

Board of Management

Agenda

Meeting reference: Board 2025-26/01
Date: Monday 07 October 2024 at 5.00pm
Location: Boardroom (Braham 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	
*4a	Minutes of the Extraordinary Board meeting held on 30 July 2025	Clerk	Chair	Paper 1
*4b	Minutes of the Extraordinary Board meeting held on 27 August 2025	Clerk	Chair	Paper 2
*5	Actions arising from previous minutes		Chair	Verbal
6	Standing & Additional Reports			
*6.1	Interim Chair's Report	Chair	Chair	Paper 3
*6.2	Interim Principal's Report	Interim Principal	Interim Principal	Paper 4
*6.3	HISA Perth Report	HISA Perth	Student Board Member	Paper 5
6.4	UHI Transformation Project		Interim Principal/ Interim Chair	Verbal
7	Audits & Financial Reporting			
7.1	UHI Perth Management Accounts to 31 July 2025	Interim Director of Finance	Depute Principal (Operations)	Paper 6
*7.2	UHI Perth Financial Monitoring	Depute Principal (Operations)	Depute Principal (Operations)	Paper 7

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	Agenda Items	Author	Led by	Paper
*7.3	Section 22 & Wider Scope External Audit Reports	Depute Principal (Operations)	Depute Principal (Operations)	Paper 8
8	Items for Approval/Endorsement			
*8.1	Annual Health & Safety Report (Including H&S Statement of Intent)	Health, Safety & Wellbeing Officer	Interim Principal	Paper 9
*8.2	Procurement Strategy – Commercial Associate Trainers	APUC	Clerk	Paper 10
*8.3	Procurement Strategy – Waste Management	APUC	Clerk	Paper 11
*8.4	Learner Experience Committee – Terms of Reference	Chair, LEC	Chair LEC	Paper 12
*8.5	Recruitment of Principal & Chief Executive	Interim Chair	Interim Chair	Verbal
9	Compliance, Risk & Performance Monitoring			
*9.1	Strategic KPIs	Depute Principal (Operations)	Depute Principal (Operations)	Paper 13
*9.2	Annual Board Member Review	Interim Chair	Interim Chair	Verbal
10	Standing Committee Summaries			
10.1	Chairs' Committee – 01 September 2025	Interim Chair - BoM	Interim Chair - BoM	Paper 14a
10.2	Learner Experience Committee – 10 September 2025	Chair – LEC	Chair – LEC	Paper 14b
10.3	Recovery Plan Monitoring Committee – 22 September 2025	Chair – RPM	Chair – RPM	Paper 14c
10.4	Finance & Resources Committee – 29 September 2025	Chair – F&R	Chair – F&R	Paper 14d To follow
10.5	Audit Committee – 30 September 2025	Chair – Audit	Chair – Audit	Paper 14e To follow
11	Date & Time of Next Meeting <ul style="list-style-type: none"> Tuesday 16 December 2025, 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 15

Extraordinary Board of Management

DRAFT Minutes

Meeting reference: Board 2025-26/E01

Date and time: Wednesday 30 July 2025 at 5.00pm

Location: Online

Members present: Alistair Wylie, Interim Chair, Board of Management
Mary Fraser, Board Member
Debbie McIlwraith-Cameron, Board Member
Deirdre Joy, Board Member
Chris Lusk, Board Member
Elaine Piggott, Board Member
Ian Robotham, Board Member
Chris Whatley, Board Member
Catherine Etri, Interim Principal & Chief Executive (from Item 6.2)
Andi Garrity, Student Board Member
Millie Foster, Student Board Member
Patrick O'Donnell, Staff Board Member
Richard Fyfe, Staff Board Member
Ronnie Dewar, Trade Union Board Member

In attendance: Ian McCartney, Clerk to the Board

Apologies: None received

Chair: **Alastair Wylie**

Minute Taker: Ian McCartney

Quorum: 9

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MINUTES

Item		Action
1.	Welcome and Apologies Interim Chair welcomed all to the meeting apologising for the lateness of the Papers issued to Members.	
2.	Additions to the Agenda There were no additions. Interim Chair noted that Item 6.5 had been withdrawn from the Agenda.	
3.	Declaration of Interest in any Agenda Item There were no Declarations of Interest noted.	
4	Minutes of the Extraordinary Meeting of the Board of Management, 20 June 2025 The minutes were APPROVED as an accurate record of the meeting.	
5	Matters Arising Item 8.3 – Authorised Signatories Interim Chair confirmed that this action had now been completed.	
6.1	Interim Principal Contract (RESERVED ITEM) Interim Chair presented Paper 2 for consideration and approval, noting the key points outlined within the proposal, and that should agreement be provided, recruitment process would commence once the FRP had received approval from RSB and SFC. Board Member advised that consideration should be given in advance to the steps that would be required should the recruitment process be unsuccessful. Interim Chair agreed to consider this in discussions, and the matter would be reported back in the autumn. Board UNANIMOUSLY APPROVED the proposals provided in Paper 2	
6.2	UHI Perth Financial Recovery Plan – Interim Draft - RESERVED ITEM	

	<p>Interim Principal presented Paper 3 for discussion and endorsement, noting the detailed financial projections outlined in the Paper.</p> <p>Interim Principal advised that initial proposals had been discussed by the Business Review Group, and a number of areas of cost savings that could be delivered immediately had been identified. Costings across the FRP were also being worked on to ensure alignment to income levels.</p> <p>Board Members sought clarification on a number of specific items contained within Paper 3, and thanked those involved in pulling the detailed level together to allow appropriate levels of scrutiny.</p> <p>Board Member queried whether the local Marketing Team would have capacity to deliver some of the key asks. Interim Principal noted the challenges being presented and advised that steps would be taken to ensure the right resource was in place to deliver the intended results.</p> <p>Student Board Member sought reassurance that any potential changes to academic delivery and planned maintenance would not materially affect students, and in particular disabled students. Interim Principal advised that all necessary steps were being taken to ensure this was the case.</p> <p>Interim Principal reminded Board that Paper 3 was the latest iteration of the proposals that will underpin the FRP, but these will be liable to amendment as the Plan starts to progress.</p> <p>Interim Chair requested that Board Members endorse the work conducted to date, and the general direction of travel as outlined in Paper 3. This request was APPROVED.</p> <p>Interim Chair noted that the RSB were seeking independent sign-off of the FRP from the appointed Financial Consultant, however Chairs Committee were concerned there may be a conflict of interest in adopting this approach, and therefore it was being proposed to seek independent sign off from the Internal Auditor, given their knowledge of the college and wider sector. This proposal was APPROVED.</p>	
<p>6.3</p>	<p>UHI Perth Management Restructure – RESERVED ITEM</p> <p>Interim Principal presented Paper 4 for approval, noting the reduction in Director roles within the Paper as a reflection of the current organisation and in line with the rations presented by the Financial Consultant with the FRP work. Interim Principal further noted that the proposals included revisions following the resignation notice provided by the Depute Principal (Operations).</p>	

	<p>Board Member queried the reporting structure diagram provided within the paper, and sought clarification on reporting lines. Interim Principal noted that the structure presented may need reviewed depending on skillset and experience of successful candidate.</p> <p>Board Member queried whether a Consultation process would be required. Interim Principal noted that processes around this matter is outlined within Paper 5, however stressed that strict guidelines are applied to received authority in such matters.</p> <p>Board APPROVED proposals outlined in Paper 4.</p>	
<p>6.5</p>	<p>Extension to UHI Perth Voluntary Severance Scheme</p> <p>Interim Principal presented Paper 5 for approval, highlighting in particular that the Paper proposes that:</p> <ul style="list-style-type: none"> • 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. <p>Interim Chair noted SFC's concerns over the Scheme, however it has been deemed that is not possible to review the Scheme at this time given the need to move quickly on the matter and the lack of capacity available to make changes to the Scheme.</p> <p>Board Member referred to previous decision to “freeze” the Scheme, however noted comfort in the proposals within Paper 5 given the targeted nature of the proposals. Board Member stressed that there is no guarantee of an enhanced Scheme beyond 31 August 2025, and it is the right thing to do to provide the current arrangements for a short period and make staff aware of this.</p> <p>Board APPROVED the proposals outline in Paper 5.</p>	
<p>7.1</p>	<p>Recovery Planning Monitoring Committee – Terms of Reference</p> <p>Interim Chair summarised Paper 7, which was presented for approval by the Board.</p>	

	<p>Board Member sought assurance that the proposed new Committee would not be a distraction from the remits of other Committees, in particular Finance & Resources Committee. Interim Chair advised that there was a specific need to give the Board, and by extension, the RSB, comfort that delivery of the FRP was being effectively monitored, and a Committee with a specific and narrow focus would allow confidence and assurance that this was the case, given the very wide remits of F&R and Audit Committees. Responsibility for delivery of the FRP was not being devolved, but a frequently-meeting Committee allows opportunity to flag issues to the Board if required.</p> <p>Board APPROVED proposals per Paper 7.</p>	
<p>7.2</p>	<p>External Report – UHI Perth</p> <p>Interim Chair summarised Paper 8, noting the purpose and focus of an external review of UHI Perth and its Board around the areas of communication, transparency, finance and governance given recent events.</p> <p>Interim Chair also proposed a caveat on the Paper, that approval be sought in principle for the review, but that the review itself be deferred until funding can be sought for the review given current financial circumstances.</p> <p>Board Member agreed that the proposal and deferment were both sensible ideas, however cautioned that deferring the review too long may result in a review that is out of date given the rate of change being experienced within the organisation.</p> <p>Board Member queried what aspects of the review areas can be pulled out and embedded within ongoing processes to allow implementation of improvements to be started and recorded. Interim Chair enquired as to whether Board Member was volunteering to take this matter forward; Board Member agreed to undertake a mapping exercise with Interim Chair.</p> <p>Board APPROVED the proposals outlined in Paper 8 and APPROVED that the review be paused until funding available.</p>	<p>Interim Chair</p>
<p>7.3</p>	<p>Amendments to Standing Orders</p> <p>Board Member presented Paper 9 for approval, noting that the clarified items would provide greater ambition and measurability for the items referred to.</p> <p>Board APPROVED Paper 9.</p>	

7.4	<p>IBM Recruitment & Committee Allocation</p> <p>Interim Chair provided a verbal update on the recent recruitment processes for Independent Board Members, noting that 3 applications were being taken forward for RSB approval, and that interviews were due to be held for an experienced financial executive soon. The number of IBMs on the Board would as a result be at the maximum levels permitted under legislation.</p>	
8.1	<p>Student Residences – Procurement Award</p> <p>Interim Principal summarised Paper 10, which required Board approval even though the contract was income-generating.</p> <p>Interim Principal noted the income and expenditure information provided within the Paper, and further noted that the current contract concludes at the end of August 2025.</p> <p>Board APPROVED Paper 10.</p>	
9.	<p>Date & Time of Next Meeting</p> <ul style="list-style-type: none"> • Wednesday 20 August 2025, 6:00pm (Extraordinary Meeting) 	
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 – Partially Closed (Reserved Items)

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**

Extraordinary Board of Management

DRAFT Minutes

Meeting reference: Board 2025-16/E02

Date and time: Wednesday 27 August 2025 at 6.00pm

Location: Online

Members present: Alistair Wylie, Interim Chair, Board of Management
Chris Whatley, Board Member
David Macluskey, Board Member
Debbie McIlwraith-Cameron, Board Member
Deirdre Joy, Board Member
Elaine Piggott, Board Member
Ian Robotham, Board Member
John McMullen, Board Member
Laeq Rehman, Board Member
Mary Fraser, Board Member
Rosie Howie, Board Member
Catherine Etri, Interim Principal & Chief Executive
Lynn Murray, Depute Principal Operations
Andi Garrity, Student Board Member
Millie Foster, Student Board Member
Patrick O'Donnell, Staff Board Member
Richard Fyfe, Staff Board Member
Ronnie Dewar, Trade Union Board Member

In attendance: Liz Stewart, UHI Court
David Archibald, Henderson Loggie
Phil McNaul, Financial Consultant
Fiona Cameron, Interim Director of Finance

Apologies: Sarah Cordwell, Board Member
Chris Lusk, Board Member

Chair: **Alastair Wylie**
Minute Taker: Carolyn Sweeney-Wilson
Quorum: 10

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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.</p> <p>Interim Chair extended warm welcome to new Board Members attending their first meeting and introductions were made.</p>	
2.	<p>Additions to the Agenda</p> <p>There were no additions.</p>	
3.	<p>Declaration of Interest in any Agenda Item</p> <p>There were no Declarations of Interest noted.</p>	
4.1	<p>UHI Perth Financial Recovery Plan</p> <p>Summary of Meeting – FRP Discussion</p> <p>The Interim Chair thanked all those who had contributed to the development of the FRP, acknowledging the significant work and effort involved. He noted that the FRP had been subject to a comprehensive review process, including consideration by several committees and an independent review. He stressed that the FRP was not fixed in stone but represented a point in time, setting out the College's objectives and direction of travel over the next three years. The purpose of today's meeting was to provide further scrutiny. If approved, the FRP would then move to UHI RSB and, subject to their endorsement, proceed to SFC.</p> <p>The Interim Chair advised that this version of the FRP incorporated amendments from the Finance & Resources Committee meeting on 20 August 2025. The document was then reviewed section by section.</p> <p>Current Financial Position</p> <p>Point 3.1: Depute Principal Operations discussed the detailed cashflow. Consideration had been given to the most appropriate scenarios and those set out in the appendices were the ones that were being recommended. The opening position, although different from the actual figure, was consistent with that submitted to SFC in July and, therefore, would be cognised by them. The balance appeared higher due to the delayed £700K clawback and SFC's agreement to allow early drawdown of funding. Emergency spend</p>	

<p>measures and controls introduced by the Interim Principal meant that a £60K deficit remained the most realistic projection.</p> <p>A Board Member emphasised that the plan had been constructed on a baseline budget and that the cashflow should also begin from a baseline position. Without this, savings already achieved in the academic year could be obscured. They stressed the importance of aligning all projections to 1 August, the start of the academic year, ensuring consistency across the plan.</p> <p>Another Board Member queried the financial principles in point 2.5, specifically the references to retaining specialist Academic staff, increasing non-SFC income and reducing Professional Services costs. Concerns were raised about the risks of reducing Professional Services.</p> <p>The Interim Principal clarified that savings had been made in non-core Professional Services, including some managerial roles. Interim Principal explained that in previous years, Voluntary Severance had resulted in the loss of specialist Academic staff, which had been difficult to replace, hence the emphasis on retaining these staff. Following this clarification, the Board agreed the narrative should remain unchanged.</p> <p>A further query was raised about the £1.7M and when this should be reflected in the cashflow statements. The Depute Principal Operations explained that while SFC received monthly updates from the Finance team, the preference for the FRP was to reflect the position as SFC last understood it. Board Member noted that the College's favourable position was due to the deferred clawback and early drawdown.</p> <p>The Board Member argued that cashflow statements should always reflect the best current projections, with all assumptions and known issues included. Another Board Member stressed that the FRP represented a forecast as at 1 August, before the Recovery Plan began, to allow performance to be measured against it. This prompted detailed discussion and some Board Members felt a materially different position needed to be acknowledged in the document, while others argued for consistency with the FRP's baseline.</p> <p>The Interim Chair asked whether an additional scenario could be presented. The Depute Principal Operations confirmed that the Director of Finance already had this scenario prepared.</p> <p>Action: Director of Finance to provide the alternative scenario.</p> <p>The Director of Finance explained that much of the issue was one of timing, as SFC had approved various concessions. Director of Finance confirmed the Finance team could provide an additional</p>	<p>Director of Finance</p>
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	<p>scenario, as requested. Depute Principal Operations suggested adding an appendix with the £1.7M balance and the resulting deficit position, before the whole 3 year was balanced, because that was the position now, which was felt would be the most realistic representation.</p> <p>The Interim Chair agreed this was sensible, and the Board supported the proposal.</p> <p>Action: Additional appendix with the £1.7M scenario to be included.</p> <p>Point 3.2: A Board Member queried the inclusion of funding and staff cost percentages (82% income from SFC; 73% of income on staff costs). The Depute Principal Operations confirmed this was context, demonstrating that costs exceeded income.</p> <p>Point 4.3: A Board Member noted unfunded pay awards were described as a risk but were, in fact, a certainty. The Depute Principal Operations accepted this point and agreed the wording would be clarified.</p> <p>Action: Depute Principal Operations to revise wording on unfunded pay awards.</p> <p>Point 4.7: Concerns were raised regarding staff workload and the perception of being asked to “do more with less,” risking further attrition.</p> <p>The Interim Principal responded that efforts were underway to streamline processes and reduce duplication, with staff feedback already highlighting areas for improvement. Interim Principal referred to the UHI Transitions Project and joint services as key to addressing inefficiencies. It was about making sure there were no gaps and working with APs and colleagues across UHI and very specifically, in terms of some of the strategic areas, ways forward for management of information systems for HR and IT.</p> <p>The Depute Principal Operations acknowledged risks from knowledge gaps, but emphasised the importance of escalating needs quickly and securing strategic input from UHI.</p> <p>Point 5/5.1/4: A Board Member queried the ambitious target for CPD/short course income and suggested appointing a Business Development Manager.</p> <p>The Interim Principal confirmed the College had a small, effective, Business Development Team and that opportunities existed to expand commercial short courses, particularly in areas such as digital intelligence. Interim Principal explained that, while no</p>	<p>Depute Principal Operations</p> <p>Depute Principal Operations</p>
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	<p>structured marketing had yet been undertaken, this was an achievable opportunity.</p> <p>A Student Board Member asked about evening degree programmes with January intakes and the Interim Principal confirmed that if it was a new degree it would need to go through UHI approval first, otherwise degrees would have a January intake.</p> <p>A Board Member asked whether the College had the right people in place to deliver the FRP at pace.</p> <p>The Interim Principal confirmed capacity existed, supported by Associates, but stressed that College staff would be given the first opportunity to develop and deliver new specialist courses.</p> <p>Point 5.7/5.8: A Board Member asked if monthly management accounts would be provided to track progress.</p> <p>The Interim Chair confirmed there was an expectation for monthly reporting. The Depute Principal Operations cautioned that due to year-end commitments, monthly accounts would not begin until end of September. The Director of Finance noted she would review reporting to ensure requirements were met efficiently.</p> <p>Action: Director of Finance to confirm reporting arrangements for monthly accounts.</p> <p>A Board Member queried irregular spikes in staff costs.</p> <p>The Director of Finance explained these were linked to annual pay awards in September, quarterly holiday pay for contracted staff and pension costs on staff departures.</p> <p>Decision</p> <p>The Interim Chair proposed that, subject to the minor actions identified, the Board approve the FRP. He reiterated that once approved, it would move to UHI RSB for consideration and, if endorsed, would then be submitted to SFC. While no timescales were confirmed, he expressed hope this would proceed quickly.</p> <p>Paper 1 was APPROVED by Board.</p>	<p>Director of Finance</p>
<p>4.2</p>	<p>Independent Review of UHI Perth Financial Recovery Plan</p> <p>Interim Chair thanked the independent Auditor from Henderson Loggie for turning around this report in such a short period of time. The report provided the Board with an additional layer of oversight.</p> <p>The Henderson Loggie Auditor said the report was prepared based on the FRP issued by the Clerk to the Board on 22 August and then</p>	

	<p>the update issued on 25 August. Auditor then reviewed the report and explained the background for the review of the FRP.</p> <p>There were no questions for the Auditor.</p>	
<p>4.3</p>	<p>Financial Reporting Templates</p> <p>The Depute Principal (Operations) provided a verbal update on reporting templates.</p> <p>The Depute Principal (Operations) advised that the intention was to monitor financial performance on a monthly basis against the management accounts, which had been agreed by the Board. Reports would present the actual year-to-date position against the budget year-to-date, highlighting any significant variances with explanations, together with a full-year forecast for each of the budget areas detailed in Appendix 1 of the Financial Recovery Plan (FRP).</p> <p>It was noted that discussions had also taken place at the UHI Finance Directors' Group regarding reporting requirements. UHI required higher-level information, specifically, comparisons with the Financial Forecast Return (FFR) submitted at the end of June, which aligned with the College's baseline budget. The current finance systems were not yet configured to provide reporting in this format and a significant amount of work would therefore be required, by the Finance Team, to align the College's management accounts structure with that of the FFR. Regular reporting against the FFR was considered appropriate; however, amendments to the FFR would be necessary following approval of the Recovery Plan by the SFC. While immediate reporting against the FFR was not possible, the College had established the reporting structure within its systems, as set out in Appendix 1.</p> <p>The Interim Chair queried whether September had been identified as the start date for monthly reporting.</p> <p>The Depute Principal Operations advised that the intention was to have the figures available by the end of September, with monthly reporting commencing thereafter.</p> <p>The Interim Chair further queried whether figures would be available for the next Board meeting on 7 October. The Depute Principal Operations advised that the reporting timetable would be discussed with the Director of Finance outside of the meeting, as this could not yet be definitely confirmed at this time.</p> <p>Action: Depute Principal Operations and Director of Finance to discuss the reporting timeline and report back to the Board.</p>	<p>Depute Principal Operations</p>

<p>4.4</p>	<p>Standing Orders – Temporary Provisions</p> <p>The Interim Chair presented Paper 4 for consideration, which related to proposed changes to the provisions within the Standing Orders.</p> <p>The Interim Chair noted that the Clerk had invested considerable time in scheduling the cycle dates in a practical and coherent manner. Additional dates had since been pencilled in, resulting in four supplementary meetings that created a stop-gap between the original Board meeting dates. The Interim Chair stated that the expectation was for the revised schedule to be adhered to rigidly across all the dates provided.</p> <p>Notwithstanding this, the Board was asked to approve an extension to Standing Order 5.4, until the final scheduled Board of Management meeting of Academic Year 2025–26 (16 June 2026). This extension was proposed on the condition that an Emergency Meeting of the Board of Management could only be convened at the request of the Recovery Plan Monitoring Committee, with the agreement of the Interim Chair of the Board of Management. The intention of this provision was to ensure that the Recovery Plan Monitoring Committee retained the ability to request a Board meeting at short notice, should they consider it necessary.</p> <p>Paper 3 was APPROVED by Board.</p> <p>Interim Chair was looking forward to seeing as many of the Board members as possible at the Board Development session on campus and paperwork would be issued in due course to provide details of the day.</p>	
<p>5</p>	<p>Additional Item/AOB</p> <p>None.</p>	
<p>6.</p>	<p>Date & Time of Next Meeting</p> <ul style="list-style-type: none"> • Tuesday 07 October 2025, 5:00pm (Scheduled) 	
<p>7.</p>	<p>Review of Meeting</p> <p>Board confirmed that the meeting had been conducted in line with the Terms of Reference.</p>	

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Status of Minutes – Closed

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

Committee Cover Sheet

Paper No. 3

Name of Committee	Board of Management
Subject	Interim Chair's Report
Date of Committee meeting	07/10/2025
Author	Alastair Wylie, Interim Chair
Date paper prepared	29/09/2025
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Interim Chair's Report compiles Interim Chair's monthly updates to the Board for July 2025. August 2025 and September 2025.
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)
Risk implications Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk? Authors must identify: (a) the relevant risk(s) from the ERM Risk Register linked to the paper; and (b) the Board-approved risk appetite level for each associated risk.	No Click or tap here to enter text.

