdrawn and approved by UHI Court to allow reinstatement.</p> <p>Interim Chair welcomed David Macluskey to his first Board meeting; introductions were made by all present.</p> <p>Interim Chair advised that this would be the final Board meeting for Xander McDade, and formal thanks were noted for Xander's significant contribution during his tenure.</p>	
2.	<p>Additions to the Agenda</p> <p>Board were advised of the addition of Paper 8a to Item 8.5.</p>	
3.	<p>Declaration of Interest in any Agenda Item</p> <p>Board were reminded of their responsibility to regularly review and update their Register of Interest.</p> <p>There were no Declarations of Interest noted.</p>	
4.	<p>Minutes of the Meeting of the Board of Management held on 05 June 2025</p> <p>Interim Chair noted the statements that had been issued to staff and students earlier in the day regarding the resignation of the Principal.</p> <p>Interim Chair additionally noted that, due to a confidentiality clause engaged within the Settlement Agreement, both parties were subject to the strictest confidentiality on this issue.</p> <p>Board discussed the impact the issue was having and would be</p>	

	likely to have on the staff and students of UHI Perth.	
5.	<p>Matters Arising</p> <p>Chair of Audit Committee provided a brief update around the Development Trust, noting that OSCR had granted consent for a Stage 1 Reorganisation. The Supplementary Deeds now require to be signed by the Trustees before progressing to Stage 2 (formal wind-up).</p> <p>Depute Principal (Operations) advised that the most recent annual accounts for the Development Trust are still to be prepared. Chair of Audit Committee advised that this raised no concerns around the wind-up process.</p>	
6.1 & 6.2	<p>UHI Perth Management Accounts – Year to 30 April 2025 and Forecast to 31 July 2025 & UHI Perth Budget Update</p> <p>Depute Principal (Operations) advised that communication had been received from the Auditor General that the Section 22 issued on the College would be proceeding based on the lack of budget for 2023/24. An initial meeting would be held soon to progress.</p> <p>Depute Principal (Operations) further advised that a meeting had taken place with UHI CFO following last week's Finance & Resources meeting, where it had been clarified that the Clawback decision had been deferred to October, however the SFC grant had been front-loaded to allow local cashflow management. SFC had also confirmed they were content with the approach taken around the 2025/26 cash position, and this had been reflected in Paper 2.</p> <p>Depute Principal (Operations) summarised Paper 2, noting the £1.2m deficit forecast had increased by £600k, and other variances had been highlighted within the paper. The Draft Budget presented as Paper 3 also reflected these changes. Depute Principal (Operations) advised that outstanding Workstream treatments removed in consultation with UHI CFO may be rolled into Recovery Plan.</p> <p>Board Member noted the clear thread through the Budget re AST however noted that this position may be moveable therefore there is a need to keep a clear record of any variations for the Recovery Plan to ensure narrative reflects assumptions of numbers. Interim Chair queried whether this should be reflected in a separate project line. Depute Principal (Operations) agreed with this approach, and noted that explanations will be supplied for any variations.</p> <p>Student Board Member noted that timings around sign-off means that there will not be clarity around applications being converted, therefore there might be some value in being conservative around</p>	

	<p>estimates of student numbers. Student Board Member also noted that it would be useful to understand the legal status around AST students.</p> <p>Board Member noted that it would be helpful to understand the story around budgeting of costs. Depute Principal (Operations) advised that there had been some issues around items being expected but not in place, therefore a high-level budget had been produced. It had been assumed that the Budget would have been approved on the provision of the Recovery Plan, however as this process had taken longer than anticipated it was felt that there would be a need to provide new Board Members with this background information as part of their Induction process. Board AGREED with this approach.</p> <p>Papers 2 and 3 were NOTED by Board.</p>	
7.1	<p>UHI Perth Recovery Plan</p> <p>Interim Principal presented Paper, advising that this had previously been presented to Finance & Resources Committee, and noting that the report was laid out in stages rather than as individual workstreams; workstreams had been built in as tasks within this format.</p> <p>Interim Principal summarised Stages 1 and 2, noting that 100% feedback had been received from staff teams plus 90 individual responses. The remaining elements of Stage 2 would be completed this week, and Stage 3 has commenced where possible to do so, and will include reviews of previous workstream solutions.</p> <p>Board Member noted the tight timescales and queried the capacity and resources for decisions to be enacted over and above the day-job. Interim Principal agreed that workloads and time capacity were going to be difficult, but everyone is aware of the importance of this work and are going above and beyond to deliver. Investment will be required in some areas, and these will be written into cost/benefit analysis.</p> <p>Board Member queried where the £3.5m in income growth will come from given the difficulty in generating additional income in the sector. Interim Principal advised that there is untapped opportunity in the Transnational area that had not previously been developed due to challenges around expansion, eg timescales for approval processes.</p> <p>Student Board Member noted that the proposals had been positively received and further noted importance of having a number of smaller growth items that add up to a larger number, however the main problem is likely to be getting such projects up and running over the summer.</p>	

