

Finance and General Purposes Committee

Agenda

Meeting reference: F&GP2019-20/01

Date: Monday 23 September 2019 at 5.30pm

Location: Room 019

Purpose: Scheduled meeting

* Denotes items for discussion.

Members should contact the Secretary in advance of the meeting if they wish to request an item be starred.

	Agenda Items	Author	Led by	Paper
1	Welcome and apologies		Chair	
2	Additions to the Agenda		Chair	
3	Declaration of a Conflict of Interest in any Agenda Item			
4	Minutes of the Meeting of the Finance and General Purposes Committee held on 22 May 2019		Chair	Paper 1
5	Actions arising from previous minutes			
6	Accounts			
*6.1	Perth College Management Accounts – 12 months to 31 July 2019	Head of Finance	Head of Finance	Paper 2 Presented at meeting
*6.2	AST Management Accounts – 12 months to 31 July 2019	Head of Finance	Head of Finance	Paper 3 CLOSED
7	Budgets			
*7.1	2019/20 Budget Proposals	Head of Finance	Head of Finance	Presentation
*7.2	Financial Forecast Return 2018/19-2022/23	Head of Finance	Head of Finance	Verbal

9	Estates			
*9.1	Estates Update	Head of Estates	Depute Principal (Academic)	Paper 4
10	Human Resources			
*10.1	HR Update	Head of HR & OD	Depute Principal (Academic)	Paper 5
11	Aviation Academy for Scotland – Tay Cities Deal	Vice Principal (External Engagement)	Vice Principal (External Engagement)	Presentation
12	Standing Committees			
12.1	<ul style="list-style-type: none"> • Joint Negotiating Committee <ul style="list-style-type: none"> - Support Staff – (13/06/19) - Lecturers – (13/06/19) 			Paper 6
12.2	<ul style="list-style-type: none"> • Staff Engagement Group – (3/06/19) 			Paper 7 Paper 8
13	Date and Time of next meeting <ul style="list-style-type: none"> • Wednesday 27 November 2019 (Joint meeting with Audit Committee)	Clerk		
14	Review of Meeting (to include check against Terms of Reference to ensure all competent business has been covered)			Paper 9

Finance and General Purposes Committee

DRAFT Minutes

Meeting reference: FGP2018-19/04

Date and time: Wednesday 22 May 2019 at 5.30pm

Location: Room 019

Members present: David Littlejohn (Chair), Brian Crichton, Margaret Cook, Katrina Hodgson, Craig Ritchie

In attendance: Lorenz Cairns, Depute Principal (Academic)
Veronica Lynch, Vice Principal (External)
Andrea Saunders (Finance)
Penny Davis (Interim Secretariat)

Quorum: 3

Summary of Action Items			
Ref		Responsibility	Time Line
7	Indicative Budget Present full budget to Board.	Head of Finance	12 June 2019
9.1	Estates Update Prioritise development of estates strategy.	Principal/Senior Management	tbc
11	Aviation Academy for Scotland – Tay Cities Deal Present preferred site proposal to Board. Provide financial analysis/risk assessment to Board.	Head of External Engagement Head of External Engagement/ Head of Finance	12 June 2019 November Board meeting

Item

1 Welcome and apologies

The Chair introduced those present to the meeting.

Apologies had been received from Debbie Hutchison.

Action

2 Additions to the Agenda

There were no additions to the agenda.

3 Declaration of Interest in any Agenda Item

There were no declarations of a conflict of interest.

4 Minutes of the Meetings of the Finance and General Purposes Committee held on 27 February 2019

The minutes were accepted as an accurate record, noting a minor typographical error on Page 4, line 4.

5 Actions arising from the meeting on 27 February 2019

7. Balanced Score Card

Action: Review Balanced Score Card for implementation during 2019-20.

Action Update: on meeting agenda.

8. Learning Centres

Action: Include item on the agenda for next Board meeting.

Action Update: Complete.

9. Estates Updates and Tenders

Action: Provide update to the next Board meeting.

Action Update: Complete.

6. Accounts

6.1 Perth College Management Accounts – 9 months to 30 April 2019

The Head of Finance introduced the Management Accounts, reporting a favourable position overall against budgeted income and expenditure to Period 9. Members were advised that:

- SFC grants and specifically ESIF allocation were the main factor in a lower than budgeted income figure for the period;
- A new member of staff had been appointed to progress a review of the model for pay costs analysis, which would result in more accurate reporting going forward;
- Estates related expenditure in the coming months would partially address the current underspend in that area but some degree of underspend was expected at the year end.