Committee Cover Sheet

<p>If yes, please provide details</p>	
<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>No</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>

Committee Cover Sheet

	Click or tap here to enter text.
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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

Dear Colleagues

MONTHLY INTERIM CHAIR UPDATE TO BOARD - JULY 2025

You will be aware that there continues to be a lot of work going on in the background in relation to the recovery of UHI Perth. With this in mind, and in the spirit of transparency, I thought that it would be helpful to colleagues if I committed to provide a monthly email update to the Board. The intent is to provide an on-going high-level commentary of progress and Interim Chair engagement on key matters. I am aware that I continue to be involved in many on-going issues, some of which you may not be aware or only have a passing knowledge of, and I do not consider waiting until a scheduled board meeting to be a reasonable timeframe for keeping you informed. I would also prefer that you do not find out important information or updates by accident or from others.

I will be asking Ian to collate these updates and present these updates in the form of an Interim Chair update paper to be documented at each scheduled board meeting which will maintain an audit trail. I will attempt to group the updates under themed headings and provide the update at the beginning of each month (taking this month as an anomaly).

I hope that you will find this helpful. As always, please feel free to reach out to me directly with any comments, concerns or suggestions. I'm open to suggestions and to sharing the burden!

AST update

Catherine, Lynn and I were invited to attend a meeting with the RSB and SFC representatives on 27 June 2025. We had a positive discussion and the result of the meeting was that the SFC committed to underwrite the AST costs within the wider framework of the FRP development. This means that work can progress with the "repair group" students and that recruitment is open for next session's intake of students. Catherine is working on this and we are hopeful that we will achieve a workable cohort to take forward from August 2025.

Interim Principal appointment and management structure

Catherine and I have been discussing her tenure (and by association mine as well). This is also closely linked to the need to review the leadership and management structure within the college. You will have noted from Vicki's recent letter that there is an expectation from both the RSB and the SFC that we will take an early decision on these matters following some early discussions between myself and the RSB. My tenure will be discussed individually with the RSB and their decision will then require ratification by UHI Court. It is my intention to take a proposal to Chair's Committee for discussion (likely date 25 July) covering the tenure of the Interim Principal and changes to the wider management structure. This paper would then progress to an extraordinary meeting of the Board which is likely to be called for 29/30 July. I apologise in advance for calling another meeting but my hope is that this will be relatively short (1 hour max) and will be carried out online. There will be other matters brought to this meeting with the intention of keeping the focus of the scheduled board meeting on 20 August around the FRP discussion.

External Review

It is my intention, following discussions between the Chair, Vice-Chair and SIBM, to take a short paper to Chair's Committee (and then to Board – based on the above timeline) on the subject of a Board commissioned external review. The purpose of this review, to be carried out over a restricted time period and by an externally appointed person of standing, is to review defined aspects of our current situation and provide advice to the Board on future strategic direction. We will be complying with APUC guidelines re the procurement of an external reviewer as part of the commissioning process. Discussions around the need for such a review have taken place in light of concerns and events across the wider sector and a belief in the need for independent input and scrutiny. This has also been discussed with and is supported by Catherine.

Audit Scotland

The Audit Scotland team has been engaging with our external auditors (Deloitte) and the leadership team at UHI Perth. Work is underway on the Section 22 audit focusing on the 2023-24 finances and the reasons for the lack of a budget. The scope, at the moment, is relatively constrained and the target date for publications of the report is during September 2025.

Committee structures

It is my intention to present a paper to the scheduled Board meeting on 20 August reviewing committee structures and allocations. We have recently welcomed some new board members and in the coming weeks we will be interviewing from recent applications received with a view to appointing several more new members. This may necessitate a review of committee membership which will require board ratification. I also intend to propose standing up a new committee to oversee the FRP implementation – Recovery Plan Monitoring Committee which would meet on a monthly basis and report directly to the Board. More information will follow in a short paper.

Monthly financial reporting

We have been aware for some time that our financial reporting is not providing what is needed. Now that we have an Interim Finance Director in post and we approach the sign off and implementation of the FRP, it is even more essential that we have robust and frequent financial reporting to the Board. Catherine and I have discussed this and work is moving forward in this regard. Monthly reporting will come to the Board after sign-off of the FRP and we are finalising the structure and content of the reporting.

Financial Recovery Plan (FRP)

Work continues at pace on the FRP. I have a weekly standing meeting with Catherine to discuss this and other relevant business and, invariably, several other touchpoints through the week. At the moment, we remain on track with the FRP planning. I will keep the Board informed immediately of any deviation to the plan.

Other business

We have set up a weekly standing meeting between the Interim Chair/Vice-Chair/SIBM in order to manage on-going business. This also helps to share the on-going burden and volume of work.

The volume and pace faced, in particular, by the Chair and Vice-Chair over recent months is no longer sustainable.

I continue to have regular catch-ups with RSB colleagues to keep them updated on our progress on various matters as well as on current issues which require their input or awareness. The RSB continues to support our efforts.

I am pleased to report that Catherine continues to establish, and re-establish, key partner connections which will prove vital to the future success of the organisations. One such crucial and essential partnership is with Perth and Kinross Council who are extremely supportive of the college. Catherine will update the Board at the next available opportunity on other connections and opportunities that she has been working on, some of which are essential for growth and will be included in the FRP.

Alistair Wylie
Interim Chair
8 July 2025

MONTHLY INTERIM CHAIR UPDATE TO BOARD AUGUST 2025

Please find below the Interim Chair monthly update for August 2025. If you have any concerns or questions, please feel free to contact me directly.

AST

Work continues to get a contract in place ahead of delivery for the forthcoming academic session. This is expected to be in place imminently. The work to assess the “repair group” of students is taking longer than expected and has turned out to be more complex than initially thought. It is, however, important that the individual requirements of all of the affected students are properly understood and appropriate plans put in place to support them.

Audit Scotland

Engagement with staff from Audit Scotland is on-going. The final report is due to be published on 20 September.

Monthly financial reporting

We have discussed the fact that the Board requires monthly financial reporting going forward. In my letter of 31 July 2025 to Vicki Nairn, I requested clarification on the provision of financial reporting templates which are expected to be shared across the UHI partnership. If financial reporting templates are not provided by UHI within the timescale that we require, we will progress with the development of our own templates, with financial reporting expected to commence during September 2025.

New board members

We welcome to the Board, three new members who are due to join us by the time of our next board meeting later this month:

- Laeeq Rehman is a local Perth businessman with connection to UHI Perth.
- Rosie Howie brings to the Board a wealth of experience from the educational publishing industry.
- John McMullen is an experienced health and safety professional with a variety of commercial experience.

We have also recently interviewed someone from a professional financial background and an offer to join the Board will be extended this week.

These new appointments bring further diversity and experience to our Board and also provide a welcome boost to our numbers. I am confident that this will enable us to move forward with increased assurance during the implementation of the FRP.

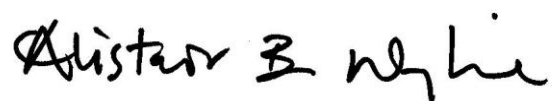
Senior leadership appointments

Adverts have gone live this week to recruit a Depute Principal and a Chief Financial Officer. Interviews for these posts are due to take place during the last week of August in the hope that we will be able to make appointments for both roles soon afterwards. Elaine and I will be assisting Catherine during the selection and interview process.

Board development sessions

The next board development session is planned for Monday 15 September. Chris, Elaine and I are currently working on the format for this session and as many people as possible are encouraged to attend (in person) on the campus. Further details will be issued in advance of us meeting and will include a social element.

I continue to have regular catch-ups with RSB colleagues to keep them updated on our progress on various matters as well as on current issues which require their input or awareness. The RSB continues to support our efforts. I will be following up with Vicki this week regarding my letter of 31 July.

A handwritten signature in black ink that reads "Alistair B. Wylie". The signature is written in a cursive, slightly slanted style.

*Alistair Wylie
Interim Chair
5 August 2025*

MONTHLY INTERIM CHAIR UPDATE TO BOARD OCTOBER 2025

Please find below the Interim Chair monthly update for October 2025. I decided not to issue an update in September as I was on leave for 3 weeks and we also had the Board Development Session. If you have any concerns or questions, please feel free to contact me directly.

AST

Work is almost complete in relation to getting the contract in place. This has been challenging for Catherine to complete with various issues along the way so I extend my thanks to her for her perseverance. The main thing is that we are now in a position to support our current, continuing and new students and we have also managed to get the required numbers to start this session. There is more work to be done as we move forward and we need to consider a longer-term solution to delivery.

Senior appointments

Jill Elder has been appointed as Depute Principal and it is hoped that she will be able to take up post in early December.

We made an offer for the CFO position but it was ultimately rejected as the candidate received a better offer from his current employer. This was a disappointing outcome given the time and commitment involved in getting us to that point. Catherine will now seek support from an external agency and we will go back out to the market for the CFO recruitment. In the meantime, Fiona Cameron will continue in post as Interim Director of Finance.

For both positions, we conducted a two-stage process which included a considerable commitment from several Board members. My thanks to those who were involved in this process.

Audit Scotland

The final Section 22 report from Audit Scotland has been published and presented to the Scottish Parliament. This has been shared with you and although it reports on historic actions, it provides no real surprises in its content. There are actions that we will need to consider and follow, some of which are linked to the implementation of the FRP.

Monthly financial reporting

We have discussed the fact that the Board requires monthly financial reporting going forward. This will be covered at our forthcoming Board meeting. There is also a request from the RSB for this to be in place in relation to the FRP reporting.

New board members

We recently welcomed to the Board, three new members. We have also recently appointed Sarah Crodwell from a professional financial background. Sarah also has experience of UHI having been involved in the initial project set-up at the inception of the institution.

Financial Recovery Plan (FRP)

Following the Board sign-off of the FRP, I wrote to the RSB on 2 September 2025. A response to that letter was not received until 26 September 2025. I have asked Ian to circulate this to Board members along with my response. The main point is that we have approval to move forward with the FRP. With regard to other items and actions, these are outlined in both letters. I am happy to take any comments or questions on these by individual contact or at our forthcoming board meeting.

Board development session

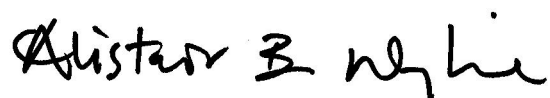
Thank you to those who were able to attend the session on 15 September. I hope that everyone enjoyed it. There was a positive and sociable atmosphere and we had time for some social interaction. Thanks to Ian for his help in organising this.

Other business

There continues to be a very significant demand on time for the Interim Chair, Vice Chair and SIBM. It would seem unclear as to when this demand will reduce. I will be raising my concerns with the Chair of UHI Court as my comments here do not take into account expectations from the RSB surrounding Board involvement with the transformation project.

Last week, Catherine had to deal with a very unpleasant situation which played out in the press. You will be aware of this and the subsequent communications. I have written to all staff this week to express my displeasure and to further acknowledge support for Catherine and her actions in leading the college. It is important that we, as a Board, remain committed and working together as we move forward at this critical time in supporting the implementation of the FRP.

The UHI transformation project is moving forward and you will have seen some communications and diary entries for meetings in relation to this and work to deliver the full business case by December 2025. It is important that we continue to engage with this work but also be mindful that our first priority is towards our own institution. As such, we should continue to engage in professional dialogue with appropriate challenge to our partners.



Alistair Wylie

Interim Chair

1 October 2025

Principal's Report September 2025

1 - Management Changes

Estates Manager - An offer has been made to the successful candidate on Friday 26 September.

David Gourley has taken up his new position Director of Learning Strategies, Enhancement and Resources. In addition to his previous role, he now has responsibility for Estates and ICT.

Jill Elder has been appointed to the position of Depute Principal and will commence her employment on 11 December.

The offer made to the successful candidate for the position of CFO was declined as their current employer made them a counter offer to remain. We are currently working with an agency to recommence recruitment.

2 - International 2025/26

UHI Perth continues to expand its Transnational Education (TNE) portfolio, operating five established programmes across China and Nepal, with several new pipeline programmes under development. Strategic partnerships, franchise models, and corporate sponsorships underpin growth, supporting both revenue generation and global brand presence.

Key strategic objectives:

- Secure approvals for pipeline programmes in China and Nepal.
- Expand into Vietnam, Sri Lanka, Kuwait, and India.
- Leverage recruitment and corporate sponsorship partnerships to drive enrolment.

a) Existing TNE Programmes:

The University currently operates five confirmed TNE programmes:

Country	Institution	Programme
China	Zhengzhou University of Aeronautics (ZUA)	BEng Aircraft Engineering
China	Hunan Institute of Engineering (HIE)	BEng Electrical & Electronic Engineering
China	HIE	BEng Mechanical Engineering
China	Henan University of Urban Construction (HUUC)	BEng Electrical & Electronic Engineering
Nepal	Asian Institute of Technology and Management (AITM)	BA (Hons) Hospitality
Iceland	University of Akureyri	MBA

China - programmes focus on engineering disciplines aligned with industry demand.

Nepal's hospitality programme addresses regional workforce needs in tourism and service sectors.

HUUC student numbers have increased to 151, reflecting stronger enrolment than previously reported.

b) Pipeline Programmes (Subject to Approval)

The University is developing new programmes to extend its international reach. Estimated success rates are based on prior approvals and preliminary discussions.

Country	Institution	Programme	Success Rate	Notes
Nepal	AITM	BSc (Hons) Computing	100%	Franchise model
China	Hunan Mechanical & Electrical Polytechnic	DipHE Engineering Systems	70%	Pathway to BEng programmes
China	ZUA	BEng Mechanical Engineering	50%	Ministry approval pending
China	Jingchu University / Shan'xi University of Technology	3 TNE programmes	50%	Subject areas under discussion
Vietnam	Vietnam Aviation Academy	MBA	50%	New partner development
Sri Lanka	LNBIT	BSc (Hons) Computing	50%	Franchise model
Kuwait	College of Aviation and Technology (CAT)	BEng (Hons) Aircraft Engineering	50%	Franchise Y3 → Y4 model
India	GMR	BEng (Hons) Aircraft Engineering	50%	Discussions underway

c) New Partner Development

The University is actively expanding its TNE portfolio into new regions:

Vietnam: MBA programme targeting aviation and logistics professionals.

Sri Lanka: Computing degree via LNBIT franchise.

China: Potential engineering and computing programmes at Jingchu University and Shan'xi University.

Kuwait and India: BEng (Hons) Aircraft Engineering programmes in collaboration with CAT and GMR.

3 - Student Satisfaction - NSS

UHI –

- Overall satisfaction for UHI was 86%.
- This is an increase on last year which was 81% (+5%).
- This is above the Scottish sector average which is 81%.

Scottish Ranking (%)

Institution	2025	2024	2023	2022
University of St Andrews	90	88	90	89
University of Strathclyde	87	84	82	82
University of Aberdeen	87	85	85	86
University of the Highlands and Islands	86	81	81	82
University of Dundee	85	82	74	77
Abertay University	83	81	84	81
Glasgow Caledonian University	82	79	77	79
Queen Margaret University	81	73	74	76
University of West of Scotland	81	77	75	74
Scottish HEI average	80	78	77	79
Robert Gordon University	80	81	82	83
Edinburgh Napier University	80	78	79	80
University of Stirling	78	77	71	80
University of Glasgow	78	76	78	80
SRUC	78	76	77	72
Heriot-Watt University	77	75	68	70
University of Edinburgh	74	70	71	73
Royal Conservatoire of Scotland	74	75	73	63
Glasgow School of Art	66	58	73	65

(NB - 4 Programmes received 100% feedback, 3 of these programmes were UHI Perth courses)

4 - Meeting with Courier

I met with Justine Bowie to discuss our profile in the media. The meeting was very positive and the Courier ran a couple of very favourable articles.

1 Sep 2025

Context: Scottish College Funding

- The recent Courier front page (1 Sep) highlights the wider challenges facing the college sector in Scotland.
- UHI Perth, like many others, is navigating a difficult funding landscape while remaining committed to delivering high-quality education and support.

Leadership and Stability

- Catherine Etri has returned as Interim Principal and Chief Executive at a pivotal time.
- She brings energy, clarity, and a deep commitment to student success and the future of UHI Perth.

- Her message is clear: “I’m listening, and I’m committed to working alongside you as we move forward together.”

Reassurance: Business as Usual

- Despite sector-wide challenges, UHI Perth is fully operational and open for applications.
- The college continues to deliver transformative education and support services.
- Staff and students can be confident in the stability and direction of the institution.

Vision for the Future

- Catherine is focused on building the foundations for a positive, sustainable UHI Perth.
- There is a strong emphasis on collaboration, resilience, and shaping a future that works for students, staff, and the wider community.

Student-Centred Approach

- Catherine’s leadership is rooted in a passion for student success.
- UHI Perth remains committed to providing opportunities that change lives.

5 - Marketing

There has been a huge effort over the summer months to move the recruitment closer to target which included but not limited to the following last piece of the campaign


Apply Now 2025 – Campaign Update

Our multi-channel campaign to drive applications for September 2025 - [details are available on PerthHUB](#), but key activity includes:


- Bus ads (15 rears across Perth) and billboards ran through summer
- General trad advertising: eg ‘source mag’
- Ongoing blog and press coverage
- Radio and digital audio via Radio Tay
- Events: student support event and tours promoted with (really good!) video content.
- On social, tailored posts for each course using #ApplyNow and #WhereLearningMeansMore, with strong CTAs and accessibility features.
- Targeted social ads for courses at risk, content produced:
 - > 21 subject area videos featuring staff and students – used across platforms and embedded on course pages.
 - > Course-specific videos for areas with lower recruitment (e.g. Criminology, FNTE, SWAP) to boost interest.
 - > General advert ran to the apply now landing page until 28 Aug
 - > Student experience videos ran until end Aug

September update

Urgency Campaign: Very Last Chance to Apply!

 Phase 1: 3–12 Sep

Urgency messaging focused on online applications closing Friday 12 September. Targeted those ready to start or top up to a degree.

 Phase 2: 13 Sep – October

Focus shifts to selected courses still open. Messaging encourages students unhappy with current studies or looking to top up to act now.

Student “Refer a Friend” Campaign

To encourage peer referrals and boost applications.

 Incentive:

Current students who refer a friend receive:

1-month free ASW membership or Personal training session with fitness plan (TBC by Arlene)

Overall - digi engagement has been positive, and the campaign maintained visibility and momentum over the summer.

6 - UHI Transformation

Throughout August and September, work has been undertaken to develop the future Academic Structure and Professional Services Delivery Model for the Integration Programme. The focus has been on developing a single option that supports the outcomes set out in the OBC and the design principles and success criteria developed during the Transition Executive Board workshops in July. September meetings focussed on both the Academic Structure and the Service Delivery Model and provided an overview of the stakeholder engagement that has informed the work to date. The TEB group will consider the overview and then number of deep-dive sessions will be used to review the design documents. At TEB, I have raised a concern that UHI Perth would not be able to support a fully integrated model for FE curriculum that would be based on a shared virtual model (“Sector Based curriculum model”). The nature of our local competition would mean that there would be a significant threat to our FE recruitment. This was accepted and the Chair agreed that there would be checks and balances as we proceed.

7 - Financial Sustainability

The SFC has published their report, [*Financial Sustainability of Colleges in Scotland 2022-23 to 2027-28*](#), which paints a stark picture of college sector finances.

There have been sector meetings and a pre-recorded interview with Douglas Fraser from the BBC.. You can read the news release online here at this [link](#).

This week the SFC are giving evidence to the Education, Children and Young People’s Committee on 1 October, and Audit Scotland will publish their annual report on college finances on 2 October. Colleges Scotland will be using both opportunities to strongly advocate for the sector’s position on the upcoming Scottish Government Draft Budget.

8 - Financial Recovery Plan

Deirdre has been working on building a monitoring framework for the FRP. The first meeting agree to focus on:

- Three Recovery Themes (Recruitment, FE & HE funding, January curriculum) clearly visible on the FRP dashboard
- Aligning the Risk Matrix directly to FRP-specific risks
- Mapping key dependencies (e.g., recruitment timelines ↔ January intake)
- PLG leads to be confirmed and agreed
- Measurable outcomes beyond financials (e.g., recruitment posts filled, January enrolments)
- Update frequency and the reporting route to the Board
- Short narrative alongside each RAG rating help Board members with context

As a whole college, we are continuing to implement the savings and income generation aspects associated with the objectives of the FRP.

9 - Recruitment

Further Education

1. We have exceeded our minimum threshold target.
2. However, we need to acknowledge withdrawals that will come through the system which may impact on our position
3. There is likely to be further enrolments to come, more so in the areas of ESOL and Built Environment.
4. It is highly likely we will meet and exceed our funded target.

Higher Education

1. Against our own internal target of 1556, we currently have a shortfall of -47.33
2. Against the target submitted to UHI and for which we have receive funding for, we currently have a shortfall of -18.42
3. Against the FRP, which is inclusive of an additional 50 FTEs, we currently have a shortfall of -68.42
4. There are a few part-time courses where students have yet to be registered on their modules, where it is difficult to determine what the FTE will be, we will understand this position in the coming weeks.
5. Some of our part-time targets include January starts, based on trend information this could be up to an additional 27 FTEs.
6. We know of an additional group that we will be delivering a PDA to in January, estimated to 10 FTE, so No.5 and No.6, potential January starts could be in the region of 37 FTEs.
7. Highly likely we will meet our submitted target, and possibly exceed, but without further promotion of our courses, we may not meet the full FRP figure (additional 50 FTEs).

Catherine Etri

30 September 2025

Committee Cover Sheet

Paper No.5

Name of Committee	Board of Management
Subject	HISA Update – October 2025
Date of Committee meeting	07/10/2025
Author	Highlands and Islands Students Association (HISA)
Date paper prepared	29/09/2025
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 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.	A previous iteration of this report was presented to Learner Experience Committee, 10 September 2025
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 HISA Strategic Plan 2024-2027

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>

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>

and

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



HISA Update for Learner Experience Committee – October 2025

Local Updates

SVRs and Student Feedback

Towards the end of academic year 24.25, HISA met with the Directors of Curriculum and the Director of Learning, Teaching and Quality Enhancement to discuss ways to improve engagement with SVRs after a great year for recruitment. Plans include set in-person training days, boosting engagement in training and meetings, and encouraging feedback regardless of attendance via an online feedback form. HISA has commenced class visits, encouraging staff to book these as soon as possible following the success of their support in recruiting SVRs last academic session. At time of writing, 131 SVRs have been recruited.

The SVR system and actions from 24.25 were also shared as part of UHI Perth's staff development days to raise awareness and help support recruitment, which opened w/c 18th August. HISA have also offered to attend department meetings to share work on SVRs and have constructive conversations around improving engagement with students. A Welcome event, in person training and meetings will be set in due course and shared with all curriculum staff to support student attendance.