	<p>Board Member queried how competition within UHI for the same students could be addressed. Interim Principal noted that this would be a difficult area to break down, for example commissions will have to be negotiated around some International work, however while competition is still being encouraged there are steps being looked at to break down barriers.</p>	
8.1	<p>HISA Elections Report</p> <p>Interim Chair noted that Paper 5 had been carried forward from Board meeting on 05 June due to lack of time, and advised that, as no HISA staff were available to present the paper that comments and questions from Board Members should be directed to the Clerk who would then pass to HISA for formal response.</p> <p>Interim Chair noted the worryingly low turnout that needs addressed. Student Board Member advised that Student Satisfaction Surveys act as a better barometer of student engagement.</p>	
8.2	<p>UHI Perth Governance Report</p> <p>Vice Chair presented Paper 8.2, and reminded Board that the purpose of the Review had been to ensure the Board's governance arrangements were transparent and in keeping with the recent reset, with a tight focus around information and training.</p> <p>Vice Chair noted that the items identified as being urgent had all been implemented, and that further work will be required to complete outstanding tasks</p> <p>Student Board Member queried the training priorities of the Board. Vice Chair confirmed that it was a suggestion that Board Members prioritise training around the committees that they sit on. Student Board Member noted the situation at Dundee University, and advised that that all Board Members should be prioritising Finance Training. Interim Chair agreed and suggested that this be reflected in Mandatory Training requirements and the Governance Review going forward.</p> <p>Board Member suggested that the Statement of Primary Responsibilities and the Terms of Reference should be more ambitious in nature. Clerk noted that clarification would be required over Board's capacity to amend the Statement of Primary Responsibilities, and if possible Board approval would be sought for any proposed amendments.</p> <p>Board APPROVED amendments to the Standing Orders noted in Paper 6, with additional amendments taken forward for Board approval.</p>	Clerk

8.3	<p>UHI Perth Authorised Signatories</p> <p>Depute Principal (Operations) presented Paper 7, highlighting the requirement for Board approval of appointment of authorised signatories along with the shortage of authorised signatories currently within UHI Perth.</p> <p>Student Board Member queried the process for leavers to ensure staff members are removed in a timely manner, and highlighted that previous Principal is still on a PLG distribution list. Depute Principal (Operations) confirmed that there is an exit process in place to remove staff members from systems, and will pick up on the PLG distribution list issue raised.</p> <p>Interim Chair asked for any objections to the recommendations and stated that Chair acting as authorised signatory would be a short-term measure and would be removed as soon as was practically possible. As there were no objections, Board APPROVED Paper 7.</p>	Depute Principal (Operations)
8.4	<p>Trade Union Membership/Attendance</p> <p>Interim Chair advised that a letter had been received from a GMB representative requesting a place on the Board.</p> <p>Clerk summarised the position noted in the College's governing documents that Trade Union Board Member positions were reserved for members of recognised TUs, which did not currently apply to GMB.</p> <p>Student Board Member noted the negative perceptions that may impact on the Board should this affect the level of trust that staff have in the Board, and expressed concern that recent improvements in this regard may be undermined if the Board is not seen to want to hear the staff voice. Trade Union Board Member expressed support for this position.</p> <p>Interim Chair, while agreeing with the principle, stressed a need to do things the correct way, and requested Clerk and Director of HR provide some additional insight into how this matter can be moved forward, and to allow the Board to move forward in such a way that cannot be seen as the Board aligning with a particular side.</p>	Clerk/ Director HR
8.5	<p>Independent Investigation into the Financial Challenges at the University of Dundee – Lessons Learned</p> <p>Interim Chair noted Papers 8 and 8a and provided a short summary of the key issues before opening the issue up for discussion across the Board with a view to providing output around key areas noted in the checklist.</p> <p>Board Member advised that the matter may better lend itself to</p>	

	<p>discussion at a Board Development Session.</p> <p>Board Member suggested that comparative analysis against the recent External Evaluation Review to provide areas to work on may be useful. Other Board Members noted that the EER painted a very broad picture at a specific moment in time that may no longer be deemed valid for the Board.</p> <p>Student Board Member noted some similarities around what happened at Perth so there is a need to consider what did happen internally, how this was resolved versus what should have happened, and the work required around the challenge function, possibly via a reflection piece. It would also be useful to have such work in place prior to any Section 22 hearings.</p> <p>Board Member noted that, although the report has some similarities, the culture at Perth has already changed around openness and trust, however an in-person Board Development Session would prove useful.</p> <p>Depute Principal (Operations) advised that the Section 22 work not only covered 2023/24 as the financial statements included Board resignations so 2024/25 will be in scope.</p> <p>Board AGREED to utilise a Board Development Session to explore issues and how college can ensure relevant lessons are learned. Interim Chair to liaise with colleagues to develop a suitable session plan.</p>	Interim Chair
9.	<p>Date & Time of Next Meeting</p> <ul style="list-style-type: none"> Wednesday 20 August 2025, 5:00pm (Extraordinary) <p>Interim Chair noted that an additional Board meeting may be required prior to this date to provide an interim update around Recovery Plan progression.</p>	
10.	<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 2018? **Yes** ☐ **No** ☒

Committee Cover Sheet

Paper No. 5

Name of Committee	Board of Management
Subject	Proposal for extension to Voluntary Severance Scheme
Date of Committee meeting	30/07/2025
Author	Catherine Etri, Interim Principal
Date paper prepared	28/07/2025
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	<p>The attached document proposes an extension to the current voluntary severance scheme in place to 31 January 2026. Legal advice is attached which supports this proposal.</p> <p>Board approval is required on</p> <ul style="list-style-type: none">• UHI Perth seeking permission from the RSB/SFC to extend the VS scheme from the 31 August 2025 to the 31 January 2026.• The Interim Principal opening a window for applications as soon as required approvals from the Board and RSB/SFC for the scheme extension are received.• Provision of permission to the SLT to open windows for applications for voluntary severance as they deem necessary within the timescales of the current approved scheme and the proposed extension (ie unfreezing current freeze approved by Board). <p>If agreed the Interim Principal will prepare the business case to be submitted to the RSB/SFC for their consideration</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 and reviewed at Chairs' Committee, 25/07/2025