The Committee agreed that the report format was significantly improved in terms of clarity and accuracy of reporting.

Members discussed aspects of the report including:

- The performance of catering and residences, and the shift towards a more active management approach by the College.
- Unbudgeted spend in procurement, which Members were advised was a one-off occurrence due to staff movement.
- The margin for delivery costs in China. The Head of Finance advised that further work was being done to enable clearer attribution of staff delivery costs to commercial and academic activity.

6.2 Perth College Group Forecast to year end 31 July 2019

The Head of Finance provided a verbal report, and confirmed that work was ongoing, including optimisation of estates spend, to ensure the College closed the year as close to budget as possible.

6.3 AST Management Accounts – 9 months to 30 April 2019

The Head of Finance introduced the AST Management Accounts, reporting that these were moving in a positive direction and that it was expected to close the year on budget.

The Head of External Engagement advised Members of the potential to align revenue streams going forward.

The Principal and Board Chair reported that a very positive AST Board strategy session had taken place considering the medium to long term outlook for the organisation.

7 Indicative Budget for 2019-20

The Head of Finance presented the Indicative Budget, noting that the indicative salary budget was in place but ROA figures were awaited from UHI. The Financial Directors and Practitioners Group was meeting the following day and it was expected to have a full budget in place in time for the June Board.

Head of
Finance

8 Reporting

8.1 Revised Balanced Score Card

The Principal introduced a review of the Balanced Score Card and invited comments from the Committee. Sample reports would be presented to the Board in June.

Members agreed that the objective was to have a manageable number

of key performance indicators and minimise unnecessary reporting. The College executive would retain oversight of a more detailed set of indicators.

It was noted that KPIs themselves would be considered once the format was agreed.

9 Estates

9.1 Estates Update

The Depute Principal presented a report on estates activity including backlog maintenance, summer works and progress with the sale of the Kinross Learning Centre, for which the bidding process was due to close at the end of June.

It was noted that the College was currently engaged in negotiations over radio mast leases and had recovered some back payments from high users.

A Member enquired about plans to provide electric car charging points for students. It was confirmed that this would be considered as part of a review of current provision.

It was agreed that developing a new estates strategy, based on a more robust financial management approach, would be a priority for the College going forward.

Given the limited capital spend that would be available across the sector as a whole, the focus would be on maximising impact and recognising the importance of key infrastructure such as IT. Evolving climate change requirements would also be a consideration, and opportunities for alternative funding streams including sponsorship would need to be explored.

Principal/
Senior
Management
Team

10 Human Resources

10.1 Human Resources Update

The Depute Principal presented a report on human resources activity, highlighting that:

- two offers had been made that day in relation to filling the four current vacancies on the HR team;
- the Staff Conference was taking place on 21 June;
- a two-year job evaluation process for support staff would commence on 1 September;
- consultation on learning centre closures was underway.

Members were also provided with sickness absence data and updates in relation to developing a Menopause Policy and addressing period poverty.

11 Aviation Academy for Scotland – Tay Cities deal

The Head of External Engagement outlined a business case based on £8.1m total funding from Perth College/AST and Tayside Aviation and an equivalent sum from the UK Government via the Tay Cities Deal.

The outline business case had been submitted and feedback was awaited, with a view to a full business case being complete in November. A preferred site proposal would be brought to the Board in June.

It was advised that an informal indication had been received of £0.5m support from UHI. Dialogue would be progressed once the business case was accepted.

The Committee discussed progress, risk, and the point at which the College would be fully committed to the initiative, ie, when contracts were agreed.

Detailed financial analysis and a risk assessment would be brought to the November Board.

Head of
External
Engagement

Head of
External
Engagement

12 Standing Committees

Joint Negotiating Committee

Support Staff – 7 March 2019 Lecturers – 7 March 2019

The Depute Principal, who had attended both meetings, provided a brief report.

The Committee noted the minutes.

13 Date and time of next meeting

The 2019-20 meetings schedule would be brought to the Board on 12 June 2019.

14 Review of Meeting

Members agreed the meeting had covered its Terms of Reference.