HISA have also been involved in the support of students affected by Air Services Training (AST) going into administration by facilitating meetings with students and being in regular communication with UHI Perth staff to be updated on developments. HISA will continue to support students as these arrangements are confirmed so they suit the needs of our members.

Clubs and Socs

HISA have the following societies and affiliated sports clubs that UHI Perth students are able to join:

- Computing Club
- Language & Culture
- Perth Volleyball
- Tuesday Art Club
- Perth Boccia
- UHI Shinty Team

Sports clubs are also run by UHI Perth's Active Campus Coordinator which are open for students to join.

Events and Activities

HISA have rebranded "Freshers" to "Welcome" to better reflect our student body and culture. HISA will host a week of welcome events from Monday 1st – Friday 5th September, including Therapets, Spin to Win, Music Bingo and our Welcome Fair, as well as a welcome event for Halls students on 26th August and an online welcome event on 28th August.

Events and activities are currently being planned but HISA hope to have a stronger presence across campus following feedback from students and staff.

Officer Updates

Local Officers

Perth's Officers this year are Andi Garrity as Perth President and Millie Foster as Perth Depute President.

Andi's manifesto points this year are:

- Investigating into more support for students struggling with cost of living
- Continuing organising regular events with the Perth Local HISA Team and work with Cross Campus HISA Team on wider things where appropriate
- Continuing promotional support for UHI Perth Sports Therapy Training Clinic



- Continuing Student Consultation on the Food & Beverage facilities on-campus at Perth

Millie's manifesto points this year are:

- Provide aid to students with mental and physical health, and financial struggles
- Continue to organise events that improve the student experience
- Put more emphasis on the arts in relation to public events

Cross Campus Officers and Executive Committee

This year's cross-campus officers are:

- Xander McDade, HISA President
- Holly Pearce, Vice President Education

They started their terms on 1st July and have had training and introductory meetings with UHI staff and have begun planning their goals for the year.

All local officers started on 1st August and attended training run by HISA. They have also been having introductory meetings with key staff at their AP's and UHI and are now beginning to plan their goals for the year.

Organisational Updates

Students at the heart of decision making at UHI

Work has been underway over the summer to learn from SVR feedback and to enhance the SVR system. Firstly, we have made several improvements to our approaches for recruitment of SVRs, through both direct communication with students online and in class, and through staff development spaces. We have also enhanced various procedures to better record and analyse our recruitment, use gap analysis to target further recruitment, and be able to better report on who and where our SVRs are, what they are doing, and the impact they are having.

Secondly, a major undertaking for HISA in the coming year will be a review of our training for SVRs. This training is critical to ensure reps are effective and knowledgeable in their role, but the views of staff (including in teaching, quality, and management roles) is crucial too because the training needs to be relevant to the demands (quite rightly) placed on SVRs by quality assurance and enhancement activities. This consultation will cover everything from content to delivery, and many forums will be approached for their views.

Thirdly, we have been developing our plans for shaping the questions we ask SVRs about their and their classmates' learning. Topics we engage SVRs in will respond to local circumstances, to themes in quality processes such as SEAPs, ILMs and quality monitoring, internal review outputs, HISA's objectives and officer manifesto commitments, and of course ongoing priorities such as UHI Transformation. This is on top of our planned continued use of the [sparqs SLE model](#).

Finally, for our plans to reward SVRs, we aim to build on various moves to provide certification, gifts, and a chance to be recognised for their impacts on learning through a repeat of our [spring 2025 SVR Impact Competition](#).

HISA has hired two Faculty Interns following the success of the Subject Intern trial in 24.25. They will work closely in UHI's committee structure ensuring the student voice feeds into this level of the curriculum.

HISA has been continuing its evaluation of the Board of Management Project and has spoken to representatives from all Aps. It is now in the report writing stage and findings will be shared with boards in due course.

Student communities and inclusion

Work is underway to re-register clubs and societies for the new academic year and to promote Student Networks available for students to join.

HISA is running a suite of online Welcome activities for all UHI students to attend which includes:

- Social media contest to win a bike
- Dungeons and Dragons Taster Session – 27th August
- Meeting your Cross Campus Team – 28th August and 23rd September
- Plastic Modelling Club Taster – 5th September
- Soup-er Douper Taster – 8th September



- Art club Taster – 9th September
- The PGR Pause – Meeting the PGR Society – 10th September
- Sustainable Development Society Taster – 11th September
- Meet Your Local HISA Team – 25th August – 12th September

HISA was able to celebrate outstanding members of the UHI Community with our HISA Award which has 616 nominations over nine categories. The winners were as follows:

- Most Inspiring Lecturer - Dr Antonia Thomas, UHI Orkney
- Above and Beyond - Staff Award - Joanne Ferris-Bond, UHI Moray
- Most Engaging Online Delivery - Mari Louise Todd, UHI Inverness
- Best Assessment Feedback - Dr Jon K Shaw, UHI Orkney
- Best Personal Academic Tutor or Learning Support - Annemarie Douglas, UHI North, West and Hebrides
- Best Professional Services or Support Staff - Ronald McGonagall, Sabhal Mòr Ostaig
- Best Research or Dissertation Supervisor - Dr Cordelia Underhill, UHI Orkney
- Best Student Club or Society - UHI Scribblers, a regional club based out of Inverness
- Most Inspiring Student - The Students' Choice - Annie S. Anderson, UHI Orkney

HISA also celebrated student sporting with our Sporting Blues. The winners from UHI Perth are as follows:

- Full Blue Awards
 - o Carly Ireland - UHI Perth
- Half Blue Awards
 - o Sophie Townsley - UHI Perth
- Honorary Blues Award
 - o Curtis Hirst - UHI Perth

Support and facilities for all students

Our advice service has continued to support students through the summer months with issues relating to learning, teaching, and accommodation.

HISA has begun a transition to move to @teamhisa on all social media platforms, moving to one single Instagram account gradually over the next few weeks, building a visual identity for each academic partner. HISA has also begun working on its wider presence on campus, which includes a secondary office located on the first floor of the Brahan building for which staffing is currently being arranged..

Committee	Board of Management
Subject	Financial monitoring
Date of Committee meeting	07/10/2025
Authors	Lynn Murray, Depute Principal – Operations Fiona Cameron, Interim Director of Finance
Date paper prepared	30/09/2025
Executive summary	<p>The paper recommends a template for financial monitoring and sets out the revised budget for 2025/26 and revised plans for the following two years that we would be monitoring against, if the Financial Recovery Plan (FRP) is approved by the Regional Strategic Body (RSB).</p> <p>Appendix 1 – Revised budget 2025/26</p> <p>Appendix 2 – Revised plan 2026/27</p> <p>Appendix 3 – Revised plan 2027/28</p> <p>Appendix 4 – Draft financial monitoring template</p>
<p>Committee Consultation</p> <p>Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.</p>	<p>Paper discussed at Finance & Resources Committee, 29 September 2025.</p> <p>Despite additional resources being allocated to the Finance Team there has never been sufficient time or resource to make the changes required to streamline processes, implement robust financial controls and improve systems to reduce manual-intensive work due to business-as-usual activity and other priorities.</p> <p>Accordingly, F&R Committee agreed that Finance Team resources should again be discussed at the Board.</p>
Action requested	<input type="checkbox"/> For information <input checked="" type="checkbox"/> For discussion <input checked="" type="checkbox"/> For endorsement <input type="checkbox"/> For approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)

<p>Risk implications</p> <p>Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk?</p> <p>Authors must identify: (a) the relevant risk(s) from the ERM Risk Register linked to the paper; and (b) the Board-approved risk appetite level for each associated risk.</p> <p>If yes, please provide details</p>	<p>Yes/ No</p> <p>Click or tap here to enter text.</p>
<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>Financial sustainability</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</p> <p>Significant resources are required from budget holders and the Finance Team to provide forecasts and monitor budgets monthly.</p>
<p><u>Equality and diversity</u></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 (e.g. confidential/non confidential)</p>	<p>Non-Confidential</p>

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:

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

Background

1. In the Financial Recovery Plan (FRP), approved by the Board on 27 August 2025, the Board emphasised that improving financial information is an absolute requirement. A FRP Monitoring Committee (FRPMC) has been established that will report to the Board on progress against the opportunities for income growth and cost savings identified in the FRP. UHI Perth's overall budget will also be monitored monthly and reported to the Finance & Resources Committee. Due to the work being done by the Finance Team on the annual financial statements and lack of resource due to resignations and personal circumstances of staff in the Finance Team it is likely that the first monitoring reports will be produced at the end of October.

Financial monitoring

2. After the Board approved the FRP the interim Chair sent it to the Regional Strategic Board (RSB) for approval. We have not had a response from the RSB at time of writing and need clarity on whether the FRP will then be sent to the SFC. Assuming approval is given, the revised budget for 2025/26 and plans for the following two years are set out in appendices 1-3. The financial forecast would then be monitored against the revised budget for 2025/26.
3. Appendix 4 shows a draft template for financial monitoring. In addition, information would be included on FE credits, HE FTEs and aged debtors as well as the adjusted operating position (AOP).
4. Progress against the FRP, as reported to the FRPMC, would be appended to the financial monitoring report.
5. The RSB has asked for all academic partners to provide monthly financial information. A template will be provided at the end of September, which is likely to request a high-level comparison to the FFR (Financial Forecast Return). This information is not readily available from the UHI Perth finance system and time will need to be spent mapping our chart of accounts to the FFR.

Recommendation

6. The Committee is asked to discuss the financial monitoring template at appendix 4 and recommend approval to the Board.

Appendix 1 – Revised budget 2025/26

	Draft Budget 25/26	FRP Adjustments	Revised Budget 25/26
	£'000	£'000	£'000
Income			
Academic			
FE Teaching Grant	8,750		8,750
Student Support	2,410		2,410
SFC/RSB Grants	612	403	1,015
HE Teaching Grants	7,251	389	7,640
Tuition Fees	2,616		2,616
SDS Contracts	511		511
International Income	1,473		1,473
Other Income	443	92	535
	24,066	884	24,950
Commercial			
Catering/Residences	1,281		1,281
Other Income	70	2	72
ASW	860	46	906
	2,211	48	2,259
Total Income	26,277	932	27,209
Staff Costs			
Staff Costs	18,335	(679)	17,656
Contracts & Timesheet	858	(309)	549
VS & Pension Strain	0	123	123
Total Staff Costs	19,193	(865)	18,328
Non-Staff costs			
Travel & Subsistence	140	(14)	126
Training & Other staff costs	102		102
Course costs & exam fees	1,920		1,920
Supplies & Services	1,861	(5)	1,856
ICT	619	(134)	485
Property costs	1,844	(238)	1,606
Legal & Admin	595	(72)	523
Bursary costs	2,410		2,410
Finance costs	84		84
Total Non-Staff costs	9,576	(463)	9,113
Net Deficit	(2,492)	2,260	(232)

Appendix 2 – Revised plan 2026/27

	Draft Budget 26/27	FRP Adjustments	Revised Budget 26/27
Income	£'000	£'000	£'000
Academic			
FE Teaching Grant	8,750		8,750
Student Support	2,410		2,410
SFC/RSB Grants	288	171	459
HE Teaching Grants	7,251	691	7,942
Tuition Fees	2,616		2,616
SDS Contracts	511		511
International Income	1,473	250	1,723
Other Income	344	170	514
	23,645	1,282	24,927
Commercial			
Catering/Residences	1,305		1,305
Other Income	68	52	120
ASW	885	57	942
	2,258	109	2,367
Total Income	25,902	1,391	27,293
Staff Costs	18,834	(1,072)	17,762
Contracts & Timesheet	885	(532)	353
VS & Pension Strain	0	8	8
Total Staff Costs	19,720	(1,596)	18,124
Travel & Subsistence	143	(21)	122
Training & Other staff costs	107		107
Course costs & exam fees	1,715		1,715
Supplies & Services	1,793	(196)	1,597
ICT	720	(51)	669
Property costs	1,900	(89)	1,811
Legal & Admin	607	(73)	534
Bursary costs	2,410		2,410
Finance costs	88		88
Total Non-Staff costs	9,483	(430)	9,053
Net Deficit	(3,301)	3,417	116

Appendix 3 – Revised plan 2027/28

	Draft Budget 27/28	FRP Adjustments	Revised Budget 27/28
Income	£'000	£'000	£'000
Academic			
FE Teaching Grant	8,750		8,750
Student Support	2,410		2,410
SFC/RSB Grants	288	90	378
HE Teaching Grants	7,251	691	7,942
Tuition Fees	2,616		2,616
SDS Contracts	511		511
International Income	1,473	750	2,223
Other Income	345	203	548
	23,646	1,734	25,380
Commercial			
Catering/Residences	1,321		1,321
Other Income	68	82	150
ASW	910	68	978
	2,300	150	2,450
Total Income	25,945	1,884	27,829
Staff Costs	19,463	(1,187)	18,276
Contracts & Timesheet	913	(696)	217
VS & Pension Strain	0	0	0
Total Staff Costs	20,375	(1,883)	18,492
Travel & Subsistence	143	(21)	122
Training & Other staff costs	107		107
Course costs & exam fees	1,634		1,634
Supplies & Services	1,795	(254)	1,541
ICT	761	38	799
Property costs	1,930	92	2,022
Legal & Admin	605	(109)	496
Bursary costs	2,410		2,410
Finance costs	89		89
Total Non-Staff costs	9,475	(254)	9,221
Net Deficit	(3,905)	4,021	116

Appendix 4 – Draft financial monitoring template

	Baseline Budget 25/26	FRP Adjustments	Revised Budget 25/26	Forecast	Variance	Notes	YTD Budget	YTD Actual	Variance	Notes
	£'000	£'000	£'000	£'000	£'000		£'000	£'000	£'000	
Income										
Academic										
FE Teaching Grant	8,750		8,750							
Student Support	2,410		2,410							
SFC/RSB Grants	612	403	1,015							
HE Teaching Grants	7,251	389	7,640							
Tuition Fees	2,616		2,616							
SDS Contracts	511		511							
International Income	1,473		1,473							
Other Income	443	92	535							
	24,066	884	24,950	0	0		0	0	0	
Commercial										
Catering/Residences	1,281		1,281							
Other Income	70	2	72							
ASW	860	46	906							
	2,211	48	2,259	0	0		0	0	0	
Total Income	26,277	932	27,209	0	0		0	0	0	
Staff Costs										
Staff Costs	18,335	(679)	17,656							
Contracts & Timesheet	858	(309)	549							
VS & Pension Strain	0	123	123							
Total Staff Costs	19,193	(865)	18,328	0	0		0	0	0	
Non-Staff Costs										
Travel & Subsistence	140	(14)	126							
Training & Other staff costs	102		102							
Course costs & exam fees	1,920		1,920							
Supplies & Services	1,861	(5)	1,856							
ICT	619	(134)	485							
Property costs	1,844	(238)	1,606							
Legal & Admin	595	(72)	523							
Bursary costs	2,410		2,410							
Finance costs	84		84							
Total Non-Staff costs	9,576	(463)	9,113	0	0		0	0	0	
Net Deficit	(2,492)	2,260	(232)	0	0		0	0	0	

Committee Cover Sheet

Paper No. 8

Name of Committee	Board of Management
Subject	Section 22 report & report on wider scope issues for external audit
Date of Committee meeting	07/10/2025
Author	Lynn Murray, Depute Principal - Operations
Date paper prepared	30/09/2025
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	<p>The Auditor General prepared a statutory report (Section 22 report) on the 2023/24 audit of UHI Perth that focussed on the failure to produce a budget for 2023/24. The s22 report was laid before Parliament alongside the report and financial statements for 2023/24 on 25 September 2025. They will then be published on the Audit Scotland website.</p> <p>Following publication, the report is likely to be considered by the Scottish Parliament's Public Audit Committee.</p> <p>Board is asked to consider the findings of the Section 22 Report. A verbal update will also be provided on the latest position around the management report on wider scope issues required by Deloitte, our external auditors.</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.	Paper previously tabled for consideration at Finance & Resources and Audit Committees during w/c 29 September 2025
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)

Committee Cover Sheet

<p>Risk implications</p> <p>Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk?</p> <p>Authors must identify: (a) the relevant risk(s) from the ERM Risk Register linked to the paper; and (b) the Board-approved risk appetite level for each associated risk.</p> <p>If yes, please provide details</p>	<p>Yes</p> <p>Reputational - There may be further adverse media attention after publication. The RSB has advised that a joint statement will be issued with UHI Perth. Board risk appetite is averse.</p>
<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>Financial Sustainability</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</p> <p>Improved financial reporting will require significant resource from the Finance Team and budget holders.</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>

Committee Cover Sheet

<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>

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:

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

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and

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

The 2023/24 audit of

UHI Perth



AUDITOR GENERAL 

Prepared for the Public Audit Committee by the Auditor General for Scotland
Made under section 22 of the Public Finance and Accountability (Scotland) Act 2000
September 2025

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Accessibility

You can find out more and read this report using assistive technology on our website www.audit.scot/accessibility.

Key messages

- 1** UHI Perth failed to set a budget for the 2023/24 financial year. There is no record of a formal decision by the board of management not to agree a budget. These absences represent weaknesses in the college's financial management and governance arrangements. The lack of budget significantly limited the ability of management and the board to actively manage the in-year financial position.
 - 2** The college is facing substantial financial challenges and recorded a £2 million deficit in 2023/24. The college is now working to build capacity in its finance team and address weaknesses in its financial management, including finalising a financial recovery plan.
 - 3** A delay to the completion of the 2023/24 annual audit of UHI Perth meant that a range of issues that impacted the college in spring 2025 were reported in the 2023/24 Annual Audit Report. These included the resignation of senior staff and board members, errors in the 2024/25 budget leading to a request for additional liquidity support from the Scottish Funding Council, and the administration of the college's subsidiary. These issues will be covered in more detail in the 2024/25 annual audit of UHI Perth.
-

Introduction

1. I have received the audited annual report and accounts including the independent auditor's report for UHI Perth for 2023/24. I am submitting these accounts and auditor's report under section 22(4) of the Public Finance and Accountability (Scotland) Act 2000, together with this report that I have prepared under section 22(3) of the Act.
2. My report brings to the Scottish Parliament's attention the absence of a budget for UHI Perth for the 2023/24 financial year. It also highlights issues that have occurred in the period between the end of the 2023/24 financial year and the completion of the audit of the 2023/24 accounts. These issues will be covered in more detail in the 2024/25 annual audit of UHI Perth.
3. The auditor issued an unqualified opinion on the annual report and accounts of UHI Perth for 2023/24.

Background

4. UHI Perth is part of the University of the Highlands and Islands (UHI). UHI operates as a Regional Strategic Body (RSB) for several further and higher education institutions across the Highlands and Islands. It is responsible for the strategic oversight and funding arrangements for those institutions. UHI Perth's board of management is responsible for the financial management of the college.
5. UHI Perth has operated with significant financial pressures for some time, with deficits recorded over several years. In 2023/24, the college recorded a deficit **adjusted operating position (AOP)** of £2 million.

A college's **adjusted operating position (AOP)** reflects its underlying operating performance after allowing for material one-off or distorting matters outside its control (eg, pension valuations). This helps to assess a college's underlying financial strength and to provide figures which are readily comparable among colleges.

6. The college did not agree a budget for 2023/24. This report looks at the reasons for this and considers the impact on the college's financial position.
7. The college has taken steps to address the financial pressures it faces. These include scrutiny of vacancies and restricting recruitment, a review of

evening opening hours, and a review of estates strategy and student services. But the college continues to experience financial pressures.

8. Completion of the 2023/24 accounts was delayed. The auditor reported this was due to adjustments in the prior year and quality issues with the draft accounts. There were also changes and capacity challenges within the finance team, meaning the college was unable to service the audit in the original timescales. This meant that emerging issues identified in spring 2025 were referenced in the 2023/24 Annual Audit Report and these will be covered in more detail in the 2024/25 Annual Audit Report. This includes errors in the 2024/25 budget, the need for liquidity support from the Scottish Funding Council (SFC), the college subsidiary entering administration, and the resignation of senior staff and board members.

9. We have prepared this report based on the auditor's findings, documentation held by the college and information provided by current college staff.

The 2023/24 audit of UHI Perth

There was no clearly documented decision on the absence of a 2023/24 budget for UHI Perth

10. UHI Perth did not agree a budget for the 2023/24 financial year. Some initial work began in February 2023 to gather information for the budget. College management asked budget-holders to supply information to inform the preparation of a draft budget. The college is unable to explain what happened to that information and there is no evidence of it being collated or summarised.

11. In June 2023, the college board approved an enhanced voluntary severance scheme. It also agreed to develop a business case for compulsory redundancies, should the required savings not be achieved through the voluntary scheme. Analysis of board papers suggests the board anticipated that a budget would be produced following this restructuring.

12. The mid-range forecast presented to the college's finance and resource committee in September 2023, projected a £2.9 million AOP deficit for 2023/24. The committee was informed that it may need to consider a two-year solution to break even. In late 2023, the college put in place five workstreams intended to achieve financial sustainability. These covered:

- academic reorganisation
- professional services reorganisation
- estates
- continuous improvement
- additional profitable income generation.

The workstreams were intended to identify savings or potential income generation opportunities with an overall objective to achieve a break-even position by July 2025. The workstreams were ongoing throughout 2023/24 and no budget was put in place during the financial year.

13. The board's view on the absence of a budget is not documented in the minutes of relevant meetings. There is no evidence of the board taking a formal decision on whether to approve a budget.

14. The college expected restructuring plans and the workstreams initiated in late 2023 ([paragraphs 11. and 12.](#)) to have financial implications for any budget that would be set. Analysis of board papers shows that during 2023/24, board agendas moved towards discussions on the workstreams and away from agreeing the 2023/24 budget. We also know that capacity issues in the college's finance team restricted their ability to work on a budget. Current college staff suggested to us that the college prioritised resourcing work to address financial sustainability over setting an in-year budget for 2023/24.

15. Board papers show members discussed the possibility of agreeing a deficit budget and UHI confirmed it was an option that it would discuss with the SFC. The board wanted to achieve a balanced budget. There was a degree of reluctance to agree a deficit budget and uncertainty over whether the SFC would permit it. It is unclear from the board papers whether there was a resolution to those discussions. This was resolved for the 2024/25 financial year, for which the board did approve a deficit budget.

16. UHI Perth's appointed auditor informed the board that the preparation and monitoring of a budget is a crucial element of monitoring the financial position of the college. The auditor recommended that the college produce and monitor a budget each financial year.

The college monitored its financial position, but it was affected by capacity issues in its finance team

17. Although there was no budget for 2023/24, the college still monitored its financial position. The college produced forecasts that indicated a likely deficit for 2023/24, and these were presented to the board. The college monitored its financial position against the prior year outturn. The board received management accounts, which showed year to date spend compared with the prior year outturn and separately in comparison to forecasts made by the college.

18. The board did not receive a financial outlook to the end of the year, as part of the management accounts being presented to the board in June 2024. This was attributed to capacity issues within the college's finance team. The papers note that the outlook will be prepared as soon as possible, but the extent of the delay is unclear. These capacity issues in the finance team were also noted as contributing to delays to starting work on the 2024/25 budget. Finance team capacity has been an ongoing issue at UHI Perth for several years. It has been raised by auditors in the college's annual audit reports going back to 2018, but it has not been fully addressed by the college.