Committee Cover Sheet

Action requested	<input type="checkbox"/> For information <input checked="" 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.	This will support the recovery plan and all savings to start to be made.
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	Costs of allowing VS will be considered as part of the approval process
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 – Potential loss of key staff, but this will be considered as part of the review of any applications received
Equality & Diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please provide details.	No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please provide details.	No Click or tap here to enter text.
Island communities	No If yes, please give details:

Committee Cover Sheet

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)?	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

Proposal for extension to our current voluntary severance scheme – July 2025

Background:

UHI Perth has an enhanced voluntary severance scheme (“the VS Scheme”) in place until 31 August 2025 and in the current financial year saw 37 members of staff leave through this route.

The VS scheme is available to all members of staff and sees staff leave with a severance payment based on their salary and length of service with UHI Perth (and any other reckonable service), with the maximum payable being 7 months gross pay (the first £30k of which is tax free).

UHI Perth is currently in the process of writing a recovery plan to address the ongoing deficit position, however it is recognised that any staff leaving the organisation must do so as soon as possible to maximise the level of savings seen.

It is recognised that the VS Scheme is comparable with others within the sector, but for UHI Perth the level of payment from this scheme cannot continue indefinitely and so it is proposed that there is a limited opportunity for staff within identified areas to apply. Staff will be advised that it is likely that any further VS schemes will offer a smaller financial payment to staff. This approach is more likely to encourage staff in these identified areas to apply for VS in this window as opposed to waiting for a future window thereby maximising savings for UHI Perth.

Approval for an extension to the VS Scheme is via the RSB/SFC and can take some time, so this proposal is being put forward at this point to expedite the ability to open a window for applications which can then be progressed at pace thereby maximising savings.

It is proposed that a new VS scheme is subsequently developed in conjunction with the recovery plan proposals where more focused modelling can be undertaken to best inform which VS option is best for UHI Perth over the coming years, and a separate proposal will come to Board with options for consideration.

Proposal for consideration by the Board of Management.

1. The UHI Perth seeks permission from the RSB/SFC to extend the VS scheme from the 31 August 2025 to the 31 January 2026.
2. That the Interim Principal opens a window for applications as soon as required approvals from the Board and RSB/SFC for the scheme extension are received.

Items to note

- It is proposed that staff continue to work their notice, taking all annual leave during this period of notice so no further payments are required (Unless exceptionally agreed by the Interim Principal).
- All decisions on VS applications will be made by the SLT, with the exception of applications from members of SLT where these will be considered by remuneration committee. Any decision to approve an application will have taken into consideration any pension strain costs.
- The VS Scheme has a maximum recurring savings period of 12 months. It is proposed that this may be extended to 15 months where there is an exceptional business case. It is proposed that any such exceptional cases are referred to the Board for further approval.

UHI Perth ("the College"): Extension to Voluntary Severance Scheme

The Board of Management are being requested to give approval for the College to apply to UHI/SFC for approval for an extension to the Voluntary Severance Scheme from the 31 August 2025 to the 31 January 2026.

This process of approval is set out in the Guidance on seeking approval for severance schemes and settlement agreements document issued by the Scottish Funding Council (SFC) on 23 February 2016 which was supplemented by a guidance note issued on 25 August 2022.

Extract from this guidance

In considering any severance, colleges must ensure that issues of regularity, propriety and value for money are fully taken into account. In doing so it is important that policies and procedures are established and applied in a timely manner, including:

- Ensuring a business case, including justification and **full** expected cost, is prepared;*
- Decisions are made and approved in accordance with college delegation procedures;*
- Decisions are fully documented and a clear audit trail of evidence supporting the decision is retained; and*
- There is clear evidence of governance oversight.*

The Remuneration Committee, or equivalent Board committee, must undertake robust scrutiny of proposed severance schemes and settlement agreements before recommending approval to the Board. In order to preserve governance boundaries the Chair of the Remuneration Committee must not be the Chair of the Board.

The Remuneration Committee, or equivalent Board committee, must ensure there is no conflict of interest between those involved in approving severance arrangements and individual beneficiaries of such arrangements.

Background

UHI Perth has operated a Voluntary Severance (VS) Scheme since 2020 and prior advice has been provided confirming the terms of the scheme are appropriate from an employment law perspective and that it is line with SFC guidance. That advice is attached for ease of reference. [N.B. the original VS scheme had a cap of 9 months and a 9 month pay-back period hence reference to that in original advice note. However, the advice within the note remains the same].

The College currently has approval for its VS Scheme to run until 31 August 2025. There is recognition that there is need to make additional savings in the staffing budget over the next two years and voluntary severance is a recognised mitigation to compulsory redundancy. The VS Scheme has a cap on settlements of 7 months' salary (one month for every completed year of service) with a maximum period for recurring savings target of 12 months. Further, it is noted that it is proposed that the Board may be asked to approve an exceptional business base for VS with a maximum period for recurring savings of 15 months. Any VS payments that exceed 24 months payback, including strain costs, need the separate SFC authorisation. The

current scheme (and the proposed revision re exceptional cases) is in line with SFC guidance – see further below and attached earlier advice.