Perth College UHI

Paper No. 3

Committee	F&GP Committee
Subject	AST Full Year Management Accounts
Date of Committee meeting	23/09/2019
Author	Mark Taylor
Date paper prepared	16/09/2019
Executive summary of the paper	Full Year AST Management Accounts to July 2019 – please note Tabs on spreadsheet for full information
Consultation How has consultation with partners been carried out?	N/A
Action requested	<input type="checkbox"/> For information only <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
Resource implications (If yes, please provide details)	No
Risk implications (If yes, please provide details)	No Click or tap here to enter text.
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with:	Click or tap here to enter text.

Perth College UHI

<ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information 	
<p><u>Equality and diversity</u></p> <p>Yes/ No</p> <p>If yes, please give details:</p>	<p>No</p>
<p>Island communities</p> <p>Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?</p>	<p>No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>
<p><u>Data Protection</u></p> <p>Does this activity/ proposal require a Data Protection Impact Assessment?</p>	<p>No</p> <p>Click or tap here to enter text.</p>
<p>Status (e.g. confidential/non confidential)</p>	<p>Confidential</p>
<p>Freedom of information</p> <p>Can this paper be included in “open” business?*</p>	<p>No</p>

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

Perth College UHI

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

For how long must the paper be withheld? Permanently

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

AST Engineering Limited

PREP: Tim Peters

Profit and Loss Account

Jul-19

	Actual Jul-19	Budget Jul-19	Positive/ (Adverse) Variance	YTD Actual Jul-19	YTD Budget Jul-19	Positive/ (Adverse) Variance	Comments
Income							
Tuition Fees - Engineering	182,849	181,105	1,744	1,919,341	1,858,470	60,871	
Consultancy	-	-	-	-	15,000	(15,000)	
Other Income	28	85	(57)	567	1,000	(433)	
Interest Charge on Overdue Debts	-	-	-	-	-	-	
Income for Students Food, Accommodation & Allowan	-	-	-	-	-	-	
Travel & Sundry Recharges	5,637	5,000	637	60,093	60,000	93	
	188,514	186,190	2,325	1,980,001	1,934,470	45,531	
			2,324				
Direct costs - Lecturing							
Salaries - Lecturing	39,642	49,851	10,209	598,730	598,210	(520)	Salaries lower than last month due to reversal of Holiday Pay accruals
Staff Overseas Allowance & Subsistence	65	2,000	1,935	11,260	20,000	8,740	
Training Equipment & consumables	964	1,250	286	8,255	15,000	6,745	
Approving/Examining Body & audit of sites	1,651	1,583	(68)	25,222	19,183	(6,039)	CAA main fee ended 31March - Accrued 4 months
Staff Training inc IIP revalidation	(75)	1,000	1,075	3,990	10,000	6,010	
Travel - Lecturing	30,436	6,200	(24,236)	96,956	62,000	(34,956)	Release of Rushmore prepayment & corporate cards etc
Miscellaneous	1,718	210	(1,508)	6,243	2,500	(3,743)	
External Training for Students AMET	7,244	6,316	(928)	60,515	58,828	(1,687)	
Uniforms/workwear	1,786	-	(1,786)	5,354	9,000	3,646	
	83,432	68,410	(15,023)	816,524	794,721	(21,803)	
			(15,022)				
LECTURING PROFIT/(LOSS)	105,082	117,780	(12,698)	1,163,478	1,139,749	23,728	
Margin %	55.7%	63.3%	-7.5%	58.8%	58.9%	-0.2%	
			(12,698)				
Indirect Costs							
Salaries - Admin	40,317	38,466	(1,851)	445,116	461,596	16,480	
Staff Pension Scheme administration Costs	613	650	37	7,199	7,800	601	
Rent	9,042	8,709	(333)	106,192	104,500	(1,692)	
Rates including Water	4,025	4,031	6	47,880	48,372	492	
Insurance	850	828	(22)	10,250	9,930	(320)	
Heat Light & Power	430	1,634	1,204	18,669	19,615	946	
Property, Hangar & Classroom Maintenance	5,095	2,500	(2,595)	31,488	30,000	(1,488)	
Telephone	1,373	1,000	(373)	12,496	12,000	(496)	
Airport Transfers	2,986	1,250	(1,736)	14,705	15,000	295	
Legal & Audit Fees	(573)	1,250	1,823	15,409	15,000	(409)	
Agency/Consultant Fees	(21)	-	21	56,105	-	(56,105)	
Bad Debt Charge	(23,542)	1,000	24,542	(12,542)	12,000	24,542	
Depreciation	1,163	2,500	1,337	26,554	30,000	3,446	Over depreciated on F&F on previous months as now fully depreciated
Print, Post Stationery	244	290	46	4,048	3,500	(548)	
Computer and website maintenance	3,102	580	(2,522)	9,625	7,000	(2,625)	Tayfusion - Weekly Progress Reporting Tool - £2500
Bank Interest & Charges	140	359	219	4,522	4,300	(222)	
Subscriptions	258	334	76	2,910	4,000	1,090	
Marketing & Advertising	734	1,665	931	22,130	20,000	(2,130)	
Travel re marketing	-	3,334	3,334	16,626	40,000	23,374	
Management Charge from Perth College	8,333	8,584	251	100,000	103,003	3,003	
Agents commission	-	-	-	2,010	-	(2,010)	
Gift Aid	754	-	-	15,558	-	(15,558)	
	-	-	-	-	-	-	
	55,324	78,964	24,395	956,951	947,616	(9,334)	
PROFIT/(LOSS)	49,758	38,816	11,696	206,527.14	192,133	14,394	