19. Recruitment and retention challenges mean that the college has a shortage of capacity and information for the board has been delayed as a result. It took longer than anticipated for the college to fill the Head of Finance post in 2024, alongside turnover of other finance staff during this

period. This reduced capacity is reflected in the absence of a budget, but also in monitoring where updated forecasts for the rest of the year have been delayed. UHI Perth's appointed auditor has highlighted that the high turnover in the finance function in 2023/24 and into 2024/25 creates a risk that knowledge gaps appear.

20. In June 2024, the board received an update on recruitment plans to increase finance team capacity. The board agreed that the capacity issues in the finance team should be addressed, and the principal should ensure this was fully implemented. It is not clear how the board expected to be updated or monitor progress around this.

The college had a deficit of £2 million in 2023/24

21. UHI Perth's AOP for 2023/24 was a deficit of £2 million.

22. One factor behind this is that the undergraduate higher education student headcount was lower than anticipated. The college's funded target was 1,674 undergraduate full-time equivalents (FTEs). The actual figure was 1,564 undergraduate FTEs in 2023/24. This resulted in an income shortfall versus target of approximately £0.5 million.

23. The college also reported that the staff pay award resulting from national bargaining, was higher than planned for, further contributing to the deficit position. It started a restructuring process that resulted in accruals for unbudgeted voluntary severance and pension strain payments. In addition, the college's Air Services Training subsidiary made a £0.3 million loss.

A delay in completion of the 2023/24 annual accounts for UHI Perth meant issues arising in 2024/25 were included in the annual audit report

24. The completion of the 2023/24 annual audit of Perth was delayed ([paragraph 8](#)). Before the accounts were finalised, several further issues arose during the 2024/25 financial year.

25. UHI Perth identified around £1 million of errors in the 2024/25 budget. The college also identified errors in cashflow calculations. As a result of both the errors to the budget and the cashflow calculations, the college has requested around £1 million of additional liquidity support. SFC approval of that request is subject to the college preparing a financial recovery plan. The request is in addition to £1.5 million of liquidity funding already agreed with the SFC to fund the deficit 2024/25 budget agreed by the college board. UHI has raised concerns with the college following the identification of these errors. It has asked the college to prepare a financial recovery plan and to put in place fortnightly financial recovery meetings to be chaired by UHI.

26. UHI Perth's subsidiary entered administration in April 2025. Air Service Training (AST) was a subsidiary wholly owned by the college. It delivered specific aspects of aircraft maintenance certification as part of the BSc (Hons.) aircraft maintenance engineering and management programme.

27. Several senior staff resigned from the college. The director of finance resigned in April 2025, and the principal resigned in May 2025. Five members of the board of management, including the chair, also resigned between April and May 2025. One board member who resigned in April 2025, was subsequently re-appointed in June 2025.

28. These developments and their impact will be covered as part of the forthcoming 2024/25 annual audit, and I will consider the appointed auditor's findings before deciding on further reporting on the college.

The college is beginning to take action to address weaknesses it has identified in its financial management

The budget-setting process was reinstated for 2024/25 and 2025/26

29. UHI Perth has taken steps to reinstate the budget-setting process. Its 2024/25 budget was delayed due to issues with capacity in the finance team but was agreed by the board in December 2024, five months into the financial year. A baseline budget for 2025/26 was provisionally agreed by the board in June 2025 with final approval subject to the development of the financial recovery plan.

A financial recovery plan is being finalised

30. The college is now finalising a financial recovery plan. UHI initially asked for sight of a financial recovery plan in May 2024, in response to the college's request for a loan at that time. In December 2024, the college's board agreed to ask for a financial recovery plan to be developed in response to agreeing a deficit budget for 2024/25. Following the college's request for around £1 million of additional liquidity funding in 2025, UHI wrote to the college board on 2 April 2025 to also request a recovery plan.

31. UHI has asked that the plan provides details of current cashflow, pressures, risks and recovery planning, together with detailed actions and timescales. It also asks that the plan makes clear where this includes use or anticipated use of SFC funding and an approved deficit budget.

32. The financial recovery plan was agreed by the college board in August 2025, subject to an amendment to the cashflow. Following this amendment, the report was submitted to UHI and will be subject to subsequent consideration by the SFC. UHI appointed a consultant to support the college with the development of the plan.

33. The college's board has established a new committee to monitor the progress of the financial recovery plan and provide it with monthly reports.

It has also asked the internal auditor to review and report on the financial recovery plan.

The college's internal auditor is reviewing budgetary controls

34. UHI Perth's internal auditor is progressing a review of budgetary and other financial controls, due to complete in September 2025. This work will address a recent request from the college board to review the financial information provided to the board.

35. The work is intended to:

- review what the college requires from the finance function and the statutory and regulatory requirements
- identify necessary actions around budget-setting and monitoring and any lessons learned from this
- identify areas for improvement in the financial systems and processes
- examine the management and governance arrangements for reporting the financial position to the senior leadership team, committees and the board
- recommend an action plan for the finance team, identifying skills gaps to be addressed.

Recruitment is under way to fill key senior roles

36. UHI Perth has taken steps to fill senior management and board vacancies following resignations in 2025 ([paragraph 27](#)). The college appointed a new interim principal in May 2025, and this appointment has been extended to the end of July 2026. The college also appointed an interim director of finance in June 2025. UHI's vice-principal for strategic projects joined the UHI Perth senior leadership team in a temporary, part-time advisory role for the month of June. The college is making changes to its leadership structure and is in the process of recruiting a new deputy principal and a chief financial officer to support this.

37. The board of management appointed an interim chair in April 2025, and this appointment has been extended to the end of July 2026. New appointments have been made to the board, subject to approval by UHI. The board has also appointed a new chair of the Audit Committee.

Conclusion

38. UHI Perth failed to produce a budget for 2023/24 and ultimately recorded a deficit of £2 million in that year. This is a matter of significant concern and served to undermine the college's financial management and governance arrangements. The reinstatement of the college's budget-setting process for 2024/25 was a necessary and fundamental step. This should facilitate stronger financial control, clearer accountability, more informed decision-making and increase the likelihood of effective use of resources.

39. The rationale for the absence of a 2023/24 budget for UHI Perth is unclear in the absence of a clearly documented decision on the matter. All colleges should ensure clear and informed decision-making and accurate recording of decisions taken at all levels, including the board.

40. Budgets are a fundamental part of an organisation's financial control and governance arrangements. They help inform decision-making and contribute to the efficient use of resources. The absence of a budget and regular reporting to college management and the board of in-year and forecast outturn against that budget, meant that there was no clear mechanism for identifying and remedying emerging issues or for holding college management to account for variances. This was particularly the case during the college's financial challenges.

41. Although UHI Perth has started to address weaknesses in the college's financial management, the college should continue to work with UHI and the SFC to strengthen its financial management and governance arrangements. It should also continue to finalise and implement a robust and deliverable financial recovery plan to meet the needs of learners and use public money effectively. I will keep the college's progress in these matters under close review.

The 2023/24 audit of UHI Perth



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Committee	Board of Management
Subject	Annual Health, Safety and Wellbeing Report
Date of Committee meeting	07/102025
Author	Ian Bow, Health, Safety and Wellbeing Advisor
Date paper prepared	15/09/2025
Executive summary of the paper	<p>This report is intended to give board members, senior management and all stakeholders an understanding of health, safety and wellbeing arrangements in place within the College, and to provide assurances on the adequacy of these measures.</p> <p>This report is a statement of UHI Perth health and safety management for the academic year 2024/25 and its intentions going forward for 2025/26 and beyond.</p> <p>This report highlights the key health and safety measures and systems within our Safety Management System to minimise risk and ensure the health, safety and wellbeing of our staff, students and visitors.</p> <p>UHI Perth is committed to continual improvement of health and safety. The contents provide a review of management arrangements, health and safety activities and lessons learned in this reporting period.</p>
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	<p>Discussed at Health and Safety Committee.</p> <p>Endorsed by Audit Committee, 30 September 2025.</p> <p>Full approval and signing of the H&S Policy Statement is required at Board of Management.</p>
Action requested	<p><input type="checkbox"/> For information</p> <p><input checked="" type="checkbox"/> For discussion</p> <p><input checked="" type="checkbox"/> For approval</p> <p><input type="checkbox"/> For endorsement</p>

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

Perth College UHI

<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 (e.g. confidential/non confidential)</p>	<p>Non Confidential</p>
<p>Freedom of information</p> <p>Can this paper be included in "open" business?*</p>	<p>Yes</p>

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

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

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

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

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

and

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

**Annual Health, Safety and
Wellbeing Report
Academic Year 2024-2025**

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Executive Summary

The Academic Year 2024-25 has seen many challenges with the reduction in staffing and uncertainty regarding the financial situation causing additional stressors for our students and staff. A re-organisation of the management structure has highlighted where health and safety training resources should be directed.

UHI Perth has over 5,500 students and over 400 employees. Whilst we adapt to a new structure, roles and responsibilities, new ways of study and work in these challenging times, we understand the pressures our employees and students face. Every effort has been taken to ensure we provide a healthy and safe work environment where employees and students can thrive.

Where staff have moved into new roles with a management responsibility, they have undertaken Managing Stress training to address the stressors within their area of responsibility and to conduct stress surveys and risk assessments for their departments, teams and individuals.

Some of our work environments deemed as “medium risk” and most of the “low risk” areas were subject to Health and Safety compliance audits. As stated in last year’s report, the audits were conducted under a revised methodology with the main focus on compliance with legislation and UHI Perth policies. These audits were instrumental in highlighting strengths and weaknesses within our Safety Management System.

Focus for this period concentrated on training and risk assessment where steps have been taken to train and refresh competencies of our employees, especially those with specific health and safety responsibilities. Following the restructuring of management roles, the imperative was to ensure that “new” postholders had the requisite skills and knowledge.

Introduction

This annual report sets out UHI Perth's occupational Health, Safety and Wellbeing performance during the period 01 August 2024 to 31 July 2025. As with previous reports, it is split into several sections covering the key health, safety and wellbeing issues. The report is compiled by the Health, Safety and Wellbeing Adviser with additional input from Human Resources and Organisational Development, Student Services, Student Experience and the Academy for Sports and Wellbeing.

The report shall provide the Principal and Chief Executive, Board of Management, Health and Safety Committee and all stakeholders detail of the actions and initiatives taken to enhance the health, safety and wellbeing of our employees and students.

1. Health and Safety Management

1.1 Policy

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

1.2 Planning and Implementation

UHI Perth, (the College), as the employer, has a legal duty to put in place suitable arrangements to manage Health and Safety. The Management of Health and Safety at Work Regulations 1999 requires the College, as the employer, to ensure measures are in place to control health and safety risks. The Health and Safety Executive (HSE) state the employer should have processes and procedures in place to meet the legal requirements and as a minimum:

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

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



The Policy and Procedure Group (a sub-group of the Health and Safety Committee) are continuing to review policies and procedures in line with recommendations made by the Henderson Loggie external audit in May 2020. Each health and safety related policy and procedure is reviewed by the Health and Safety Committee every 2 years, the exception being the main document, the UHI Perth Health and Safety Policy and Procedures, which is reviewed annually.

UHI Perth has 20 such documents relating to Health and Safety. During this reporting period, the group have reviewed 6 policies and procedures in line with the 2 yearly review period. There are 3 policies outstanding which should be approved by December 2025. Policies reviewed are:

- Health and Safety Policy and Organisation
- Health and Safety Policy Arrangements
- Working at Height Policy
- Smoking Policy
- Manual Handling Policy
- Water Management Policy

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

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

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

1.3 Cooperation and Communication

The Health and Safety Committee consists of representatives from curriculum areas, professional and support services departments, Trades Unions and Students and is the forum for discussion, information and consultation. Membership was expanded during this reporting period to include additional representatives from Professional Services. The Committee has met on 4 occasions in this reporting period. Membership of the committee consisted of:

- Director of Estates (Chair)
- Director of Curriculum, AHE
- Director of Curriculum, BSTW
- General Manager, ASW
- Director of Teaching, Learning & Quality Enhancement
- Director, Student Experience
- Director of Finance
- Director of Information Services
- Director of HR & OD
- Depute Principal, Operations
- Director – Centre for Mountain Studies
- Health, Safety and Wellbeing Adviser

- EIS H&S Representative
- Unison H&S Representative
- Board of Management 'H&S Champion'
- HISA Representative

It should be noted that no Member of the Board of Management attended any of the meetings during the academic year and the Board of Management have confirmed that this role is no longer required so will not be in place for the 25/26 academic year going forward.

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

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

1.4 Training and Competence

The Health and Safety at Work etc. Act 1974 and the Management of Health and Safety at Work Regulations 1999, place duties on the College as the employer to provide suitable and sufficient information, instruction and training in order to ensure health and safety compliance and competence of employees to carry out their role.

All new starters undergo a thorough induction which details areas to be covered on day 1 of employment, week one and end of week two. This covers a number of health and safety areas such as fire evacuation, first aiders and accident reporting. This is then followed up with more detailed mandatory health and safety training (E-Learning).

Mandatory e-learning modules are to be completed within the probationary period then refreshed every 3 years. Online mandatory Health and Safety training on the Brightspace and Marshalls platforms is monitored by Human Resources (HR). Below is a table indicating overall levels of compliance.

Table 1. Mandatory Health and Safety e-learning (Current Employees)

Mandatory Module	Completed	Overall
Health and Safety Induction	328	80%
Fire Awareness	367	89.5%
Stress Awareness	364	89%
Health & Safety 1	365	89%
Health & Safety 2	367	89%

In-House Training

Health and safety training needs are identified in a number of ways including Professional Development Reviews (PDRs), regular one to ones, team meetings and through the health and safety audit process. The Health, Safety and Wellbeing Advisor delivers various in-house training and ensures that training is consistent with our duties and legal responsibilities. During this reporting period the Health, Safety and Wellbeing Advisor has conducted 16 in-house face-to-face training sessions with a variety of employee groups.

Training Course Subject	Trained 2024-25	Total Trained	Outcome/Impact
Managing Stress for Managers	5	50	Providing managers the confidence and tools to initiate conversations and conduct stress risk assessments (both team and individual).
General Risk Assessor	13	67	To provide teams and departments with staff who can conduct suitable and sufficient risk assessments for tasks, processes and activities within their work environment.
IOSH Managing Safely refresher	5		To ensure UHI Perth managers, supervisors, and team leaders have an understanding of health and safety principles and the practical skills to manage risks effectively in the workplace.
COSHH Risk Assessor	3	13	To provide departments with competent assessors who can conduct suitable and sufficient risk assessments on hazardous substances stored, used or generated in tasks, processes and activities within their work environment.
Manual Handling Risk Assessor	1	7	To provide departments where “hazardous manual handling” has been identified with competent assessors to conduct suitable and sufficient risk assessments on hazardous manual handling within their work environment.
Emergency Evacuation Evac+Chair	9	29	To provide UHI Perth with suitably trained staff to assist in emergency evacuation of a building using the dedicated evac-chairs

Our 12 Nominated First Aid trained personnel are certified for 3 years as competent. Prior to their certification ending, they are given the opportunity to requalify. We have trained an additional 2 employees to add to our first aid on-call rota but have lost 3. We shall be seeking more employees to become nominated first aiders. The Academy of Sports and Wellbeing (ASW) have an additional 11 employees trained in first aid during this academic year.

Scottish Mental Health First Aid training is ongoing with an additional 29 employees completing the course which teaches people how to identify, understand and help someone who may be experiencing a mental health issue.

1.5 Risk Management

Risk management is a step-by-step process for controlling health and safety risks caused by hazards in the workplace. A sensible approach to health and safety means focusing on the significant risks, those with potential to cause real harm and suffering, and avoiding wasting resources on everyday and insignificant risks.

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

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

Hazard surveys are conducted for each department and work environment in order to identify those hazards likely to cause harm, considering the tasks, processes and activities undertaken within the work environment. This is the foundation of the risk assessment process.

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

Our Estates Department engage contractors to conduct works on site. All approved contractors must provide the Estates Department with copies of their Risk Assessments and Method Statements (RAMS), which are examined and commented upon as required prior to any works commencing as well as their public liability insurance details. Contractors are given a Health and Safety Induction by a member of the Estates team prior to conducting any works. Additionally, work permits are issued by Estates for hot works, working with electricity, roof access etc.

Departmental workplace health and safety inspections are to be conducted by departmental employees twice a year, one at the beginning of each semester. The main benefit of these inspections is the raising of awareness by employees to issues they may overlook within their work environment. Negative issues are raised in an appropriate manner either via the Estates Department Trackplan reporting system, departmental or line managers or by seeking advice and guidance from the Health, Safety and Wellbeing Adviser.

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

1.6 Advice and Support

The Health, Safety and Wellbeing Adviser (HSWA) is the appointed "Competent Person" as per the Management of Health and Safety at Work Regulations 1999, Regulation 7 and the appointed "Responsible Person" on behalf of UHI Perth for the reporting of accidents and incidents which fall under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR). In the absence of the HSWA, we have access to support and guidance from the Head of Estates at UHI Perth and other Health and Safety Competent Persons with the UHI Partnership.

The Health, Safety and Wellbeing Adviser continues to provide support and advice to management, employees and students. Audits and inspections in this reporting period has

identified a continuing requirement for health and safety related training as well as advice, guidance and assistance for risk assessment compliance.

2. Audit and Review

2.1 Internal Audits

Internal Health and Safety Audits identify strengths and weaknesses in the Safety Management System at organisational and departmental level and direct management and employees towards improvements, ensuring legal compliance and the application of UHI Perth policies and procedures. The above also raise the profile of Health and Safety with employees and students.

The internal audit questionnaire was reviewed in December 2023 by the Head of Estates, Sector Development Director for STEM and the Health, Safety and Wellbeing Adviser. The audit question set has undergone a fundamental change, reducing from 96 questions to 57 concentrating on legislative and policy requirements.

During this reporting period, 9 of the “higher” risk areas were re-audited. The question set is divided into 10 sections:

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

The grading system is in line with the overall ranking detail below, giving a percentage of conformity to the Audit Question Set although where a particular critical question relates to legislation or UHI Perth policy and is found to be non-compliant regardless of the overall percentage score, this would constitute an audit failure where immediate remedial actions are to be taken.

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

Common non-compliance issues found were non-review of risk assessments or no records of department workplace inspections. Other issues relating to policy non-compliance were incomplete mandatory health and safety e-learning and no competent departmental risk assessors. Following the audit, a summary and action plan is created and given to the responsible manager and head of department for scrutiny and action. Priority 1 observations require immediate response and resolution.

To ensure observations and actions from these audits are followed through, actioned and resolved, feedback is sought to provide an update of action plans and progress towards resolution to the Health and Safety Committee for scrutiny.

During this reporting period, audits concentrated on the “medium” and “lower” risk areas which are identified in the table below.

Table 2. Health and Safety Audits conducted

Date	Area	Audit Pass/Fail	Compliance Rating
22/08/2024	Science	Pass	98%
23/08/2024	Electrical Workshop	Fail	96%
05/12/2024	HR&OD	Pass	96%
12/12/2024	Executive Offices	Pass	90%
12/12/2024	ESOL	Fail	93%
28/01/2025	Estates Admin & Maintenance Team	Fail	86%
07/02/2025	SVS	Fail	91%
10/02/2025	Music Industries & Theatre Arts	Fail	81%
24/02/2025	Hair & Beauty	Pass	95%
05/03/2025	Sports, Fitness and Outdoor Education	Pass	95%
19/03/2025	NTP & Business Development	Pass	95%
20/03/2025	New Opportunities	Pass	97%
27/03/2025	Early Years & Education	Fail	86%
29/04/2025	Humanities & Social Sciences	Fail	81%
27/05/2025	Student Services	Pass	88%
02/06/2025	Computing	Pass	96%

Those areas with audit “Fails” have since the date of audit provided evidence of remedial actions and are now compliant.

2.2 External Audit

There has been no external audit this academic year. We are working towards improving elements of our Safety Management System as recommended by Henderson Loggie audit which identified two areas for improvement.

For Objective 2, a system is being developed to ensure managers and risk assessors are provided with timely reminders to review and approve their risk assessments. The HSWA will monitor departmental Health and Safety documentation held on their SharePoint area.

Objective 3 refers to UHI Perth Policy for completing and remaining current with e-learning health and safety modules held on our two e-learning platforms. Human Resources run reports monthly on mandatory training compliance and inform the relevant manager of any non-compliance. The managers will then ensure the employee completes the required training modules.

Objective	Findings				Actions already planned
	1	2	3	No. of Agreed Actions	
The objective of the audit was to obtain reasonable assurance that the College has:					
1. A Health, Safety and Wellbeing policy and documented procedures which are communicated to all staff	Good	-	-	-	✓
2. A formal risk identification and assessment process.	Requires Improvement	-	1	1	
3. A Health, Safety and Wellbeing training programme which includes induction training, refresher training and training for new equipment and legislation.	Requires Improvement	-	1	-	
4. Regular monitoring of Health, Safety and Wellbeing systems to ensure that they are functioning effectively including Health and Safety audits, carried out either internally or by external agencies such as the Health and Safety Executive.	Good	-	-	-	
5. An incident and accident recording system with follow-up and implementation of new controls where required.	Good	-	-	-	
6. Regular reporting of Health, Safety and Wellbeing to the College Senior Leadership Team and to the Board of Management.	Good	-	-	-	
Overall Level of Assurance	Satisfactory	-	2	1	
System meets control objectives with some weaknesses present.					

2.3 Departmental Health and Safety Inspections

As noted in the Internal Audits, the completion and recording of Departmental Health and Safety Inspections using the Workplace Inspection Checklist document has slipped again in some areas. The reduction of questions in the audit question set was due to duplication of

themes in the workplace inspection checklists, therefore there was an expectation for many more being sent to the HSWA although most are held in the department files.

Formal department workplace inspections should be conducted and recorded each semester. Managers and employees are required to examine:

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

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

In order to monitor and maintain compliance, the HSWA has “read only” access to departmental health and safety SharePoint areas. This also allows for timely reminders to be sent regarding completion or reviews of health and safety documentation and to provide advice and guidance.

3. Monitoring Performance

3.1 Proactive and Reactive Monitoring

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

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

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

Reactive monitoring is about dealing with issues, accidents and incidents after an event has occurred. Reactive monitoring of safety measures is about putting things right, correcting the fault and putting in place measures to stop the event happening again. Reactive safety measures include:

- Accident reporting

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

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

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

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

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

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

3.2 Key Performance Indicators (KPI's)

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

3.3 Accidents, Incidents and Near Misses

During this reporting period there have been 74 reported accidents and incidents requiring first aid intervention, slightly up on last year. The majority of these have been sporting injuries (28) suffered by members of the public followed by slips, trips and falls (13). Appendix 2 of this report shows a graphical display of the full academic year, and the quarterly statistics reported to Health and Safety Committee. Also included in Appendix 2 are year-on-year graphs for comparison from the academic year 2021-22 to 2024-25.