Further, in terms of the extension to the scheme, it is also now proposed to revert to the position whereby pension strain costs are explicitly taken account of when determining the affordability of the VS application and whether or not it should be approved.

SFC guidance re pension strain costs and pay-back period

The SFC approach from 2016 was to apply a 12 month payback period for any VS schemes implemented by incorporated Colleges. This 12 month period would be inclusive of associated pension strain costs. Any payment to an individual outside of this guidance would need prior approval of SFC, and they would take a decision on whether the proposed payment would represent value for money.

In 2019 the maximum payback period under the Scottish Public Finance Manual (SPFM) was increased to 24 months.

Following Scottish Government legal advice SFC published a guidance note on 25 August 2022 ("the SFC guidance") which detailed that it is the Scottish Government's interpretation of the SPFM that the 24-month payback should exclude any pension strain costs. The SFC guidance note stated that the reason for this is to seek to ensure that the VS Scheme does not disproportionately exclude certain staff members to whom strain costs may apply. Previous schemes may have disproportionately affected the ability of long-serving lower paid staff, as the inclusion of strain costs would have meant their applications would have been deemed ineligible because they exceeded the 12 (or 24) month payback savings.

Notwithstanding the above, it is noted that the SFC guidance further states that the above clarification as to whether the 24-month payback should include pension strain costs is not likely to impact significantly on both the way the colleges develop business cases and SFC's review processes. The SFC guidance explicitly states that value for money and affordability remain key considerations.

It is understood that the College will take account of pension strain costs in determining the affordability of VS applications and whether VS applications should be approved/accepted. In light of the SFC guidance referred to above, it is considered this would be appropriate in the circumstances and any potential age discrimination should be capable of being objectively justified given the key driver for the VS scheme is required cost savings i.e. affordability and value for money.

On affordability grounds it is also appropriate for the College to apply a shorter pay-back period (i.e. 12 months) than the maximum provided for within the SPFM i.e. 24 months.

Advice:

With reference to the above, and earlier advice attached, it remains our view that the College VS scheme is appropriate from an employment law perspective and complies with the SPFM and SFC guidance (subject to the Board's view on affordability and value for money).

Debbie Fellows, Partner, Thorntons Law

24 July 2025

Committee Cover Sheet

Paper No. 7

Name of Committee	Board of Management
Subject	Recovery Plan Monitoring Committee
Date of Committee meeting	30/07/2025
Author	Interim Chair
Date paper prepared	13/07/2025
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Paper provides summary of proposed new Board sub-Committee to monitor the UHI Perth Recovery Plan, as permitted under Item 7.1 of the college's Standing Orders.
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 type="checkbox"/> For information <input checked="" type="checkbox"/> For discussion <input checked="" type="checkbox"/> For approval <input type="checkbox"/> For endorsement <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

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>n/a</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>n/a</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>n/a</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>n/a</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>n/a</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

Recovery Plan Monitoring Committee

Background

The Financial Recovery Plan is due to be considered at a meeting of the Board on 20 August 2025. Thereafter, it is proposed that a new committee is stood up for the purposes of:

- Monitoring the milestones associated with the Financial Recovery Plan
- Monitoring the monthly progress of the implementation and reporting associated with the Financial Recovery Plan

Proposal

The Recovery Plan Monitoring Committee shall comprise:

- 4 x Independent Board Members (inclusive of Chair)
- Principal & Chief Executive
- 1 x Staff Board Member or Trade Union Board Member
- 1 x Student Board member

It is proposed that the initial Committee Members be the Vice Chairs of each of the current Committees plus David MacLuskey. The Staff Member is proposed as Dr Patrick O'Donnell. It is further proposed that this Committee be Chaired in the first instance by Deirdre Joy.

It is proposed that the Recovery Plan Monitoring Committee shall meet on a monthly basis for the duration of the period of implementation of the Financial Recovery Plan and shall report directly to the Board.

The full proposed Terms of Reference for the Committee is attached as an appendix to this paper.

Decision for the Board

The Board is asked to support the formation and operation of the Recovery Plan Monitoring Committee and agree to its terms of reference.

Appendix 1

RECOVERY PLAN MONITORING COMMITTEE – DRAFT TERMS OF REFERENCE

Membership

- No fewer than 4 Independent Members of the Board of Management, one of whom shall be designated as Chair; this number to include the Vice Chairs of Audit, Finance & Resources and Learner Experience Committees
- Principal & Chief Executive
- One place reserved by invitation for a Student Member of the Board, as nominated by HISA Perth
- One place reserved by invitation for a Staff Member of the Board or Trade Union Member of the Board.

In attendance

Depute Principal (Operations)

Director of Finance

Other appropriate staff members of the College by invitation

Quorum

The quorum shall be 5 members of which at least 3 to be Independent Members.