AST Engineering Ltd

PREP: Tim Peters

Balance Sheet

Jul-19

		FY 2018/19 Jul-19	Stat A/Cs FY 2017/18 Jul-18		
Fixed Assets					
F&F	FAF	96,667	117,486		
Computers	FAC	0	0		
Equipment	FAE	35,329	41,064		
		131,996	158,550	131,995.56	0.00
Current Assets					
Stock (Fuel Oil and Sheet Metal)	STK	2,690	3,994	2,690.05	0.00
Trade Debtors	TDE	288,086	398,953	288,086.34	0.00
Other Debtors and Prepayments (Taxation)	ODE	38,805	58,197	38,804.90	0.00
Total Debtors	TDE	326,891	457,151		
Cash at bank and in hand	BANK	234,013	177,355		
Cash - Libya deposit		488,750	488,750	722,762.65	0.00
			666,105		
		1,052,344	1,127,250	1,052,343.94	0.00
Current Liabilities					
Trade Creditors < 1 year	CRE	130,202	51,289	-130,202.45	0.00
Fees invoiced in advance	PREIN	251,530	462,398	-251,530.39	0.00
Accruals	ACC	91,600		-91,599.54	0.00
Deferred (Past Fees) Income - Libya	PREIN	488,750	488,750		
Accruals & Deferred Income		831,880	951,148		
Amount due to Parent Undertaking (Gift Aid of Surplus)			233,732		
Taxation and Social Security			26,775		
		962,082	1,262,944		
Net Current Assets (Liabilities)		90,262	-135,694		

Total Assets less Current Liabilities

Represented by: -

		222,257	22,855
Share Capital	CAP	20,000	20,000
Profit and Loss Account (<i>Retained Reserves b/f</i>)	PL	2,858	2,855
Profit (loss) for the period - before Tax and Gift Aid		199,399	207,486
Corporation Tax 'Credit' / (Charge)			1,246
Profit (loss) for the period - after Corporate Tax		199,399	208,732
Gift Aid of Surplus to Perth College			-208,732
Profit (loss) for the period after Tax & Gift Aid of Surplus		199,399	-
Total Retained Profits at year end		202,257	2,855
		222,257	22,855