Accident, Incident, Near Misses etc. are reported quarterly to the Health and Safety Committee. Annual statistics show a small increase of reports from last year with the number of students and employees being injured remaining static. In addition, it is noted that the number of injuries to members of the public in our Academy of Sports and Wellbeing (ASW Commercial) has increased. For UHI Perth Key Performance Indicators

(KPI's) reporting purposes, the number of members of the public injured during sporting activities is subtracted from the overall total for benchmarking purposes.

Of all the incidents, 36 were classed as "Negligible", a minor injury requiring minimal First Aid and a return to work/activity. 37 were classed as "Low", again a minor injury requiring minimal First Aid and a return to work/activity but with possible repercussions. There was 1 "Medium" incident requiring First Aid and/or further treatment off site with an absence from work or study and finally. No "High" grade incidents were reported which require medical treatment and stay in hospital and absence from work or study for over 7 days.

There have been no instances where the Health and Safety Executive must be informed under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR).

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

There were 6 Hazard reports including vinyl flooring raised and causing a trip hazard, defective corridor lighting, unsafe positioning and security of a speaker on the theatre gantry and the ingress of cigarette smoke and vaping above the Brahan main entrance.

6 Near Misses were reported during this period. Main concern raised was a strong smell of electrical burning which was investigated with no apparent source but eventually turned out to be a burnt out passive infrared sensor (PIR). Others included an unstable work surface being used and equipment falling from it, trip hazard at a building entrance and unauthorised use of the strength and conditioning suite.

Hazard and Near Miss reporting remains well below what would be expected within an organisation our size. Emphasis on informing employees and students to report instances is ongoing. All reports were investigated, and suitable measures put in place where required and practicable. No injuries were sustained.

3.4 Sickness Absence

The total days lost due to sickness absence for the period was 2702.21 days. Short term sickness absence (less than 4 weeks) attributed to 1414.21 days lost and long term attributed to 1292 days lost.

A comparison with the period August 2023 – July 2024 shows a decrease in the total days lost due to sickness absence of 9.47% which is 25.5% less than last academic year.

There was a decrease in short term sickness absence for Professional Service Staff (-6.39%) and Academic staff (-19.97%) however there was an increase in Management staff (61.58% increase – which due to numbers of staff in this group equates to a 58.5-day increase)).

There was also a decrease in long term sickness absence for Professional Services (-7.44) and Academic Staff (-31%), and an increase in Management staff of 100% as there was no long-term absence last year for Management.

The top three reasons for Long-term sickness absence were: Work-related stress (38%), Stress – Non work related (23.5%) and Cancer (10.7%).

The top three reasons for Short-term sickness absence were: Work related stress (16.3%), Cold/Flu (14.9%) and Surgery/Post Surgery Recuperation (11%).

Of the 33 members of staff who were off on long term sickness absence during the 2024-25 financial year and up to the point of creation of this report 6 chose to leave and we had one death in service.

Our aim is to ensure, where possible, that all colleagues who are absent from work have a successful and sustained return, in some cases this may be to an alternative role or a modified role where reasonable adjustments have been made. UHI Perth has also put reasonable adjustment passports in place to allow staff to have more visibility of the arrangements for reasonable adjustments and we support staff to submit access to work claims where possible.

There may be occasions where a successful and sustained return to work is not possible, for example, a colleague has a permanent medical condition which deems them incapable of undertaking employment to normal retirement age. In these cases, if a colleague is a member of the pension scheme, they may be able to access their pension benefits early. There were no such cases during 2024-25.

3.5 Fire Safety

Fire Risk Assessments were conducted by the HSWA on all Campus buildings in June 2025:

Brahan
Goodlyburn (including Dunne Aviation Hub)
ASW
Webster
Glen Lyon
Glen Almond
Glen Shee
Old Nursery

An additional fire risk assessment was conducted in July 25 for the accommodation flat in Webster

Minor observations noted during the assessments have been discussed with the Director of Estates and Estates Officer for corrective actions.

There were no callouts to UHI Perth buildings by Scottish Fire and Rescue Service (SFRS) during College hours in this reporting period, however, there were a small number of instances of fires being set in the College grounds after normal hours. SFRS attended and the police were informed.

There have been 4 fire evacuations of buildings on Campus in this reporting period, all of which were false alarms.

- Brahan level 3 training kitchen, smoke from empty tabletop fryer room activated corridor sensor and alarm.

- Call point in Goodlyburn accidentally knocked setting off alarm.
- Sensor in ASW activated due to steam from a kettle which did not automatically switch off.
- Brahan ground floor toilets next to library stairs, smoke alarm activated, suspected vaping.

Fire Evacuations Drills were conducted twice (one each semester) for Brahan, Goodlyburn, Webster and ASW. Each evacuation was conducted in good order with all occupants safely moving to designated fire assembly points.

To ensure the safe evacuation of persons with impairments (ie. mobility or sight) our 12 evacuation chairs located across the Campus were inspected and serviced in May 2025. Evac-Chair training sessions with our Evacuation Team identified difficulties using the chairs over the safety strips located in some of our stairwells. The raised textured safety strips were replaced with lower dimple textured flooring making it so much easier to manoeuvre persons in the Evac-Chairs without applying too much physical effort.

All emergency fire-fighting equipment (FFE) (extinguishers and blankets) were inspected and serviced in October 2024 with replacement equipment for all those past their shelf or servicing timeline.

Fire Awareness training (see 1.4 above) on the Brightspace platform continues as a mandatory requirement for all employees. Fire Marshall training on the same platform is obligatory to most academic staff and also those nominated to be Fire Marshalls for their work environment. To date, we have 290 trained Fire Marshalls.

4. Health and Wellbeing

4.1 Health and Wellbeing

During this academic year we have again promoted National No Smoking Day, Men's Health Week, Mental Health, Stress Awareness Month, Cancer awareness including Prostate Cancer and the new Employee Assistance Programme which replaces our offering from Rowan Counselling.

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

4.2 Stress Survey

In January 2025, we conducted a repeat stress survey with our employees using the Health and Safety Executive (HSE) Stress Management Standards Stress Indicator Tool (SIT) in order to determine the stressors being felt in the workplace. At the conclusion of the survey, the SIT mean scores for each of the six domains covered by the Management Standards was benchmarked with a comparative sample of 59,636 respondents from 110 UK public sector organisations.

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

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

UHI Perth is working towards the recommendations of the HSE Management Standards. The standards represent a set of conditions which if present:

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

The 2025 survey provided the comparisons below:

The Demands domain is below the 25th percentile, suggesting that employees' perceptions of their workload, work patterns and work environment are more negative than 75% of organisations in the comparative sample.

The Control domain is between the 25th and 75th percentile, suggesting that employees' perceptions of their work discretion and autonomy are aligned with the middle 50% of organisations in the comparative sample.

The Management Support domain is between the 25th and 75th percentile, suggesting that employees' perceptions of their support and feedback are aligned with the middle 50% of organisations in the comparative sample.

The Peer Support domain is between the 25th and 75th percentile, suggesting that employees' perceptions of peer respect, help and support are aligned with the middle 50% of organisations in the comparative sample.

The Relationships domain is between the 25th and 75th percentile, suggesting that employees' perceptions of their workplace relationships are aligned with the middle 50% of organisations in the comparative sample.

The Role domain is below the 25th percentile, suggesting that your employees' perceptions of their role clarity and conflict are more negative than 75% of organisations in the comparative sample.

The Change domain is between the 25th and 75th percentile, suggesting that employees' perceptions of change management are aligned with the middle 50% of organisations in the comparative sample.

To address the perceptions above and in particular stress in the workplace, we have initiated departmental, team and where required, individual risk assessments to establish local issues and perceptions and take actions to improve and alleviate the stressor.

We have promoted our e-learning Stress Awareness package as well as face-to-face training as well as face-to-face Managing Stress for Managers training sessions to build on their skills and confidence to address stress and conduct Stress Surveys and Stress Risk Assessments with their teams and individuals and to provide guidance and support to them.

These sessions have been attended by 51 employees with line management responsibilities. Work is ongoing to ensure there is a review of the stress survey in all work areas as a starting point in opening discussions which will then lead to managers conducting stress risk assessments.

4.3 Health Surveillance

Medigold, our Occupational Health Provider until the end of May 2025 conducted 3 health surveillance clinics on Campus for those employees who were identified as requiring health surveillance due to their role and activities conducted within their work environment. Health surveillance testing has been arranged for Noise Induced Hearing Loss (Audiometry), Respiratory function (Spirometry) and blood testing for lead.

The logistics of arranging clinics and ensuring employees are invited to attend at a suitable date and time has been arranged by the Human Resources Department. Of the 3 clinics so far, most employees have been tested as identified below.

- **Audiometry (Hearing)**
 - Required: 67 (28 within timeframe)
 - Tested: 13
 - Outstanding: 15
- **Spirometry (Lung Function)**
 - Required: 30 (14 within timeframe)
 - Tested: 6
 - Outstanding: 8
- **Lead Testing (Blood Testing)**
 - Required: 3
 - Tested: 0
 - Outstanding: 3

Employees can decline an offer to attend the health surveillance clinic. There shall be additional clinics arranged once Optima Health, our new provider, commences their service in August 2025.

4.4 Student Health and Wellbeing

The Wellbeing and Support Service at UHI Perth, offers mental wellbeing support to all students. This free, confidential service includes Face to Face, Telephone, or Teams appointments for support and PLSPs. The team comprises one full-time Student Support Worker (SSW) and two full-time Wellbeing and Support Officers (WBSOs).

The Student Support Worker can help students with the following issues:

- Personal issues including housing concerns, relationship, family or flatmate issues
- Attendance and attainment via BRAG
- Financial guidance including budgeting
- Emotional support and guidance
- Stress including exam stress
- Worries and concerns about themselves or someone they know
- Self-image and self-esteem issues
- Referrals to internal and external support
- Continuing support for those awaiting appointments for further support
- Support and self-help resources
- Disclosures

The total number of students seen by the Student Support Worker for this period was 363. Referrals to the Student Support Worker came from many sources including other departments, other support staff members, a family member of the student, the Wellbeing and Support Officers, PATs, external organisations or the student themselves.

There were 242 booked support sessions, with 188 carried out by the Student Support Worker this year and 54 cancelled/no-shows. These include return appointments from students who have come along to drop-in, support which has been outside drop-in times and students who have been referred via the BRAG system.

Care Experienced Students, pre-entry drop-in sessions are offered to students who disclose as being care experienced on application. The offer for students to come in through Summer, either alone or with a guardian or carer, and familiarise themselves with the campus before induction and to meet the Student Support Worker.

Regular work has been carried out using the BRAG spreadsheets this year. Emails were produced and sent to PATs on a monthly basis so they could provide details of concerns they may have about any of their students regarding absence, engagement or concerns the student may have raised about their mental health or wellbeing.

Initial emails were then sent to students offering a chat and support if required. 3 x contacts were done (2 x emails and 1 x phone call) to each student and if no response, an email was sent to PATs to advise and take further.

This year 155 students were referred for support from PATs via BRAG this academic year, 74 of those were regarding attendance and 81 of those were concerns PATs had regarding welfare/support and attendance.

The Wellbeing and Support Officers (WBSOs) focus on assisting students with diagnosed mental health conditions or those experiencing mental wellbeing challenges. Students can disclose mental health issues at any point in their academic journey, though early disclosure during the application process is highly encouraged. Early disclosure helps in implementing effective, tailored support promptly.

The day-to-day responsibilities of the Wellbeing and Support Officers (WBSOs) include, but are not limited to:

- **Primary Contact:** Acting as the main point of contact for students throughout their academic journey.
- **Resource Signposting:** Directing students to appropriate support services and resources to enhance their mental wellbeing and academic success.
- **PLSP Development:** Collaborating with students to create Personal Learning Support Plans (PLSPs).
- **Facilitating Adjustments:** Ensuring eligible students receive reasonable adjustments to remove learning obstacles.
- **Self-Help Resources:** Providing various self-help materials and practical advice to empower students.
- **Disabled Students Allowance:** Discussing the Disabled Students Allowance (DSA) and potential support available.
- **Needs Assessments:** Conducting Needs Assessments related to mental health.
- **Support Appointments:** Offering support appointments in addition to PLSP and Needs Assessments.
- **Student Engagement Promotion:** Delivering induction talks in various departments to inform students about available support.
- **Staff Conferences:** Conducting staff training sessions during Staff Conferences.
- **Marketing Support:** Delivering talks to potential students about available support, at Marketing's request.
- **Crisis Support:** Offering crisis support alongside the Student Support Worker.
- **Training and Meetings:** Attending all service meetings and relevant training sessions for professional development.
- **External Agency Liaison:** Collaborating with local agencies, such as GP surgeries, to secure emergency appointments for students as needed.
- **Academic Staff Support:** Academic staff are heavily impacted by the support WBSOs offer to students. Staff regularly rely on the WBSO being available/ making time to help support students during lectures/classes.

A total of 230 PLSPs were produced by the Wellbeing and Support Officers to help support students with diagnosed Mental Health Difficulties (MHD) and/or diagnosed autism spectrum disorders (ASD) in the academic year 2023/2024. As well as offering PLSP appointments, WBSOs offer support to all students at UHI Perth regardless of the presence of a diagnosis or a PLSP. Some students chose to not have a PLSP in place - this is usually because they are coping well with the academic demands placed on them and need and access support in a pastoral sense. Other students may not necessarily meet the criteria to have a PLSP with accompanying exam arrangements in place. A total of 385 support appointments were made in this year.

A significant and impactful challenge encountered in 23/24 was the absence of external support resources. Police and Ambulance services are no longer responding to the Student

Services requests to support a student in crisis unless the student poses a direct threat to themselves or others or presents as a clear medical emergency. Student Service team members are left to manage these challenging situations.

The Student Service team works closely with various local external partners, with the aim of fostering robust collaborative relationships that benefit our students. This effort has resulted in the enhancement of the working relationship between UHI Perth and these essential external partners, ensuring that students can access top-notch support both on campus and within the local community.

4.5 Academy of Sports and Wellbeing (ASW)

Over the past 12 months, our climbing provision has continued to deliver strong engagement across all demographics. All children's climbing sessions remain at full capacity, and we successfully increased National Indoor Climbing Award Scheme (NICAS) provision by 18 additional spaces to meet sustained demand. We introduced Christmas holiday sessions for the first time, which sold out immediately following a single Facebook post, demonstrating both reach and community appetite.

Our adult climbing offer continues to grow, with the addition of a Saturday evening social session that has consistently attracted new and returning participants. In November 2024, we launched a dedicated staff social climbing session, which remains well-attended through the summer break and brings together colleagues from both academic and professional services, reinforcing cross-campus connectivity and wellbeing.

In terms of inclusion and community impact, we were privileged to host the Scottish para-athletes for two dedicated visits, and for the first time, facilitated a session with a blind climbing group, expanding our accessibility and commitment to adaptive sport.

The Sports Hall continues to operate as a high-capacity, multifunctional venue, playing a pivotal role in community wellbeing and large-scale event delivery. In the past year, we successfully hosted 102 major events, spanning league fixtures, regional competitions, and community showcases. Notably, our ability to pivot and support institutional needs was demonstrated by the relocation of both the Open Day and Employers' Fayre into the hall, generating enhanced footfall and reinforcing the hall's role as a versatile strategic asset.

We are proud to now be the official home venue for the Perth Parrots, an LGBTQI+ inclusive floorball club whose first full season with us has been a resounding success. In collaboration with the club, we are introducing dedicated floorball court markings, enabling further growth in participation and hosting capability.

Disability sport continues to thrive at the facility, and to support this momentum, we are permanently installing Boccia court markings, strengthening our position as Perth's central venue for accessible sport. Looking ahead to the 2025-26 academic year, we are actively collaborating with Live Active Leisure and Perth & Kinross Council to support additional clubs in securing long-term, sustainable home venues within our facility.

The gym has experienced sustained growth and diversification over the past year, with both membership and programme innovation reflecting our commitment to community health, staff wellbeing, and inclusive fitness. Our monthly direct debit membership has increased to 1,215, including 103 staff members, and our Pay-As-You-Go membership has reached 2,092, indicating broad engagement across user demographics.

In terms of programming, we successfully launched our first Spartan Package, offering tailored, progressive group training. We have enhanced the group fitness timetable with the addition of high-demand classes such as Strength Pilates, Yin Yoga, and Yoga Flow, responding to member feedback and emerging wellness trends.

A major highlight this year was the launch of online personal training, which extends our support beyond the physical gym environment. We also introduced Forever Young, a class series designed to support older adults in maintaining mobility, balance, and strength, as well as Teen Gym, which encourages healthy habits among younger participants. Strategic partnerships have also evolved, with the facility now accepting cardiac rehabilitation referrals directly from Perth Royal Infirmary, embedding us deeper within regional health and recovery pathways.

We have updated our cardiovascular suite, and with our new equipment tender underway, we will be refreshing select units in the fixed resistance area, ensuring an upgraded and future-ready training environment.

Active Campus has hosted 496 sessions with participation of 4188 across 20 different sports and methods of physical activity. The most popular activities have been Climbing, Disability Specific Activity, Football, Pickleball and Volleyball.

Our sport teams have competed across Scotland, with major success in Volleyball. The Male and Female Volleyball teams won Gold at National College Finals, had a team member qualify for the Scottish Student Sport National Squad, had their captain win SSS Volleyball Volunteer of the Year and they won the OBI for Best Club.

We have supported individual athletes to compete locally, nationally and internationally, with a variety of podium places achieved in Trampolining, Weightlifting, Curling and more. Our staff engagement with Active Campus/ASW has increased from 9% in AY23/24 to 44% at present. Staff have provided feedback such as *“an hour spent with colleagues laughing and playing helps create a better mood for the rest of the day”*, *“I look forward to it every week, have got to know other members of staff that I didn't know”* and *“Overall I feel a big weight lifted off my shoulders and generally a happier person.”*

5. Communications and Networking with External Agencies and Groups

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

The HSWA is a member of the above group as well as the Tayside Health and Safety Forum and the UHI Health and Safety Practitioners Group. The main topics of note throughout this year were Martins Law also known as the Terrorism (Protection of Premises) Act 2025 and administering prescribed medications to students on Campus.

Within these forums, we share experience, knowledges and best practice.

6. Going Forward – 2025-2026

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

6.1 Training and Competence

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

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

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

6.2 Internal Audits

We shall complete the Internal Health and Safety Audits of lower risk areas which have not been completed in this reporting period. Additionally, re-audits of high and medium risk areas are programmed and is expected to be completed by July 2026.

Follow-up reviews of audit action plans will be reported to the Health and Safety Committee throughout the year focus on legislative and organisational compliance.

Our Trades Union colleagues will continue to be invited to be part of the audit team and it is hoped their participation will be forthcoming where practicable.

6.3 Risk Assessment

The internal audit programme has identified the requirement for suitable and sufficient risk assessments which are regularly reviewed and amended as required. As stated above, additional training sessions will be programmed for General, COSHH and Manual Handling risk assessors. Continual review of risk assessments and compilation of new assessments for tasks, processes and activities shall proceed as directed in procedures and noted in the Henderson Loggie Audit.

6.4 Health and Wellbeing

We shall continue to provide advice and guidance to our employees and students and promoting healthy lifestyles, stress awareness and management along with a monthly focus on current and abiding issues such as No Smoking Day, Mental Health Week, Stress Awareness Month, Men's Health Week, Cancer Awareness days etc.

Additionally, we shall be promoting the monthly wellbeing topics from Optima Health our Employee Assistance Programme

6.5 Consultation

We will improve our consultation and clarity of relevant health, safety and welfare issues with our Trade Union colleagues as legally required by the Safety Representatives and

Safety Committee Regulations 1977 and the Health and Safety (Consultation with Employees) Regulations 1989. We will actively seek their involvement to improve the safety management system and safety culture.