Frequency of Meetings

The Committee shall meet initially on a monthly basis, with frequency to be reviewed July 2026

DRAFT Terms of Reference

The Recovery Plan Monitoring Committee shall:

- 1 Review key information and outcomes to allow for effective monitoring of the UHI Perth Recovery Plan;
- 2 Provide regular reports to the Board of Management on progress towards key objectives for the UHI Perth Recovery Plan, and on any identified barriers towards progress;
- 3 Provide appropriate guidance and support to aid in the delivery of identified Enabling Strategies and other Plans identified within the UHI Perth Recovery Plan;

Drafted July 2025

Committee Cover Sheet

Paper No. 8

Name of Committee	Board of Management
Subject	External Report – UHI Perth
Date of Committee meeting	30/07/2025
Author	Interim Chair
Date paper prepared	13/07/2025
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Paper notes recent issues and recommends that an external review of UHI Perth and its Board be commissioned covering the areas of Communication, Transparency, Finance, Governance Paper requires approval by Board to be binding.
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 type="checkbox"/> For information <input checked="" type="checkbox"/> For discussion <input checked="" type="checkbox"/> For approval <input type="checkbox"/> For endorsement <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

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>There will be a financial cost (as yet unknown) in commissioning this work within APUC guidelines.</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>Commissioning report may help mitigate concerns around Audit Scotland investigations.</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>n/a</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>n/a</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>n/a</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

Strategic Review of Sustainable Operations and Future Opportunities – UHI Perth

The Purpose

This review is a key component of our commitment to develop a culture of transparency and accountability. It will capture a snapshot of this point in time – 4 months into the reset of the management and board of UHI Perth– and will articulate what steps members of the Board of Management at UHI Perth can take to ensure a more secure and sustainable environment for staff and students. The review will suggest actions which give the best outcome to steer the institution away from the precipice of risk and set it on a course to become a sector leader in the years ahead.

In terms of style, the approach will be forward-looking, using the past as a touchstone but not as a constraint. Rather than attributing fault where they find it, those commissioning this report look to move forward with a determination to seek solutions in this new reset environment, solutions that build resilience and foster a culture of openness, adaptability and collegiality.

It is a crucial part of the mission of those in this new management environment to identify current strengths and recognise opportunities going forward. By prioritising clear communication and empowering all members of our community, the target is to cultivate a learning environment that thrives on collaboration and shared purpose. Central to the endeavour is a commitment to continual improvement, developing new and reinforcing old governance structures that are both effective and transparent.

Areas of Focus

The Board of Management has identified four key strategic areas for investigation with some suggested areas of exploration already developed. These are, by no means, exclusive:

1. Communication –
 - Primarily to/and from Board of Management on all sides – i.e. with Senior Management, with RSB/UHI, with staff, with students. How can these be delineated and improved?
 - Are there remaining identifiable barriers to critical information reaching those on the Board, influencing the strategic direction of the College?
 - Are there any cultural barriers to communication identified and are Management aware of these?
 - What information flows can be mapped and secured with accompanying enactment of future protocols?
 - Can we design systems of communication which will ensure that any concerns or distress experienced by Board members, once raised, are treated respectfully, listened to, and become a matter of record?
 - Where a culture of distrusted communication is identified, are systems in place to identify these and counteract them effectively and sensitively?
2. Transparency
 - How can we increase and demonstrate accountability of Board to the constituents and key stakeholders of the organisation?
 - How does that translate into open and appropriately balanced communication to staff and students of Board decisions and timely awareness-raising of institutional challenges currently faced? Is publishing the Board and Committee minutes sufficient and is this

being done timeously enough (currently they are approved at the next meeting and published thereafter).

- What representation is required to be on Board from the operational side of the business – including those in attendance – to demonstrate representation of all sections of the College to increase transparency and communication?

3. Finance

- What financial reports does the Board need and when?
- Can a timetable of optimum timely reporting be outlined?
- What level of detail is required in the reporting? This should reflect the borderlines of too much detail as well as not enough.
- It is important that the Board have an accurate idea of the financial health of the institution and its trajectory. What steps can be taken to ensure this is consistently implemented?
- Although operational matters will largely be with the Senior Leadership Team, at what point is it important for the Board to know about unrealistic spend?
- What controls exist to raise alerts and to whom, when? Do these alert levels need to be reviewed and tightened, ensuring early concerns are brought to the highest level?
- Can we be sure that the Board's authority cannot be used to give approval without an appropriate number of Board members being aware? Our Governance is intended to reflect this but comments on any further changes require would be appreciated.
- Can we put in controls to monitor the impression that Board members have of the financial health from time to time, to ensure that their awareness of financial circumstances are accurate?

4. Governance

- What fundamental knowledge is required for the Board to effectively fulfil its responsibilities? We have requested training from the College's lawyers which is expected in the new academic year but what else should we be doing?
- What reporting (beyond key financial reporting) should be coming to the Board? If gaps in current reporting are identified, what adaptations are needed?
- Can we reduce outdated reporting and focus only on essential information?
- What HR protocols for Senior Management would it be appropriate for the Board to become involved with?
- What routes of critical accountability have been lacking in the past, and how can we embed new routes to ensure that effective monitoring is a staple core of operations going forward?
- Are more structural changes to the Governance needed or are some existing ones surplus to requirement?
- We must have a culture where concerns can be securely raised with, and listened to, at management level. How can Management enhance our current culture, establishing and safeguarding the reporting channels?

Suggested Method

This list below is not exclusive, and is only offered in suggestion to the incoming reviewer.

Interviews -

- Board Members
- Managers
- Perth Leadership Group (PLG)
- Union Representatives
- Formal staff volunteering

Document Review -

- Board minutes and papers in previous 2 years
- Email correspondence internally where relevant
- Correspondence with RSB
- Correspondence with SFC
- All Financial accounts/reports – including cash flow, budgeting, balance sheets, all income and expenditure
- All audited submissions
- Risk Register

Timescale

It is envisaged that the engagement and subsequent compilation of the report will take no longer than 12 days. Contracting and payment will be based on a maximum of 12 days.

External Report – UHI Perth

Background

In light of the recent history at UHI Perth, the Audit Scotland investigation and the wider issues across the sector (e.g. University of Dundee), the Interim Chair, Vice-Chair and SIBM have discussed the value of asking the Board to commission an external review of UHI Perth. This Board commissioned review, carried out by a nominated person of standing, would have the purpose of focusing on two aspects:

- Where we are now – in terms of UHI Perth and the Board
- What we should do to move forward

The Interim Chair, Vice-Chair and SIBM have discussed and drawn up a terms of reference document which focuses on 4 main areas:

- Communication
- Transparency
- Finance
- Governance

It is recommended that, once appointed, the external reviewer would carry out this work over a period of up to 12 days with a final report being presented to the Board late September 2025.

The awarding and delivery of this contract will be subject to all relevant APUC guidelines for the purposes of procurement.

Decision for the Board

The Board is asked to endorse the commissioning of this external review and the appointment of a nominated individual, as agreed by the Board.

Committee Cover Sheet

Paper No. 9

Name of Committee	Board of Management
Subject	Amendments to Standing Orders
Date of Committee meeting	30/07/2025
Author	Chris Whatley, Independent Board Member
Date paper prepared	21/07/2025
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Paper provides amendments to Standing Orders for consideration, as proposed by Chris Whatley, Independent Board Member
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	Initially discussed in principle at Board of Management, 30 June 2025, and formal proposal subsequently reviewed at Chairs' Committee, 25 July 2025.
Action requested	<input type="checkbox"/> For information <input checked="" type="checkbox"/> For discussion <input checked="" type="checkbox"/> For approval <input type="checkbox"/> For endoresement <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

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>n/a</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>n/a</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>n/a</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>n/a</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>n/a</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

Proposed Amendments to Standing Orders

Proposal 1 – Amend the Statement of Primary Responsibility (Section 3.1a) from:

“The Board shall ensure that the College provides the best possible education and learning environment for its students”

to:

“The Board shall aim to ensure that the College provides a sector leading education and learning environment for its students”.

Proposal 2 – Amend Item 5 of the Term of Reference for Learner Experience Committee (Section 11 – Appendix) to from:

“To keep under review the regional and national economy and market trends to help advise on the alignment of the curriculum”

to:

“To regularly monitor the national economic situation, and in particular regional market trends, and ensure that the Perth curriculum is sufficiently adaptable to seize new market opportunities as they arise”



Award Recommendation Report

Title: Provision of Facilities Management Services and Commercial Letting of Student Residences

REF: CS-PC-13489

4 Year Spend	Commodity/Service	Winning Bidder
£523k	Professional & Bought-in Services including consultancy	SYHA (Hostelling Scotland)

Summary

UHI Perth required to retender for the management and commercial letting of their student residences accommodation on campus.

Name: Dee Matthew

Title: Procurement Manager

Date: 16th June 2025

Restricted – Commercial

Purpose

This report summarises the process undertaken during the procurement exercise and recommends that the Contract is awarded to the following tenderer:

Tenderer	Score out of 100%
SYHA Hostelling Scotland	94.17%

Introduction & Strategy Recap

This report summarises the process undertaken during the procurement exercise and makes recommendation for the award of the contract.

UHI Perth have a requirement for a single contractor to provide facilities management and commercial letting services for their onsite student residencies.

The previous tender was originally let in 2020 and has run for a duration of 5 years which included 2 x 12 month extension periods.

The new tender is based on an initial 36 month fixed period with 3 x 12 month optional extensions.

Project Timescales

A tender was distributed via the Public Contracts Scotland Tender portal on 5th May 2025.

The PCS notice can be found here:



Notice_797105.pdf

Current Contract Status & Spend Analysis

The current contract with SYHA is due to expire on 31st August 2025 with no option for further extension.

The scope of works currently provided includes: (full scope can be found in the Invitation to Tender Document embedded below)

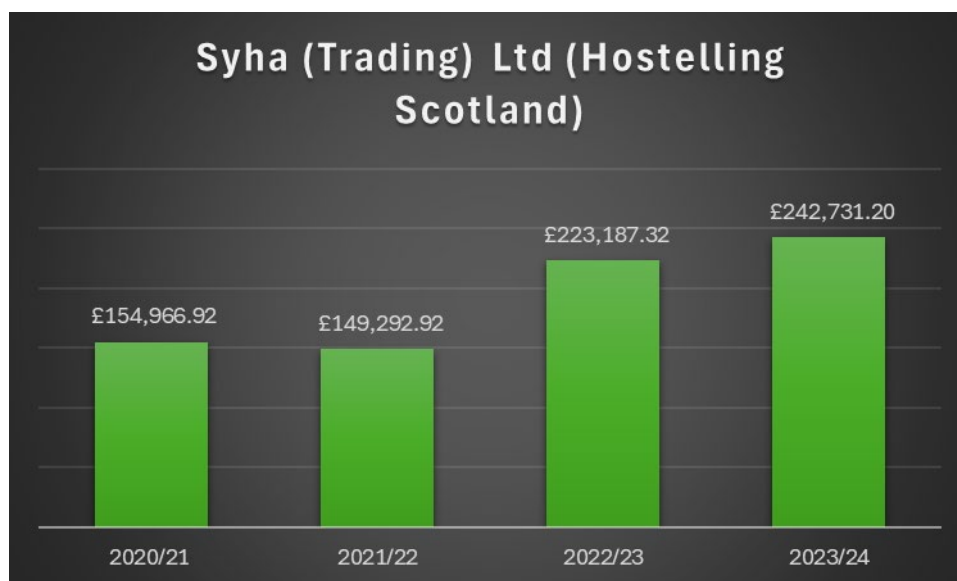
- Provision of a managed service to both students and commercial clients during term time and summer letting.