Appendices

Appendix 1 - Key Performance Indicators

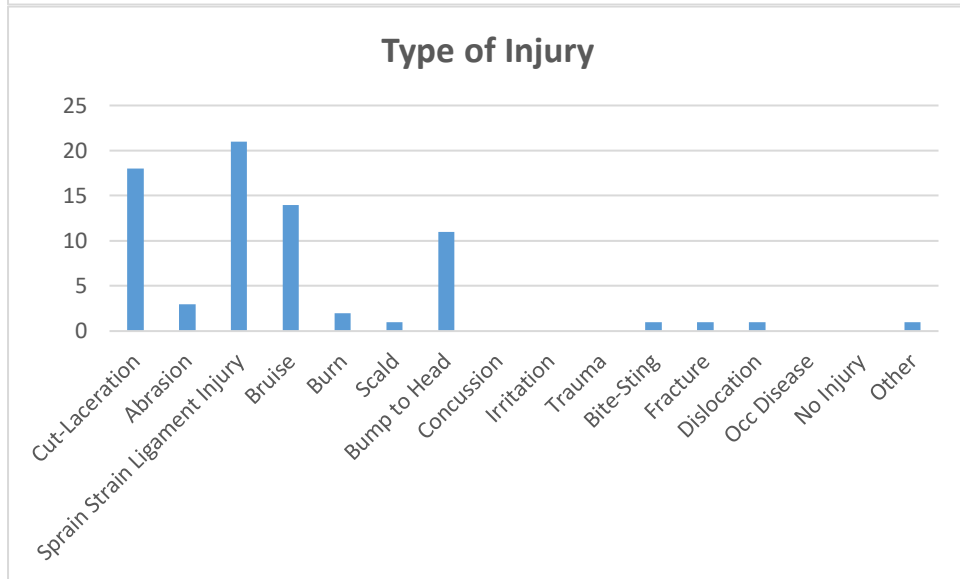
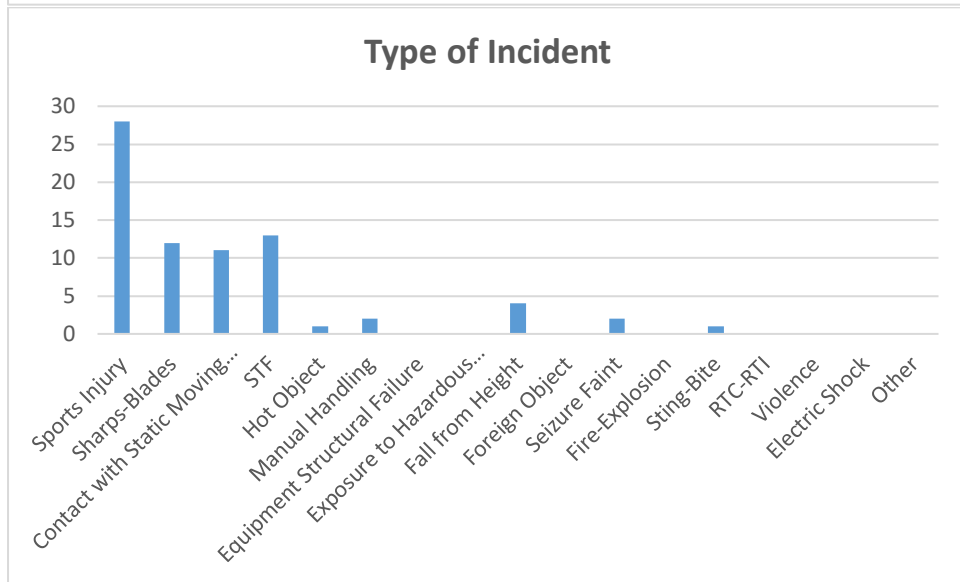
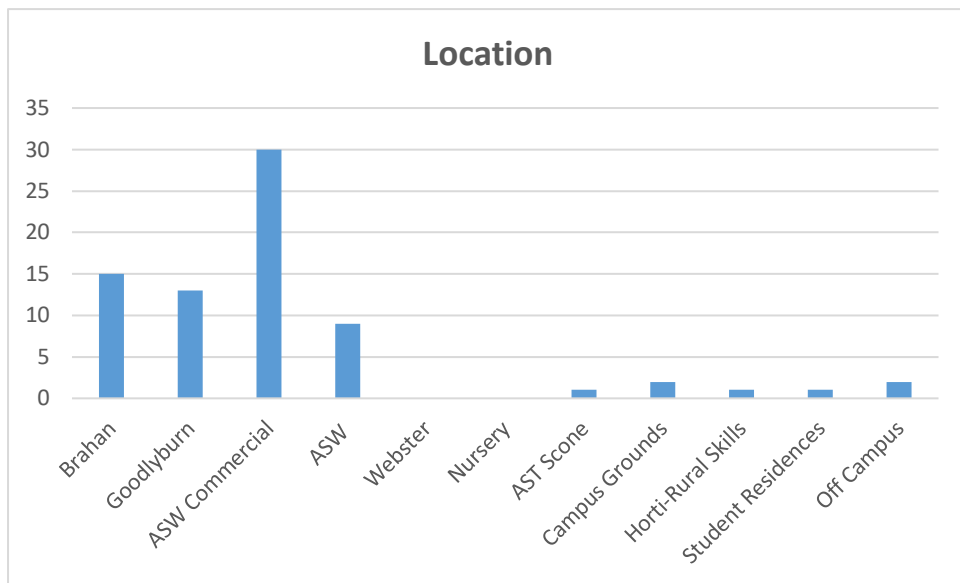
Appendix 2 - Accident and Incident Statistics

Appendix 3 - Sickness Absence Statistics

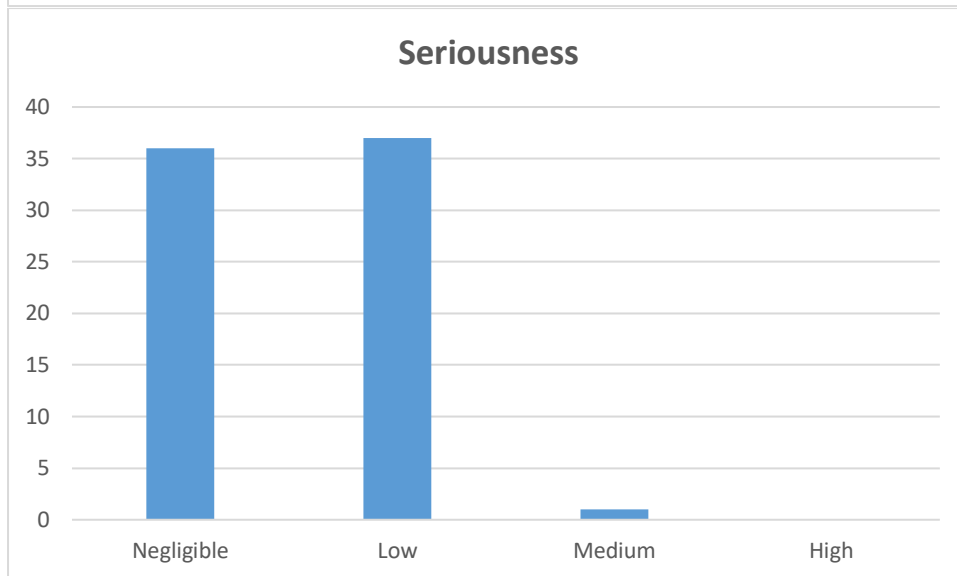
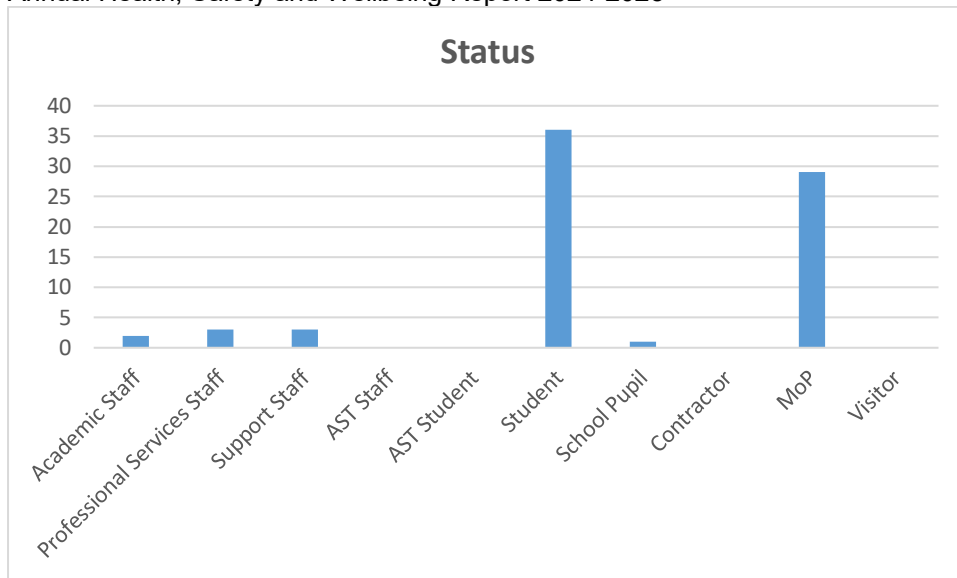
Appendix 1

Action	Actual 23/24	Target 24/25	Actual 24/25	Comments	Target 25/26
Number of Leaders holding IOSH Directing Safety certification.	1	2	1	Change in SLT has reduced actual	1
Number of PLG members and identified employees who hold IOSH Managing Safely or equivalent (ie. NEBOSH Qualification).	10	20	10	training delayed	14
Number of employees having completed mandatory health and safety training.	81.7%	90%	89%	Change in staffing has affected completion	95%
Number of Internal Health & Safety Audits conducted against plan.	10	12	16		22
Number of Internal Audit Level 1 Priority Actions outstanding.	4	0	0		0
College sickness absence within agreed levels (average sick days per head)	6.2	Less than 6.00	6.52	Higher level of long term work related stress than expected	Less than 6.00
College percentage turnover levels within agreed levels	20.5%	Less than 20%	20.3		Less than 20%
Number of reported accidents/incidents (minus Members of the Public Sports Injuries)	52	Less than 90	45		Less than 90
Number of near miss, hazard and dangerous occurrence reports.	15	Min 25	12	This is lower than we would like	Min 25
Number of employees lost time accidents.	0	0	0		0
Total number of working days lost due to accident/injury/ill health out-with work	2962.5	2200	2702.21	Less than 23/24 but not achieving target	2200
Total number of working days lost due to accident/injury/ill health at work	0	0	0		0
Number of RIDDOR reportable accidents and ill health.	3	Less than 5	0	No incidents requiring RIDDOR action	0
Number of contractor accidents on site.	0	0	0	No reports of contractor injury on-site	0
Number of safety related insurance claims.	0	0	0		0
Number of employees absent due to work related stress during year.	8	Less than 10	9	Target hit	Less than 10
Number of employees absent due to work related musculoskeletal disorders.	0	0	0		0

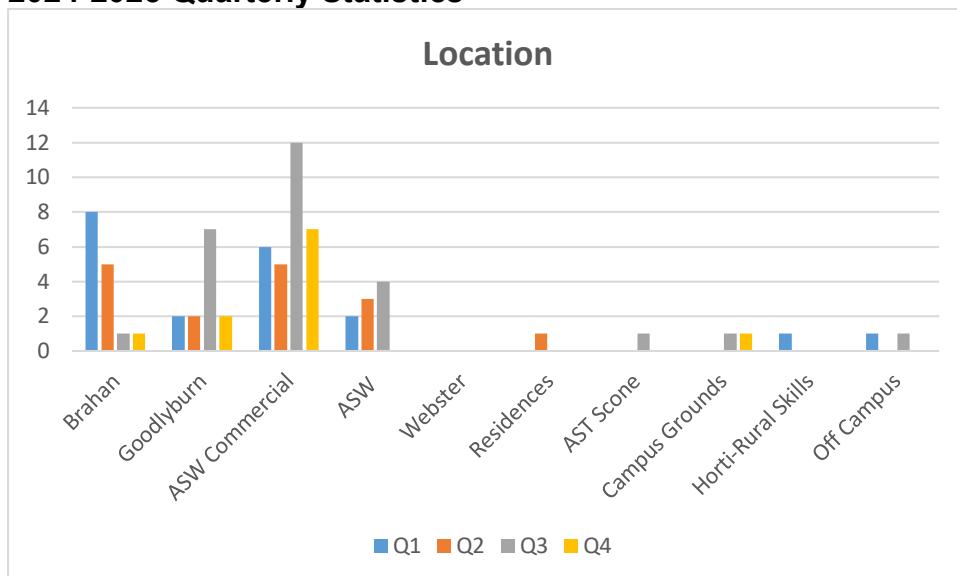
Annual Statistics 2024-2025

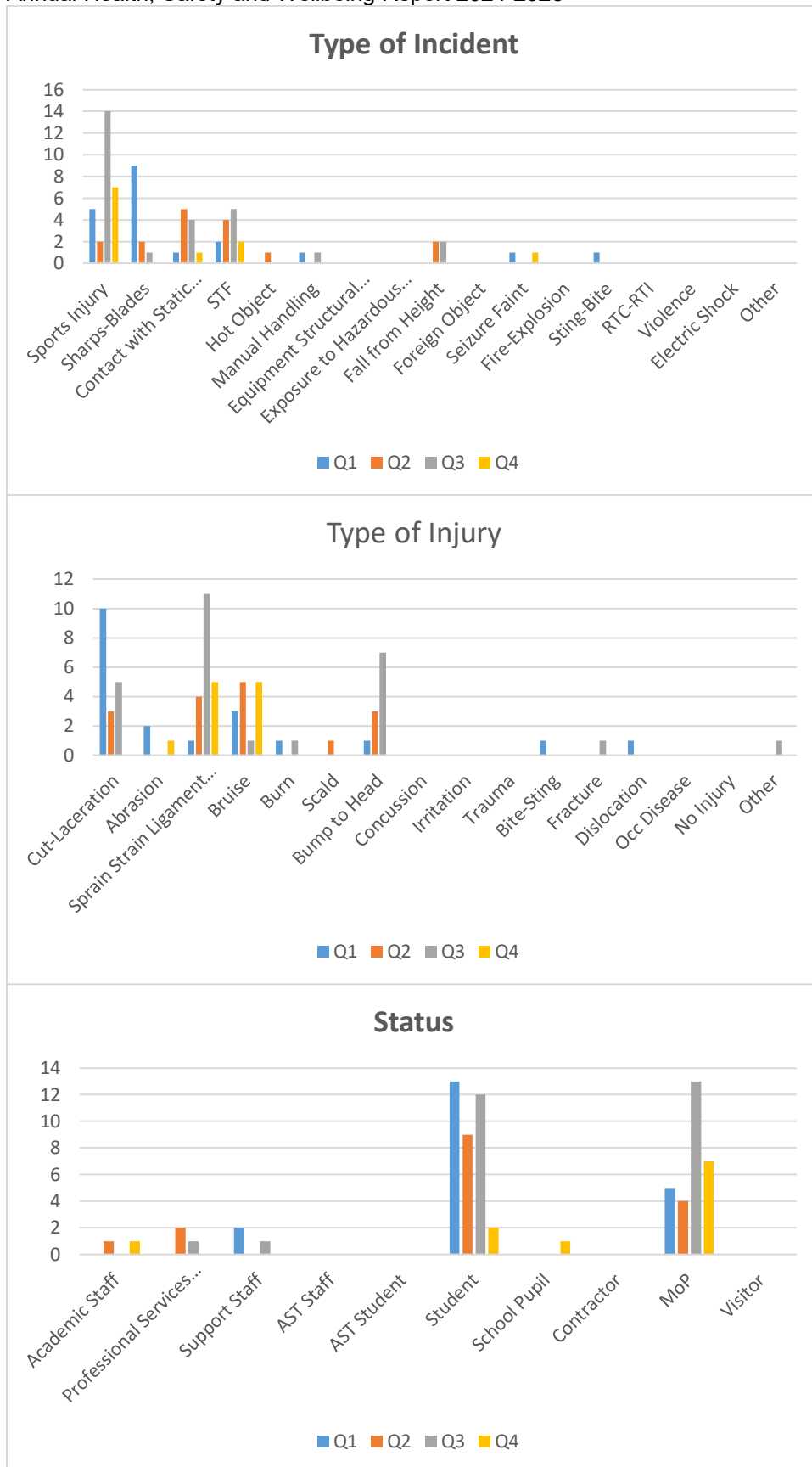


Annual Health, Safety and Wellbeing Report 2024-2025

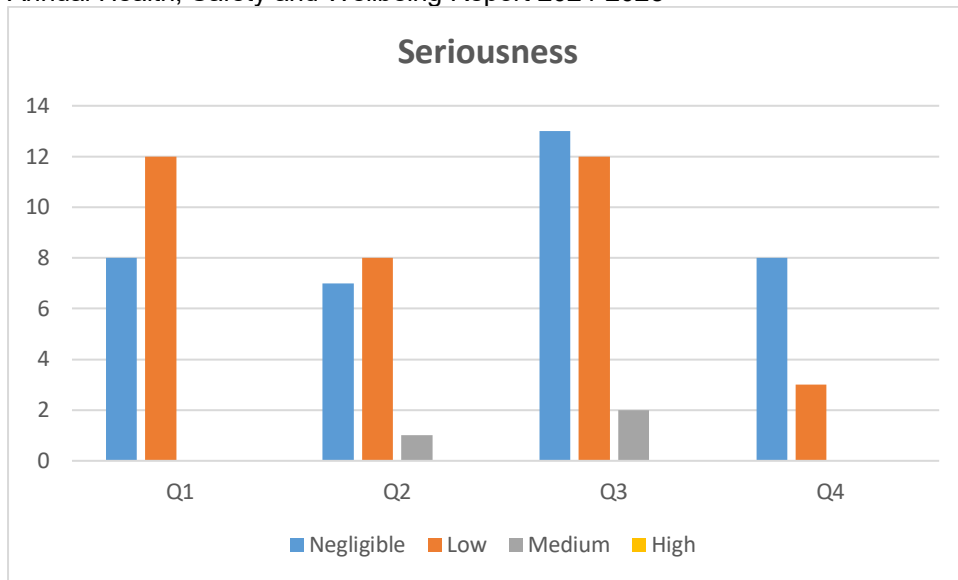


2024-2025 Quarterly Statistics

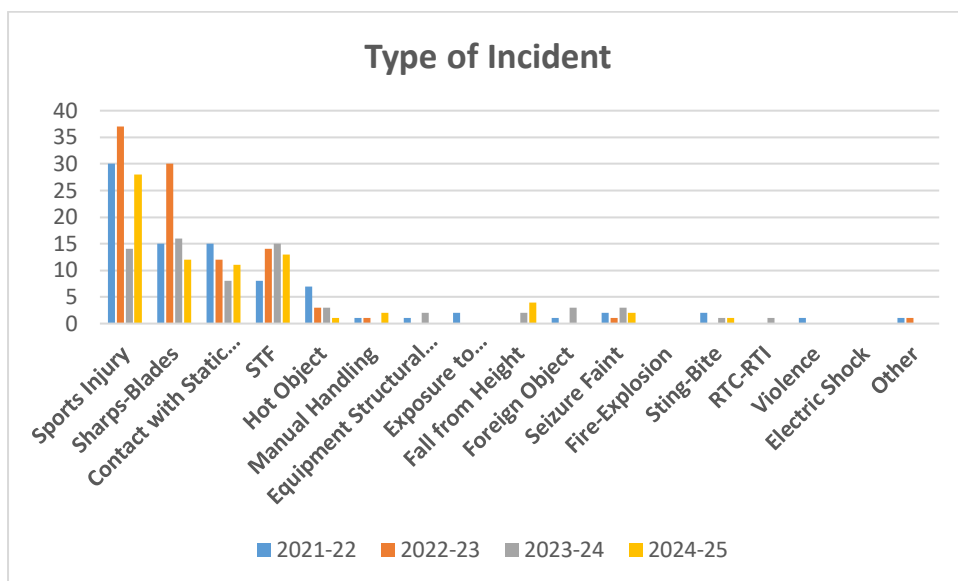
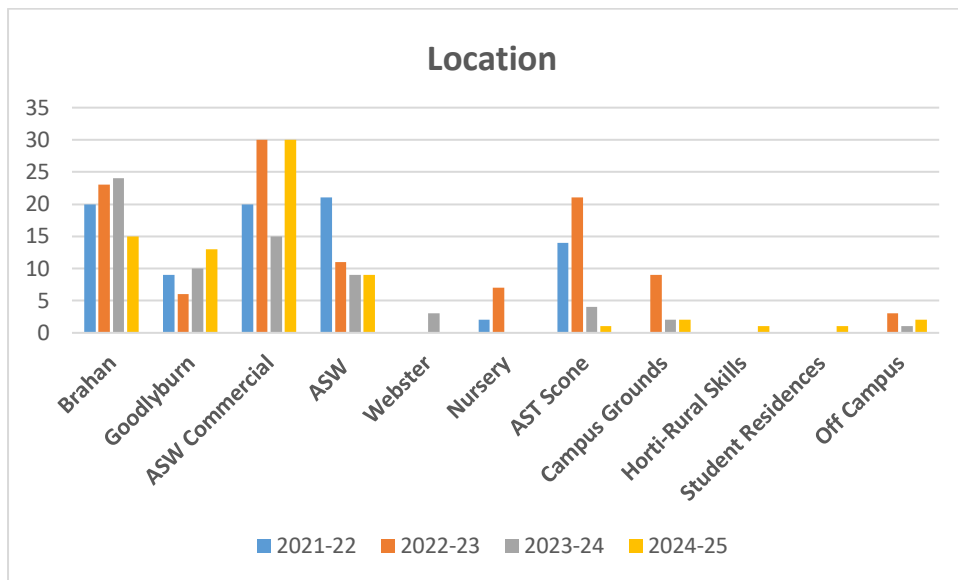


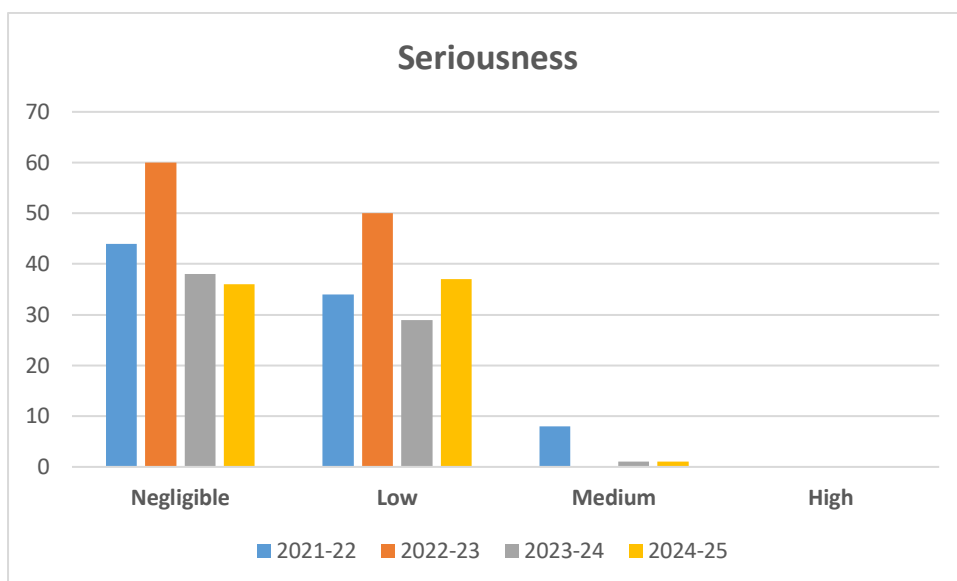
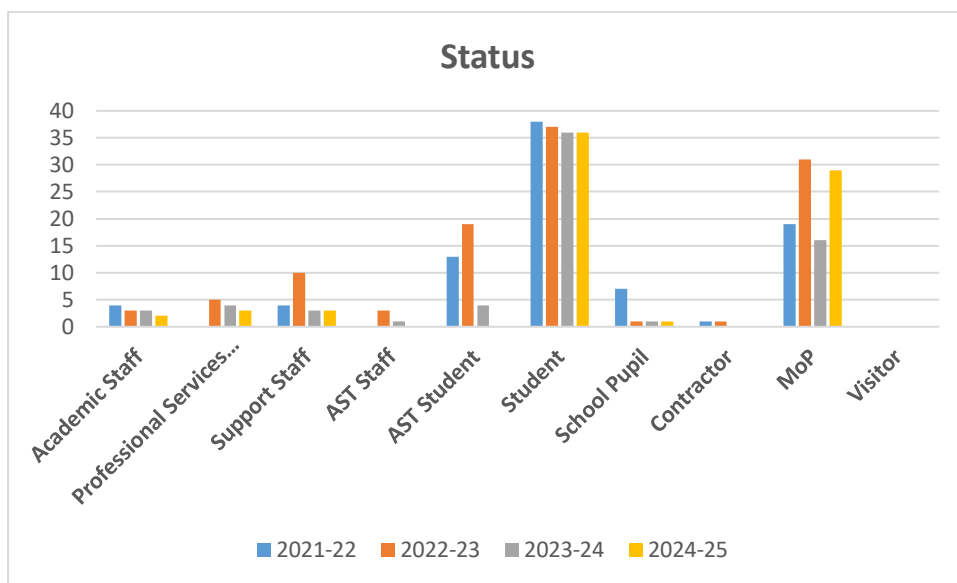
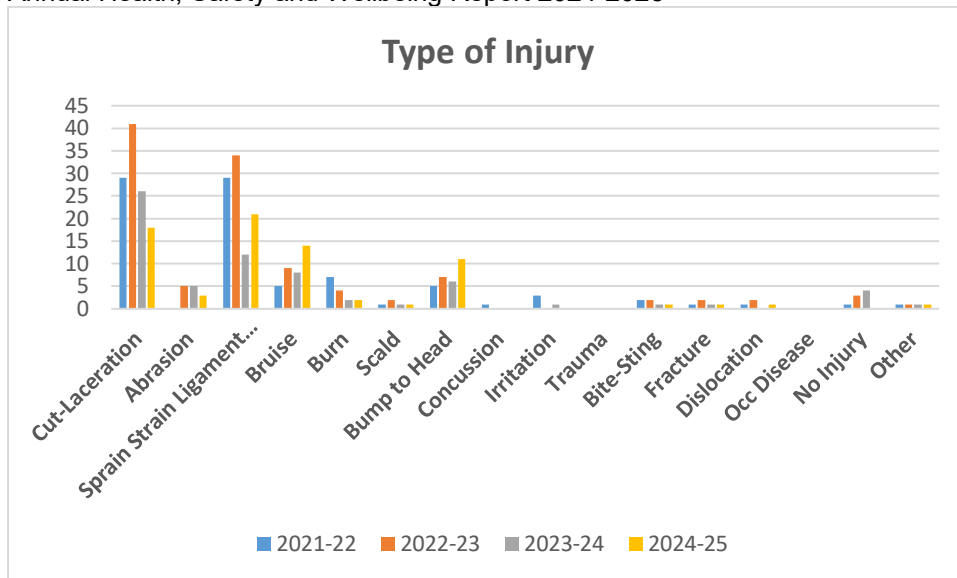


Annual Health, Safety and Wellbeing Report 2024-2025



Annual Statistics (Year on Year) 2021-2025





Sickness Absence Statistics

	2022/23 (full year)		2023/24 (full year)		2024/25 (full year)	
	Total Sick Days	Average Sick Days per Head	Total Sick Days	Average Sick Days per Head	Total Sick Days	Average Sick Days per Head
Management	23	1.31	36.5	1.9	95	6.55
Support/Professional Services	1284	7.73	1619.5	7.0	1522.21	7.29
Academic	886	4.79	1306.5	5.7	1089	5.69
Total	2193	5.95	2962.5	6.2	2706.21	6.52

UHI | PERTH

Health and Safety Policy Statement

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

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

To meet these criteria, UHI Perth will:

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

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

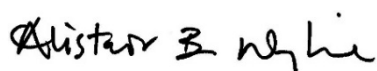
The Organisation for implementation of these objectives is set out in the Health and Safety Policy. Arrangements for implementation are contained in separate documents and are to be read alongside associated Health and Safety related Policies and Procedures which are reviewed and updated as directed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

Signature:

Date:

Catherine Etri, Interim Principal and Chief Executive

Signature:



Date:

Alistair Wylie, Interim Chair of the Board of Management

Committee Cover Sheet

Paper No. 10

Name of Committee	Board of Management
Subject	Procurement Strategy – Commercial Associate Trainers
Date of Committee meeting	07/10/2025
Author	APUC
Date paper prepared	30/09/2025
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Board-level approval is sought to allow Procurement Strategy to move to tender stage. Board-level approval is required due to the expenditure requirements per delegated authority
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 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)
Risk implications Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk? Authors must identify: (a) the relevant risk(s) from the ERM Risk Register linked to the paper; and (b) the Board-approved risk appetite level for each associated risk.	No Final decision re approval of tender will be required

Committee Cover Sheet

<p>If yes, please provide details</p>	
<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>Outlined in tender document</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>GDPR assessment forms part of tender document</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>

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.
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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

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Contract Strategy /

Agreement Title: Commercial Associate Trainers

Reference: CS-PC-21748

Version Control

Version	Name	Date Completed	Comments
0	Dee Matthew	13/05/2025	First Draft

Current 4 year spend	Commodity/Service	Requestor
£166k	Professional Services	Nicky Inglis / Sarah-Jane Urquhart

Tay Cities Funding	24/25	25/26	26/27
	£72,650	£62,900	£52,275

Summary

UHI Perth has secured continued funding via the Tay cities Deal to allow a retender of the provision of Commercial Associate Trainers.