CS-PC-13489-Facilities Management & C

UHI Perth current spend profile is as follows:

Graph 1 -



As detailed in Graph 1 above, the annual expenditure with SYHA was circa £770k, however this is offset in part by the monies paid by students to let the accommodation and also from the summer commercial letting.

The table below shows the breakdown of Income and Expenditure during the current contract period. (figures provided by finance business partner).

Period	Income		Expenditure		Net Income
20-21	£	182,721.47	£	232,119.90	-£49,398.43
21-22	£	334,705.93	£	255,114.68	£79,591.25
22-23	£	499,145.38	£	318,175.87	£180,969.51
23-24	£	432,903.62	£	299,277.40	£133,626.22
24-25	£	406,143.77	£	255,469.03	£150,674.74
Total	£	1,855,620.17	£	1,360,156.88	£ 495,463.29

Market Research & Available Frameworks:

UIG (User Information Group)

Initial discussion on the retender commenced in October 2024 with an internal UIG officially set up to ensure that a thorough specification would be produced for the retender.

The UIG consisted of the members below and all had input into the specification / tender documents with the contract strategy final approval obtained in April 2025.

Stakeholder	Title
Dee Matthew (Facilitator)	Procurement Manager
Gavin Whigham	Director of Estates
Deborah Lally	Director Of Student Experience

The tender documents including the full specification, technical questions were produced by relevant stakeholders and drafting of the tender documentation was facilitated by the procurement manager, final approval of all tender documents was obtained by the stakeholders

as mentioned above by the end of April 2025 and tender documents published on the 5th May 2025.

Market Research

Procurement carried out Market Research into compliant routes to market and ascertained that there were no suitable frameworks available for this type of tender exercise.

Procurement published a Prior Information Notice (PIN) on 24th September 2024 to gauge market interest, the previous tenders had received little interest as this is a slightly more specialist requirement due to the commercial letting aspect of the tender.

The PIN alert was automatically distributed to 1391 potential suppliers via the Public Contracts Scotland (PCS) portal. Of this number 12 noted interest in the tender.

Only 1 of the 11 parties who noted interest in the PIN actually submitted an official bid for the tender.

Overview of Procurement Activity Undertaken

The tender for Provision Of Facilities Management Services And Commercial Letting Of Perth College Student Residencies was published via PCS and FT (Find a Tender) portals on 5th May 2025.

The opportunity was advertised in accordance with Public Contracts Scotland Regulations 2015 as an Invitation to Tender (ITT) with all Suppliers under the relevant CPV category code being automatically issued with the tender documents.

The tender opportunity closed on 4th June 2025 at 12 noon.

2 notes of interest were recorded, with 1 tender response being submitted, the below table details the provider and their interest/submission:

Provider	Interest/Submission
SYHA (Hostelling Scotland)	Yes
Key Facilities Management	No

Of the 2 providers who attend site visits only 1 chose to bid.

Evaluation

Good practice determines that an evaluation panel of at least two people should be established. The evaluation of the tender was carried out by a panel of 2 technical and 1 commercial reviewer, the weightings for this tender were 60% Technical and 40% commercial.

The panel members were instructed to read and score the quality/technical aspects of the tenders independently using the pre-defined criterial and scoring system and were provided with access to tender evaluation guidance documentation / power point presentation along with advice from the procurement manager who was on hand to ensure an impartial and objective approach to evaluating the tender was taken.

At the consensus meeting the evaluators came together to agree the final scores. The process to agree the final scores must be fully transparent and is documented.

As a matter of good practice, no member of the evaluation panel assessed both the quality/technical elements and the commercial elements of the tender.

Technical:

The technical panel consisted of the following stakeholders:

Stakeholder	Position
Gavin Whigham	Director of Estates
Deborah Lally	Director Of Student Experience

The technical response consisted of 15 Technical Questions of which questions, these questions were evaluated by members of the UIG with the commercial response being evaluated by the Procurement Manager.

All completed evaluations were submitted to the procurement manager who subsequently arranged consensus meetings as required.

Scores were then agreed and justified and checked to give a total % out of 60% for each bidder. (Technical Scores only).

Technical Question Evaluation criteria:

Section Name in ITT	Weighting %	Question Name	Weighting %
Service Delivery	24%	Methodology	8%
		Quality Assurance	8%
		Continuous Improvement	6%
		Facilities Investment	2%
Key Personnel	6%		
Operation & Management of the Agreement	4.5%		
Responsible Procurement	19%	Equality, Diversity & Inclusion	3%
		Wellbeing, Health & Safety	5%
		Environmental Impact	2%
		Community Benefits	2%
		Fair Work Practices, Workers rights and Modern Slavery	5%
		Climate Change / Waste Water	2%
Data Protection Risks & Cyber Security Risks	1.5%		
Business Continuity	3.5%		
Phase Out & Exit Strategy	1.5%		
Total	60%		

The technical scores received by each of the bidders against the tender criteria and weights are as below:

1 Bidder	Technical Score (out of 60%)
SYHA (Hostelling Scotland)	54.17%

Commercial Evaluation:

The commercial evaluation was carried out by the Procurement Manager using the recommended Scottish government pricing matrix.