GDPR	yes	DPO involvement required
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Background to Strategy

This strategy is used in the planning stage of the procurement to determine how key issues will be addressed. It identifies and minimises risk and assists in ensuring all key factors have been considered when conducting the procurement leading to a fit for purpose and value for money positive outcome.

Once the strategy has been approved, the procurement lead will work with all relevant parties to draft the tender documentation to be issued to the suppliers including the finalised scope of requirements. This document will be approved by all relevant parties in advance of publication.

Current Status

The current contract for Commercial Associate Trainers has been in place since October 2021, this was the first iteration of the contract and was based around funding from the Fixed Workforce Development Fund. The current contract has run for 3 years (2 fixed and 2 x 12 month extensions) and is in its final extension year, the current end date is October 2025.

The previous contract was a ranked framework as the assumption of the UIG at the time was we would receive a large number of bids for all lots however this was not the case. Of the previously published lots (listed below) bids were received for 8 of the 10 , the number of bidders was relatively low for all other lots with some lots only receiving one single bid, over the duration of the contract some suppliers have become frustrated that they did not receive much or any work despite the contract advising the framework was ranked and work would be awarded on an as required basis according to the supplier ranking.

A new lotting structure has been established as outlined below, the new framework will allow the addition of new courses as the framework develops and matures.

LOT 1 – LEADERSHIP & MANAGEMENT
People Management
Customer Service
Handling Difficult Conversations
Managing Conflict
Assertiveness Training
Effective Communication
Managing a Hybrid Team
Developing Effective Teams
Time Management
Leading and Motivating Teams
Effective Delegation
Developing a Resilient team
Performance Management
Coaching Skills
Creating a Positive Working Culture
Leadership Skills

Managing Change

LOT 2 – Marketing & Media

Social Media Skills

Digital Marketing

Social Media Marketing

Social Media Content

LOT 3 – Digital

Microsoft Office Packages - Introduction
--

Microsoft Office Packages - Intermediate
--

Microsoft Office Packages - Advanced

Power BI - Introduction

Power BI - Intermediate

Power BI - Advanced

Microsoft Teams

Artificail Intelligence (AI)

LOT 4 -Project Management

Introduction to project Management Principles.
--

LOT 5 - Finance & Accounting

Accounting Software Training (Xero)

Finance for Non finance Managers

LOT 6 - Hospitality

REHIS Elementary Food Hygiene

Worldhost Customer Service

BIIAB Personal License Certificate (SCQF Level 6)

LOT 7 – Health & Wellbeing

Emergency First Aid at Work

Mental health Awareness

Outdoor Frist Aid

LOT 8 – STEM (Science, Technology, Engineering & Mathematics)
--

Environmental Check Online

3D Printing

Robotic Arm

Laser Cutting

--

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LOT 9 - Business

Small Business Package

Driver CPC

Forklift Truck Training

Working at Height

Tractor Driving

Security Industry Authority (SIA)

English for Speakers of Other Languages (ESOL)
--

LOT 10 - Healthcare Sector

Manual Handling

Dementia Awareness

Palliative Care

Food & Nutrition

Dental & Dental Hygienist

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A new UIG was set up for this contract with the Business Engagement Team and previous lessons learned have been discussed as part of the market research for the new contract.

The main objectives of the retender are noted below:

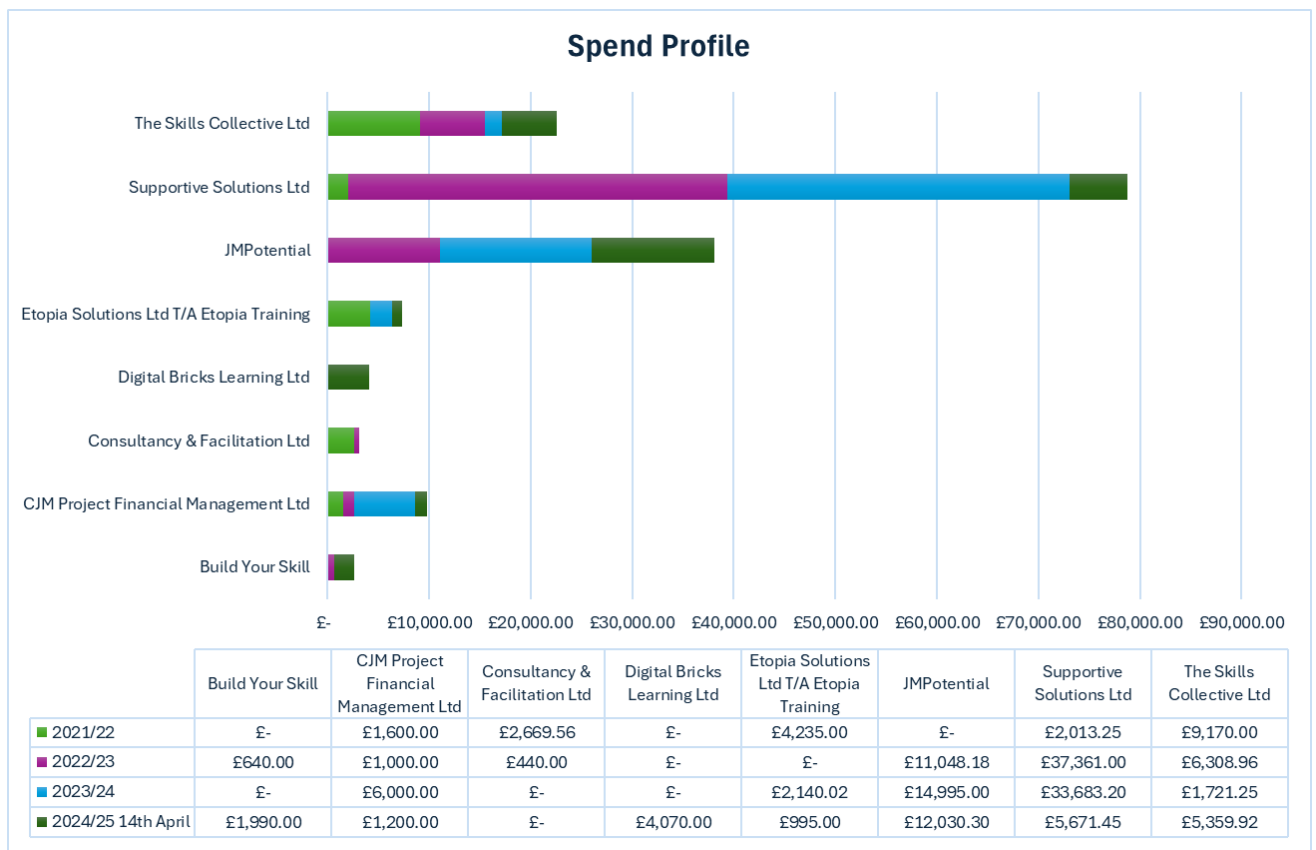
- Update type of contract with more robust guidelines
- Ensure fair distribution of work to all winning bidders.
- SLA for each bidders.
- Standardisation of service and documentation.
- Consistent approach relating to Travel & associated cost.
- Price Stability

Spend

The current spend with all suppliers on the existing contract is circa £166k between October 2021 to April 2025 is as below:

Since the new Tay Cities funding became available the contract has generated the following income. (information provided by business team)

Year	Outgoings (Spend)	Funding	Profit
24/25	£35,914.00	£72,650.00	£36,736.00



General Data Protection Regulations

GDPR will be applicable to this procurement.

If yes, GDPR Assessment Form must be completed by Stakeholder and DPO and attached to contract strategy. Please see attached GDPR Assessment Form.



Contract Strategy
-GDPR Assessment.c

Protecting Vulnerable Groups (PVG) Scheme

This membership scheme managed by Disclosure Scotland ensures individuals unsuitable to work with children or protected adults are barred from doing so.

Bidders will require to obtain full scheme membership including (Childs Barred list).

Project Team and Roles

Name	Role	Sign Off Required
Dee Matthew	Procurement Lead	Yes
Sarah-Jane Urquhart	NTP And Employability Manager	Yes
Nicky Inglis	Director Of Curriculum - BSTW	Yes
Fiona Cameron	Director of Finance	Yes
Lynn Murray	Depute Principal, Operations	Yes
Catherine Etri	Interim Principal And Chief Executive	Yes

Market Research

Procurement have carried out market research around the current contract and to identify how other institutions have tendered and re tendered their requirements, procurement have also had discussions with other institutions in lessons learned.

A Prior Information Notice (PIN) has been published via the Public Contracts Scotland (PCS) portal, this is to gauge interest in the market and to provide the potential bidders with some brief information regarding the upcoming tender. The notice was sent to 2533 registered providers.



AlertList_JUL533744.
xls

Currently there have been 71 notes of interest, the supplier category codes this notice was published under are 8000000, 80500000 (training services).



InterestList.xls

Collaborative options have been explored with Dundee & Angus and Fife college however both institutions currently have existing contracts and are not ready to re tender for full services, a collaboration may be something to be further explored in the future.

Risk/Barriers Assessment

Description	Probability/Impact	Actions
Other Institutions Tendering same time	High	Investigate collaboration, make documents clear and easy to complete.
Lack of bidders	Medium	Contact all existing providers and ascertain their interest.

Pricing Strategy

Procurement will work with stakeholders on the development of a robust pricing schedule, the relevant stakeholders will have full involvement and input into this process.

The pricing schedule may be developed around:

- Prices based on rates for training (e.g, day rates, half day rates, hourly rates)
- Additional will also be included in the pricing structure to allow for cost to be pre agreed for materials development, travel, accommodation and any other additional cost which have been identified over the duration of the current contract.
- Added value and community benefits will also be requested (preferably at no additional cost).

Technical Questions

Procurement will work with stakeholders on the development of a robust set of technical questions, the relevant stakeholders will have full involvement and input into this process and work with procurement to agree the best technical % weightings.

Procurement may supply sample questions from previous tenders for reference.

Procurement Route

UHI Perth Procurement Step By Step Guide

Route 1 <£5000	Route 2 £5,000 - £49,999	Route 3 £50k - £179 (GPA)	Route 4 >GPA (£179k)
Guiding principle is always best value	3 written quotes, attached to PECOS	Use National Framework or Competitive open tender published via PCS	Use National Framework or Competitive open tender published via PCS / FT

The contract value is above £50,000, the category spend for (Professional & Bought-in Services including consultancy) is over £50,000 thus the exercise is governed by the Procurement (Scotland) Regulations and requires either an Open Tender process advertised on PCS or a call-off from a National Framework.

Procurement Route Summary

The chosen procurement route for this retender is to carry out a Restricted Tender via the PCS (Public contract Scotland) portal, this will ensure a fully compliant tender process and allow the ability to limit numbers should this be required.

There is no framework in place for this type of contract at this time.

Type of Tender: Restricted Tender (Above GPA)

Method of Advertising: PCS

Contract Management

This contract has been identified as Strategic ongoing contract management with anticipated monthly SCM's to be undertaken, Communication is key to this contract and suppliers must identify and report key risks and issues over delivery with KPI's which will be determined and agreed in advance of the contract start.

Project Procurement Milestones

Procurement Activity	Date
Market Research, Pre Engagement	Dec-July 24/25
Strategy Creation and Approval	Dec – Aug 24/25
Invitation to Tender Creation and Approval including Commercial Model and Technical Questions	Aug 25
ITT Publication	Sept/Oct 25
ITT Return	Oct 25
Evaluation	Oct 25
Award Report Internal approval	Nov 25
Contract Award	Nov 25
Contract Start	Dec 25

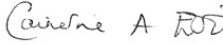
Required Institutional Feedback




Institutions are requested to review the contract strategy and provide the following information by return to the Procurement Shared Service.

Please use this space and expand as required to provide feedback:

Contract Strategy Approval and Sign-Off

By signing this contract strategy the institution and their representatives acknowledge the information provided within and commit to their full participation in the tender process by liaising with the Procurement team, providing all information as necessary and adhering to the above noted procurement timeline.

Name of Approver	Signature of Approver	Date
Catherine Etri		18/08/2025

Lynn Murray		30/07/25
Fiona Cameron		
Nicky Inglis	 CS-PC-21748-Contr act Strategy-NI.msg e mail approval	19/08/2025
Sarah-Jane Urquhart	 CS-PC-21748-Contr act Strategy-SJU.msc e mail approval	20/08/2025
Board Approval		

F&R Committee (over £50k Consideration of tenders received for any works the cost of which are in excess of £50,000. The acquisition and/or disposal of heritable property whether by purchase/sale or lease. Consideration of any proposals to obtain plant equipment furnishings or fittings the cost of which is expected to be more than £50,000)

Committee Cover Sheet

Paper No. 11

Name of Committee	Board of Management
Subject	Procurement Strategy – Waste Management
Date of Committee meeting	07/10/2025
Author	APUC
Date paper prepared	30/09/2025
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Board-level approval is sought to allow Procurement Strategy to move to tender stage. Board-level approval is required due to the expenditure requirements per delegated authority
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 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)
Risk implications Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk? Authors must identify: (a) the relevant risk(s) from the ERM Risk Register linked to the paper; and (b) the Board-approved risk appetite level for each associated risk.	Key risks outlined in tender document. Final decision re approval of tender will be required

Committee Cover Sheet

<p>If yes, please provide details</p>	
<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>Outlined in tender document</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>

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.
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Freedom of Information

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

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and

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

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Contract Strategy

Agreement Title: *Waste Management Services*

Reference: *CS-PC-13377*

Framework: *Waste Management Services EFM1055 AP (Lot A3)*

Version Control

Version	Name	Date Completed	Comments
0	Dee Matthew	29 th July 2025	First draft
1	Dee Matthew	14 th August 2025	Updated with comments from UIG members.

Current Spend	Commodity/Service	Requestor
£230k	Waste-Refuse Disposal	Estates

Summary

UHI Perth are required to re tender their contract for Waste Management, the contract requires to be updated to reflect the actual required waste management and to incorporate a focus on sustainability.

Current Status

UHI Perth currently has a contract in place for waste management provision with Biffa Waste Services, the current contract was extended for an additional duration to allow for the new framework to be finalised.

The current contract is based on an outdated requirement and requires a full review which will be requested as part of the new contractor's remit.

The contract requires a retender either via an open tender or via a framework to incorporate new objectives in relation to environmental, sustainability and recycling.

Project Objectives/Benefits/Opportunities

- Robust legal compliance.
- Ensure sustainable waste management.
- Progressively work towards Scotland's Zero Waste Plan and furthers the aims of the institution's Environmental Policy and any subsequent Waste Minimization and Recycling Policy.
- Utilise best practicable means in pursuing these aims but not entailing excessive cost.
- Dedicated customer Service
- Promote Innovation
- A number of Added Value & Community Benefits on offer (T&C's apply)

Spend

The current spend profile is high with a 4 year spend of £229,904.46 with Biffa Waste Services as shown in the chart below:



Scope

A full specification will be developed by the Stakeholder/UIG group and will be reviewed and approved prior to being published as a live ITT.

This will include technical questions and a commercial pricing matrix to allow for a like for like comparison of bidders.

Below are some recommendations of what the specification should take into account.

- Types of Waste- Paint, VAPE, Batteries
- Service required (frequency etc)
- Compliance
- Net Zero
- Duty of Care
- Record Keeping
- Management Information
- Account Management
- Compostable contaminated food containers.

Procurement will provide copies of the previous tender along with some sample specifications to assist stakeholders in drafting the new requirement.

Project Team and Roles

Name	Title	Role	Sign Off Required
Dee Matthew	Procurement Manager	Procurement	Y
Les Hutchison	Estates Officer	Technical	Y
June Wilson	Estates Maintenance And Sustainability Coordinator	Technical	Y
Mig Sherrit	Facilities Supervisor	Technical	Y
Stephen Ayton	Sector Manager - Built Environment And Automotive	Technical	Y

Heidi Hope	Sector Manager - Science Engineering And Aviation	Technical	Y
Tessa	External Consultant	Technical	N

The above UIG members will be provided with a stakeholder pre tender pack which outlines the procurement process, evaluation and other aspects of the tender to allow for a full and robust tender which meets the specific requirements of UHI Perth.

A wide ranging UIG has been set up to ensure we cover all aspects of the waste management, Estates and STEM sector managers have been asked to join the group to allow us to discuss the recycling of metal/ wood waste and the potential of rebates from this.

Market Research

Initial market research was carried out in late 2023 with a decision made to await the completion of the new framework with the expectations it would incorporate more up to date Net Zero targets etc.

The current contract was allowed to roll over for a longer duration to accommodate this.

The new framework is in place and the requirement urgently needs retendered.

Framework EFM1055AP – Waste Management Services, expires in September 2026 and allows for a variety of award durations and methods.

This framework offers coverage for Waste Management Services across multiple waste streams including:

- General Waste, Recyclates & Recoverables.
- WEEE & Associated Materials.
- Chemical Substances & Materials.
- Clinical & Biological Materials.
- Confidential Waste.

The framework is split by waste stream and geographical area, the relevant lot for UHI Perth's retender is Lot A3 (General Waste, Recyclates & Recoverables) - Perth, Fife, Dundee & Angus.

Suppliers listed under this lot are below in ranked order:

Lot	Description	Appointed Contractors (ranked)	Technical %	Commercial %	Total %
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A3	General Waste, Recyclables & Recoverables (Perth, Fife, Dundee & Angus)	1. Enva Scotland	68.33%	18.60%	86.93%
		2. Biffa Waste	59.98%	24.48%	84.46%
		3. Binn Group	53.30%	24.98%	78.28%
		4. NWH Group	39.95%	30.00%	69.95%
		5. Cireco Scotland	36.62%	21.44%	58.06%

Each contractor offers a variety of BT14 Sustainability based benefits - where costs are not normally relevant, these include added value and community benefits such as:

- Waste Audits and Identification & Reduction of Waste
- Institutional Collaboration and Student Engagement

Further information on these can be found in the Added Value document and the Framework Buyers Guide embedded below:



CS-PC-13377-Added EFM1055-AP-Waste Value.docx



-Management---Buy

Sustainability Consideration

As part of the framework specification the Contractor is required to apply sustainability principles to their service delivery. This includes but is not limited to the following:

- Living within environmental limits, e.g. proactively reducing carbon emissions, safeguarding biodiversity
- Ensuring a strong, healthy and just society, e.g. by creating equal opportunity within the organisation, promoting social cohesion and inclusion as well as ethical working conditions for all employees
- Promoting good governance, e.g. actively promoting effective, participative systems of governance within the organisation
- Using sound science responsibly, e.g. by developing scientifically proven methods to reduce negative effects of waste disposal methods.
- Achieving a sustainable economy, e.g. by ensuring environmental and social costs fall on those who impose them (i.e. polluter pays principle).

Risk/Barriers Assessment

All procurements contain risks that may impact on their progress therefore it is important to identify and assess risks so that they can be managed to prevent it from becoming an issue.

Description	Probability	Impact	Implications	Mitigating Actions
Waste continues to be disposed of in General skips	High	High	Impacts on reporting from college and against environmental policy	UHI Perth must ensure retender addresses this issue. Staff training and education on process and correct disposal.
Timelines may be tight	Low	Medium	No contract in place and existing contract rolls on as non-compliant.	Start process early. Ensure key milestones are met in the timeline. Ensure UIG provide feedback and information timeously.
Unnecessary waste uplifts	High	High	UHI Perth are overpaying for their waste facilities.	Ensure new tender specification is relevant and reflects the needs of the college.
Incorrect segregation of waste	High	High	Additional cost to separate waste	Ensure proper education and information is provided where required.