Commercial Evaluation criteria:

Criteria	Weighting
Cost of Service	35%
Investment	5%

The commercial scores were evaluated using the following criteria.

The calculation used is the following:

Score = Lowest Tender Price/ Tender Price x (35%) (Maximum available marks)

If three Tender responses are received and Tenderer A has quoted £3,000 as their total price, Tenderer B has quoted £5,000 and Tenderer C has quoted £6,000 then the calculation will be as follows:

Tenderer A Score = £3000/£3000 x 35(Maximum available marks) = 35

Tenderer B Score = £3000/£5000 x 35 (Maximum available marks) = 21

Tenderer C Score = £3000/£6000 x 35 (Maximum available marks) = 17.5

The calculation used is the following:

Score = Lowest Tender Price/ Tender Price x (5%) (Maximum available marks)

If three Tender responses are received and Tenderer A has quoted £3,000 as their total price, Tenderer B has quoted £5,000 and Tenderer C has quoted £6,000 then the calculation will be as follows:

Tenderer A Score = £3000/£3000 x 5(Maximum available marks) = 5

Tenderer B Score = £3000/£5000 x 5 (Maximum available marks) = 3

Tenderer C Score = £3000/£6000 x 5 (Maximum available marks) = 2.5

The total overall commercial score is as below:

1 Bidder	Commercial Score (out of 40%)
SYHA (Hostelling Scotland)	40%

Complete Evaluation Scoring:

Bidder	Technical Score	Commercial Score	Overall Score	Rank
SYHA (Hostelling Scotland)	54.17%	40%	94.17%	1 st

Overview of SYHA Pricing:

The table below shows a breakdown of the pricing return from the preferred bidder.

INSERT TABLE HERE

The Complete Evaluation report can be found here:



CS-PC-13489-Commercial Technical Full

All stakeholder's questions were answered fully thus allowing SYHA to be confirmed as preferred bidder for this tender.

Award Recommendation –

This report summarises the process undertaken during the procurement exercise and recommends that SYHA (Hostelling Scotland) (the incumbent) be awarded the contract, with implementation to commence August 2025 and a go live date of 1st September 2025 for a period of 36 months expiring on 31st August 2028 with an option to extend for a period of up to 36 months.

SYHA have offered an increased minimum occupancy rate of 64% (previous minimum offered was 50%) increasing slightly year on year, an increased profit share of 25% (previous tender was 16%) and a slightly increased room rate.

SYHA has submitted a bid which offers small investment value including

- New licenced video conferencing software (Perth Share)
- Dedicated 5G broadband for Perth UHI
- New PC & Comms Kit
- Development into the PMS software system (Perth Share)
- Purchase of the ownership rights of the PMS software (Perth Share)
- Creation of a new and intuitive website and booking portal (Perth Share)
- Self Catering Materials
- Bedding Supplies

The It upgrades will be on the SYHA system not UHI Perth but should offer benefits to UHI Perth summer lettings.

Contract Management

The proposed level of contract management for this provision is Strategic, this requires monthly meetings, annual meetings and continued monitoring of the contract.

Ultimate responsibility and day to day oversight for Provision Of Facilities Management Services And Commercial Letting Of Perth College Student Residencies resides with the Estates team & the Student Experience team.

Lead stakeholders and procurement along with SYHA will develop and monitor robust KPI's, the procurement team have developed a KPI scoring matrix which can be implemented and used to monitor the status of the contract.

It is recommended that the KPI's are achievable and measurable.

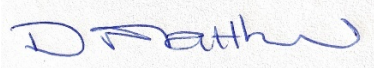
Next Steps

- Award Recommendation Report to be agreed and signed by all relevant parties
- UHI Perth to formally issue contract award and provide a successful/unsuccessful letter to all bidders.
- Contract to be added to UHI Perth Contracts Log.
- PO to be raised to supplier.
- Lessons Learned document to be completed by procurement and stakeholder and saved in existing and new file folder.


Restricted – Commercial

Award Recommendation Authorisation


Award Recommendation Report agreed by UHI Perth – Procurement Lead

Signature	
Name	Dee Matthew
Title	Procurement Manager
Date	25/06/2025


Award Recommendation Report agreed by UHI Perth - Stakeholder

Signature	
Name	Gavin Whigham
Title	Director of Estates
Date	26 June 25


Award Recommendation Report agreed by UHI Perth - Stakeholder

Signature	
Name	Deborah Lally
Title	Director Of Student Experience
Date	26 June 2025

Award Recommendation Report agreed by UHI Perth – Director of Finance

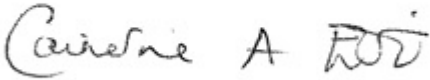
Signature	
Name	Fiona Cameron
Title	Interim Director of Finance
Date	3 July 2025

Award Recommendation Report agreed by UHI Perth - SLT

Signature	
Name	Lynn Murray
Title	Depute Principal, Operations

Date	3 July 2025

Award Recommendation Report agreed by UHI Perth - Principal

Signature	
Name	Catherine Etri
Title	Principal
Date	3 July 2025

Award Recommendation Report agreed by UHI Perth – Board

Signature	
Name	
Title	
Date	

BOARD OF MANAGEMENT

Paper 11

Membership

All Independent Members appointed by the Regional Strategic Body;

The Principal & Chief Executive 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;

Two persons appointed by being nominated by the recognised Trade Unions of the College

In attendance

Depute Principal (Academic)

Depute Principal (Operations)

Other appropriate staff members of the College by invitation

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.

Reviewed October 2024