Pricing Strategy

As per framework it is suggested that the Commercial aspect should be weighted 30%

Technical Questions:

As per framework it is suggested that the Technical aspect should be weighted at 70%

Procurement Route

UHI Perth Procurement Step By Step Guide

Route 1 <£5000	Route 2 £5,000 - ££49,999	Route 3 £50k - £179 (GPA)	Route 4 >GPA (£179k)
Guiding principle is always best Value	3 written quotes, attached to PECOS	Use National Framework Competitive open tender published via PCS	Use National Framework Competitive open tender published via PCS-T

The contract value is above £50,000, also the category spend for Waste-Refuse Disposal is over £50,000 thus the exercise is governed by the Procurement (Scotland) Regulations and requires either an Open Tender process advertised on PCS or a call-off from a National Framework.

Procurement Route Summary

The framework offers a number of routes to market.

Direct Award- this routes offers the ability to award to the top ranked contractor directly without further competition, this is a quick and compliant route to market but it is not always the case that the top ranked contractor has submitted the best rates.

Desktop Evaluation- this route also offers another quick compliant route to market and allows UHI Perth to obtain updated pricing and amend existing weightings, this route does not allow UHI Perth to ask specific technical questions of the contractors and the criteria within the framework would be used.

Mini Competition- this route allows for a full “mini Competition “ of all framework contractors within the relevant chosen lot, a full tender is carried out where UHI Perth can set and publish their own specific technical questions for each bidder to respond to which are then evaluated on a like for like basis by the chosen UIG. This route also allows amended pricing.

Recommended route to Market:

Mini Competition, this method allows each potential bidder to be provided with a UHI Perth specific Invitation to Tender, Technical Questions and Pricing Schedule allowing UHI Perth to ensure the contract is tailored to their need ensuring best value.

Method of Advertising: PCS

Evaluation Methodology

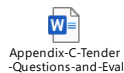
The institution is required to advise a split between price and technical elements for the exercise.

The technical criteria and weightings should be reflective of the specific requirements of UHI Perth, however in line with the Framework Agreement, the following criteria should be used, no additional technical criteria can be added but sub-criteria can be introduced but must be relevant to the requirements. However, weightings can be adjusted to reflect individual requirements.

- Price
- Service Delivery
- Key Personnel & Resourcing
- Business Continuity
- Sustainable & Environmental Management

It is important that questions which have already been asked in the original ITT are not re-evaluated at mini-competition stage. The evaluation criteria, and weighting applied to each, must be notified to Contractors at this first stage of inviting them to quote.

A full break down of questions asked at ITT stage can be found below, Appendix C Section 3 - Tender Questions and Evaluation Criteria in the ITT.



Social or Added value offered, i.e., student placements, talks, factory visits, remote hopper sensing and ordering etc are incorporated within the framework but should be outlined within the ITT.

Insurance - Employer's (Compulsory) Liability Insurance = £5M / Public Liability Insurance = £1M.

Following identification of key areas, the Shared Service will work with the institution to develop the questions and an associated scoring criteria for each individual question.

Development of a specific scoring criteria for each individual question at this stage ensures that the intention of the questions is clear, demonstrates to the supplier how they will be evaluated and ensures a joint approach for the evaluation team.

Contract Management

The overall strategic contract management and annual renewals will be facilitated and overseen by the Procurement Manager. The institutions will be required to manage the operational and day to day contract whilst feeding back on any concerns or points to be centrally addressed via the Procurement UNIdesk Supplier Feedback Form.

An initial consolidated implementation meeting on behalf of the institutions will be held with the successful supplier, the Shared Service and institutions' representatives prior to the go live date of the Contract.

The implementation will cover as a minimum:

- Service Delivery & Institutional requirements
- KPIs
- Complaints process/escalations
- Value Added Services
- Terms and Conditions
- Purchase Orders, Invoice and Payments
- Annual renewal process
- Contract management
- Reporting
- Exit Strategy

The premise of the implementation meeting is to ensure all parties are fully aware and acknowledge the roles and responsibilities, timelines, terms, costs and any other important aspects raised through the tender process.

Contract Management Considerations



Contract
Management.pdf

Further details on contract management can be found here:

Required Institutional Feedback

Institution is requested to review the contract strategy and provide the following information by return to the Procurement Manager prior to the sign-off deadline

TBC

1. Confirm institutional requirements detailed are accurate and correct.
2. Confirm content with approach to tender via the promoted framework.
3. Advise the key areas and potential questions to be used for technical evaluation.

Please use this space and expand as required to provide any feedback points:

Contract Strategy Approval and Sign-Off

By signing this contract strategy the institution and their representatives acknowledge the information provided within and commit to their full participation in the tender process by liaising with the Procurement team, providing all information as necessary and adhering to the above noted procurement timeline.

Name of Approver	Signature of Approver	Date
Catherine Etri		19/08/2025
Nicky Inglis		
David Gourley		29/9/25
Les Hutchison	Les Hutchison	29/9/25
June Wilson	June Wilson	30/9/25
Heidi Hope		29/09/2025
Stephen Ayton		
Dee Matthew		04/08/2025
Board of Management		

Background to Strategy

This strategy is used in the planning stage of the procurement to determine how key issues will be addressed. It identifies and minimises risk and assists in ensuring all key factors have been considered when conducting the procurement leading to a fit for purpose and value for money positive outcome.

Once the strategy has been approved, the procurement facilitator will work with all relevant parties to draft the tender documentation to be issued to the suppliers including the finalised scope of requirements. This document will be approved by the evaluators in advance of publication.

Committee Cover Sheet

Paper No. 12

Name of Committee	Board of Management
Subject	Learner Experience Committee - Terms of Reference
Date of Committee meeting	07/10/2025
Author	Chair, Learner Experience Committee
Date paper prepared	10/09/2025
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Paper proposes amendments to Terms of Reference for Learner Experience Committee. Papers requires approval by Board of Management 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.	Discussed and endorsed at Learner Experience Committee, 10 September 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 Terms of Reference for Learner Experience Committee

Proposal 1 – Amend Term of Reference (1) from:

Terms of Reference

"To maintain an overview of academic quality assurance and outcomes by reviewing reports from the Quality Assessment Committee and other relevant internal and external sources including feedback and evaluation from student and stakeholder surveys."

to:

"To maintain an overview of teaching quality assurance and to ensure outcomes of the highest standards by reviewing reports from relevant College and UHI committees, and internal and external sources, including feedback from student surveys and other stakeholder input."

Proposal 2 – Amend Term of Reference (2) from:

"To consider the implications of reports and updates from other relevant College and UHI Committees and, where appropriate, act to ensure the relevance and currency of the academic offer."

to:

"To consider the implications of reports and updates from other relevant College and UHI Committees and, where appropriate, act to ensure the relevance currency and highest quality of the academic offer."

Proposal 3 – Add Term of Reference (6):

"To consider the opportunities and benefits to the learner experience that can be developed via a formal Alumni Relations provision"; and renumber accordingly.

Committee	Board of Management
Subject	Strategic KPIs
Date of Committee meeting	07/10/2025
Authors	Lynn Murray, Depute Principal – Operations
Date paper prepared	30/09/2025
Executive summary	<p>The paper shows progress in the development of strategic KPIs and recommends that they are reconsidered as part of the review of the Strategic Plan 2022-27 during 2025/26.</p> <p>Appendix 1 – Balanced scorecard KPI review 2024/25</p> <p>Appendix 2 – Balanced scorecard – revised KPIs 2022-2027 following Board feedback</p>
<p>Committee Consultation</p> <p>Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.</p>	N/A
Action requested	<input type="checkbox"/> For information <input checked="" type="checkbox"/> For discussion <input checked="" type="checkbox"/> For endorsement <input type="checkbox"/> For approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
<p>Risk implications</p> <p>Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk?</p> <p>Authors must identify: (a) the relevant risk(s) from the ERM Risk Register linked to the paper; and (b) the Board-approved risk</p>	<p>No</p> <p>Click or tap here to enter text.</p>

<p>appetite level for each associated risk.</p> <p>If yes, please provide details</p>	
<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>Strategic KPIs were developed from the strategic objectives within the strategic plan 2022-27</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</p> <p>Historically significant resources have been required from the Risk Management and Project Officer to co-ordinate the update and monitoring of KPIs and members of the Perth Leadership Group to update and report on figures. With a reduced number of KPIs, it is anticipated that less time will be spent on this activity.</p>
<p><u>Equality and diversity</u></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>

Status (e.g. confidential/non confidential)	Non-Confidential
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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"/>

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

Background

1. The vision within the Strategic Plan 2022-27 of excellence in learning and the learner experience, College growth and ambition, partnerships, and sustainability are underpinned by 15 strategic objectives. Key Performance Indicators (KPIs) are included within the Strategic Plan, and a balanced scorecard approach has been used to monitor 36 strategic KPIs.
2. Strategic KPIs were historically reported to the Strategic Development Committee (SDC), which was disbanded in April 2025. Strategic KPIs were last discussed at the SDC on 12 November 2024. Following discussion around the overlap of some of the items, the Committee agreed that PLG should conduct an amalgamation process on KPIs to reduce overlap and allow better focus for scrutiny at future meetings with KPIs now being reported directly to the Board.
3. A paper on balanced scorecard was presented to the Board on 18 December 2024, and an in-depth session was tabled for the Board development session on 11 March 2025. At this session members of the Perth Leadership Group proposed a revised set of strategic KPIs, and Board directors provided feedback. Given other Board priorities since April there has not been an opportunity to table revised KPIs that considered the feedback from Board Directors.

Strategic KPIs

4. To provide an audit trail, appendix 1 includes the 36 KPIs that were in place when the Board last considered KPIs on 18 December 2024, with a rationale for adjustments eg remain, amendment or deletion.
5. Appendix 2 includes the strategic KPIs that the Perth Leadership Group revised following feedback from the Board, although meaningful and measurable KPIs in relation to College growth and ambition are yet to be determined. The Financial Recovery Plan (FRP) identified that the Strategic Plan 2022-27 would be reviewed during 2025/26 and a review of KPIs would be a key element of this. The Interim Principal would prefer that this review takes place when the new Senior Leadership Team is in place.

Recommendation

6. The Board is asked to note progress on the development of strategic KPIs and to agree the approach to reconsider them as part of the review of the Strategic Plan 2022-27 during 2025/26.

Appendix 1 - Balanced Scorecard KPI Review 2024/25						
36 KPIs	Strategic Objective	Strategic KPI	Baseline	Target (Over 5 years)	Retain KPI for 2024/25 Y/N/Other	Rationale for Adjustments inc. Removal
Excellence in Learning and the Learner Experience						
1	Raising awareness and promoting health and student wellbeing/safety by ensuring staff have the skills and knowledge to respond effectively to the range of student circumstances, experience and aptitudes	Increase staff participation rates by 10%	6,710 hours	+10%	No	Not clear how data is captured. No link currently between student demographics and staff training needs unless at individual/department level.
2	Increase retention, attainment, achievement, progression and student satisfaction to sector leading levels	Increase student retention				
		a) FE by 7%	79%	86%	Replaced	Replaced by a new KPI looking at increasing student attainment which encapsulates - retention/achievement and recruitment. Target for new KPI is to stay above sector average with the ambition to be in top quartile for the sector.
b) HE by 5%	79%	84%				
3		Increase student progression				
		To increase FE to HE progression by 6%	84%	85%	Replaced	FE to HE progression is very limited. Only L6 are likely to progress to HE, lower levels progress to the next FE level. Suggest widening the KPI out to positive destinations which includes progressing up the levels or out into employment and this can be drilled down to pull out the detail.
4		Increase student achievement				
		a) FE by 12%	66%	74%	Replaced	As above. Replaced by a new KPI looking at increasing student attainment which encapsulates - retention/achievement and recruitment. Target for new KPI is to stay above sector average with the ambition to be in top quartile for the sector.
b) HE by 9%	71%	80%				
5	Increase student satisfaction	Early Student Experience Survey:				
		a) FE by 2%	96%	98%	No	Decided the focus should be on the Student End of Year Survey as a more accurate indicator of student engagement and the student experience.
b) HE by 7%	91%	98%				
6		Student End of Year Survey:				
		a) FE by 6%	92%	98%	Yes	To focus on end of year survey where satisfaction and response levels are lower (than Early Student Experience Survey). The target is to increase response rates whilst maintaining the current high levels of student satisfaction.
b) HE by 9%	89%	98%				
7	Increase student response rates to learner surveys	Student Early Survey				
		a) FE by 20%	42%	60%	No	Decided the focus should be on the Student End of Year Survey as a more accurate indicator of student engagement and the student experience.
		b) HE by 10%	38%	70%		
Student End of Year Survey:						
8		a) FE by 13%	52%	65%	Yes	To focus on end of year survey where satisfaction and response levels are lower (than Early Student Experience Survey). The target is to increase response rates whilst maintaining the current high levels of student satisfaction.
		b) HE by 20%	46%	60%		
9	Increase the proportion of classes with a Student Voice representative	a) FE by 20%	40%	60%	No	The data has been hard to capture. The Student Voice Representative process is managed by HISA Perth and it is unclear where the data sits within HISA Perth.
		b) HE by 20%	40%	60%		
10	Increase the number of courses holding Student Forums	a) By 20%	60%	80%	No	Unclear whether this data exists or what the mechanism is for capturing the data.
11	Our student experience will offer transformational opportunities and we will continue to enable our learners to: Challenge what they believe to be true Be open to change and interpret information more critically Consider pursuing options for advancement they instinctively or historically considered impossible Bring their perspectives to the learning environment to influence and enhance their learning experience Apply their skills and knowledge to real-world practice and challenge strongly held beliefs and opinions Recognise observable differences, from before, during and on completion of their learner journey	Increase the number of students undertaking work related experiences	540	600	No	It is unclear whether accurate work placement data exists, what mechanism would be used to capture it, and how resource-intensive this would be.
12	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% - where courses are below the national average	50%	75%	No	KPI on review was not considered strategic. Curriculum review is carried out on an annual basis as part of operational planning.

Appendix 1 - Balanced Scorecard KPI Review 2024/25						
36 KPIs	Strategic Objective	Strategic KPI	Baseline	Target (Over 5 years)	Retain KPI for 2024/25 Y/N/Other	Rationale for Adjustments inc. Removal
Excellence in Learning and the Learner Experience						
13	Informed by industry, increase the number of Digitally Enabled Innovative Pedagogy(DEIP) which respond more dynamically to current and future learner needs	Increase the number of courses using DEIP	60%	95%	No	Not fit for purpose. DEIP as an acronym does not exist in the sector. Priorities are AI, VLE and contextualisation. To gather the data for the KPI as it is would be resource intensive and wouldn't deliver meaningful information.
14	Increase percentage of courses adapted in response to employer feedback	From 50% to 70%	50%	70%	No	Same issue as kpi above, data does not easily exist. All courses should align with SDS skills assessment and Scottish Government priorities which stem from employer needs.
15	Value/leverage (£) by partnership	Margin/revenue - overhead recovery +1% by year 5	30%	+1%	No	No standard costing model, one would need to be put into place and until then we would struggle to capture the data for this KPI. Additionally, it is not clear how the KPI is defined; we do not have a list of all the employers who spend money with us.
16	Increase the number of research publication outputs.(Originally 'Increase number of staff leading projects with research time allocated')	From 6 to 12	6	12	No	Research is no a longer a strategic objective following the organisational restructure in August 2024.
College Growth and Ambition						
17	Staff survey results from 2021 are improved in the following areas (next survey to take place in 2025):	Staff have a clear understanding of the College's values:	72%	90%	No	Following PLG's review of the original 36 KPIs, which highlighted the difficulty in capturing data for those not directly related to the Staff Survey, and in line with the Strategic Development Committee's (SDC) request to streamline the overall number of Strategic KPIs, this section has been reduced from 15 to three.
18		Values of the college are relevant to my work	76%	90%		
19		Monthly initiative around one of our values	0	12		
19	Staff survey results from 2021 are improved in the following areas (next survey to take place in 2024):	I believe the College supports the health and wellbeing of staff	54%	80%	No	SDC feedback indicated that the previous focus on Staff Survey KPIs was too narrow, and PLG Directors were therefore asked to identify 3 key KPIs that best demonstrated progress in delivering growth and ambition.
20		I am kept informed by what is happening in the College	71%	85%	No	
21		The leadership team provide clear direction and guidance	42%	80%	No	
22		Through the Professional Review process, I feel my training needs and ambitions are discussed, identified and actioned where possible	64%	80%	No	
23	We will positively showcase PCUHI to our local community, regionally, nationally and internationally	Increase the percentage of positive coverage locally, regionally, nationally, internationally to 80%	91% (local only)	80% (national/int'l)	No	Recent changes to the organisational structure within PLG and SLT have paused this work which will be revisited once the new SLT structure is in place early in the new year.
24	We will enhance and improve our systems and processes, driving high quality outcomes	Efficiency/time saved(days/hours/minutes)	n/a	Not defined	No	
25		Develop an Effectiveness and Efficiency Strategy	0	1	No	
26		Number services/processes improved July 2023 - 4 July 2024 - 8 July 2025 - 12	0	12	No	
27	Percentage staff with improved Digital Skills	Baseline +10% pa	Not defined	+10%	No	
28		Identify a baseline digital competence framework for each job role	0	Produce framework document	No	
29		JISC Digital Competence tool completion by staff ; 50% by July 2023, 75% by July 2024, 90% by July 2025	0%	90%	No	
30		Develop maker spaces/innovation hubs to enable staff to improve their digital capability	0	3	No	

Appendix 1 - Balanced Scorecard KPI Review 2024/25						
36 KPIs	Strategic Objective	Strategic KPI	Baseline	Target (Over 5 years)	Retain KPI for 2024/25 Y/N/Other	Rationale for Adjustments inc. Removal
Excellence in Learning and the Learner Experience						
Partnerships and Collaboration						
31	Percentage strategic partnerships v proportion of external engagements	Increase from 5% by 1% pa	5%	10%	No	PLG's review of the original 36 KPIs highlighted the difficulty in capturing data for these measures. It also showed that the Partnerships and Collaboration objectives were reflected in the reviewed set of KPIs related to Excellence in Learning and the Learner Experience. Therefore, there are no specific KPIs for the Partnerships and Collaboration strategic aim.
32	Percentage learner/customer satisfaction with quality of courses	Increase to 97%	75%	97%	No	
33	Commercial AOP/Commercial Income (per college area)	Gross overhead +1% by Year 5	0.00%	+1%	No	
Sustainability						
34	Enhancement of financial forecasting	Year 1 Budget plus one financial forecast	0	1	Replaced	PLG's review of the KPIs concluded that, although these indicators were relevant and robust, achieving a balanced budget was the key measure of UHI Perth's financial sustainability. The KPIs has therefore been updated to reflect this one overall focus.
		Year 2 Budget plus 2 financial forecasts	1	2		
		Year 3 Budget plus 3 financial forecasts	2	3		
		Year 4 Rolling forecasts	3	+		
35	At the end of the strategic cycle have the following cost/income ratios:	1. Staff Cost/Income 70%	80.90%	70%	Replaced	
		2. Non-Staff Cost/Income 21%	23%	21%		
		3. Investment Cost/Income 5%	0	5%		
36	Percentage gross carbon footprint reduction	Decrease by 2% pa	1646 tonnes	1487 tonnes	Updated	KPI updated to 'Reduce our carbon emissions by 75% by 2030' and move the focus to net zero, aligning with the focus of the UHI KPI.

Appendix 2 - Balanced Scorecard - Revised KPIs 2022-2027 following Board feedback					
KPI	UHI Perth Strategy 2022-27	Strategic KPI	Baseline	Target (Over 5 years)	Rationale for KPI
Excellence in Learning and the Learner Experience					
1	Increase retention, attainment, achievement, progression and student satisfaction to sector leading levels	Increase student attainment			
		a) FE	73%	2% above sector avg	New - measuring attainment which encapsulates - retention/achievement and recruitment.
		b) HE	70%	2% above sector avg	
2	Full Time Students Moving on to Positive Destinations	Proportion of Full-Time Students entering positive destinations (including progressors)			
		FE	84%	2% above sector avg	KPI widened to include all positive destinations which is a key statistic and aligns with UHI KPI.
3	Retain student satisfaction at existing levels	Student Experience Survey (SSES):			
		a) FE by 6%	92%	98%	To focus on end of year survey where satisfaction and response levels are lower (than start of year survey)
		b) HE by 9%	89%	98%	
4	Increase student response rates to learner surveys	Student Experience Survey (SSES):			
		a) FE by 13%	52%	65%	To focus on end of year survey where satisfaction and response levels are lower (than start of year
		b) HE by 20%	46%	60%	
College Growth and Ambition					
5	Developing our staff's digital capability will significantly enhance the learner experience and ensure we are well-prepared to meet future digital needs.	Consider developing a meaningful and measurable kpi for this area.	tbc	tbc	
6	Improving our systems and processes will drive high quality output and reduce workload of staff, thereby allowing more opportunities for ongoing development	Consider developing a meaningful and measurable kpi for this area.	tbc	tbc	
7	Improving the reputation of UHI Perth through our staff and students.	Consider developing a meaningful and measurable kpi for this area.	tbc	tbc	
Partnerships and Collaboration		KPIs are captured under Excellence in the Learner Experience - see above			
Sustainability					
8	Balanced Budget	Achieve a balanced budget in line with the financial recovery plan	£1.288m budget deficit	Balanced budget	A balanced budget is the key indicator of financial sustainability. The financial recovery plan seeks to achieve this over a three-year period from 25/26.
9	Net Zero	Reduce our carbon emissions by 75% by 2030 (baseline 2018)	1646 tonnes	412 tonnes	Moving focus to net zero aligns with the UHI KPI

Board of Management – Standing Committee Summary

Paper No: 14b

<p>Name of Committee: Learner Experience Committee</p>	<p>Date of Committee: 10 Sep 2025</p>
<p>Key Issues discussed:</p> <p><u>Terms of Reference Review</u> Committee discussed and endorsed amendments to the Terms of Reference.</p> <p><u>Student Travel</u> Committee discussed the ongoing issues re free student travel on Stagecoach. Committee were advised that ID cards were being issued to students on request, and that discussions between Stagecoach and PKC were ongoing.</p> <p>Committee discussed potential solutions around the issue, including UHI Perth automatically issuing own cards, while noting that UHI do not appear to have taken this forward centrally.</p> <p><u>UHI Transformation</u> Committee were advised that Pathfinder projects remained ongoing, with engagement around the Culture Pathfinder about to engage with staff and students, and that FBC was due to be issued by the end of the year, and models for the FBC were still being assessed.</p> <p><u>Student Recruitment</u> Committee were advised that HE numbers were currently 66 below the FTE target of 1354, however there was a substantial number still outstanding on the system awaiting confirmation. Confidence was expressed that RAM funded target would be met, however work needs to be done to get numbers over the line.</p> <p>FE credit position appeared to be well on target, however enrolment was still under way and some courses were due to start in January.</p>	<p>Actions agreed:</p> <p>Amended ToR to be submitted to Board for formal approval</p> <p>HISA to consider taking the matter forward with UHI to explore a solution for all students.</p> <p>Committee recognised the amount of work underway by the Student Services' team to get the numbers over the line and requested that their thanks should be passed to the team for their dedication to this target.</p>

We will act with integrity in everything we do

BOARD OF MANAGEMENT**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