Current Ratio 109.38% 89.26%

AST Engineering Ltd

PREP: Tim Peters

Cash Flow

Jul-19

	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19
CASHFLOWS FROM OPERATIONS												
Profit for the Financial Month	(4,704.37)	26,071.86	32,718.13	8,678.95	22,956.30	36,309.99	(24,347.60)	48,910.30	50,556.81	(63,480.30)	15,970.71	47,204.96
Adjustments For												
Depreciation	2,308.00	2,308.00	2,309.00	2,308.00	2,308.53	2,308.16	2,308.16	-	2,308.16	4,616.32	2,308.16	1,163.20
Amortisation	-	-	-	-	-	-	-	-	-	-	-	-
Profit on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Interest Paid	501.58	427.31	843.11	293.36	290.81	202.32	238.39	465.13	366.12	371.72	381.79	140.24
Interest Received	-	-	-	-	-	-	-	-	-	-	-	-
Taxation	-	-	-	-	-	-	-	-	-	-	-	-
Decrease/(Increase) Debtors	(275,795.99)	211,606.31	(39,169.73)	(9,664.47)	(65,614.58)	347,744.82	(274,071.74)	(81,878.61)	(2,615.38)	254,219.52	(7,813.20)	61,513.07
Decrease/(Increase) Other Debtors	-	-	-	-	-	-	-	-	-	-	-	-
Decrease/(Increase) Prepayments	6,620.36	1,633.42	16,860.94	3,287.40	1,182.64	20,786.78	(3,534.76)	-	(46,664.80)	5,794.00	4,240.21	9,186.06
Decrease/(Increase) Bad Debt Provision	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	-	-	1,000.00	3,000.00	(23,542.00)
Decrease/(Increase) VAT Debtor	(1,927.32)	5,052.73	(2,418.66)	(3,132.60)	6,735.33	(8,393.97)	(3,063.69)	12,089.05	(2,532.10)	4,992.73	(476.08)	(3,941.73)
Decrease/(Increase) Stock	41.22	430.35	(3,076.10)	1,328.78	946.53	(1,215.52)	-	-	1,587.62	355.40	905.81	-
(Increase)/Decrease Creditors - Trade	3,241.08	2,010.79	(9,192.18)	3,389.31	(59,158.65)	54,963.75	(53,673.25)	4,247.55	70,644.21	(28,858.68)	(20,677.98)	52,163.57
(Increase)/Decrease Creditors - Payroll	(1,064.30)	(362.77)	190.70	781.31	(175.70)	3,239.52	3,819.29	70.50	(6,914.51)	920.39	(1,092.89)	3,647.24
(Increase)/Decrease Creditors - VAT	22,659.49	(26,178.16)	7,663.39	4,384.42	(19,590.08)	11,424.26	9,314.29	(17,532.03)	14,133.99	(29,414.15)	990.41	3,358.94
(Increase)/Decrease Accruals	5,741.50	11,731.33	(6,322.66)	31,432.66	16,595.00	(59,289.86)	16,900.70	-	(171,249.72)	(21,387.27)	25,148.95	(72,436.58)
(Increase)/Decrease Deferred Income	292,055.83	56,299.93	(101,084.23)	(92,878.25)	(65,853.84)	(143,645.80)	225,069.25	-	(170,240.35)	74,069.56	(67,772.60)	(82,596.37)
Increase/(Decrease) in Deferred Taxation..	-	-	-	-	-	-	-	-	-	-	-	-
(Increase)/Decrease in Retained Earnings..	-	-	-	-	-	-	-	-	-	-	-	-
(Increase)/Decrease Gift Aid	-	-	-	-	-	-	-	-	-	-	-	-
CASH FROM OPERATIONS	50,677.08	292,031.10	(99,678.29)	(48,791.13)	(158,377.71)	265,434.45	(100,040.96)	(33,628.11)	(260,619.95)	203,199.24	(44,886.71)	(4,139.40)
Interest Paid	(501.58)	(427.31)	(843.11)	(293.36)	(290.81)	(202.32)	(238.39)	(465.13)	(366.12)	(371.72)	(381.79)	(140.24)
Interest Received	-	-	-	-	-	-	-	-	-	-	-	-
Corporation Tax Payable..	-	-	-	-	-	-	-	-	-	-	-	-
NET CASH GENERATED FROM OPERATING ACTIVITIES	50,175.50	291,603.79	(100,521.40)	(49,084.49)	(158,668.52)	265,232.13	(100,279.35)	(34,093.24)	(260,986.07)	202,827.52	(45,268.50)	(4,279.64)
CASHFLOWS FROM INVESTING ACTIVITIES												
Proceeds From Sale of Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Purchases of Tangible Fixed Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchases of Intangible Fixed Assets	-	-	-	-	-	-	-	-	-	-	-	-
Interest Received	-	-	-	-	-	-	-	-	-	-	-	-
NET CASH FROM INVESTING ACTIVITIES	-	-	-	-	-	-	-	-	-	-	-	-
CASHFLOWS FROM FINANCING ACTIVITIES												
Issue of Ordinary Share Capital	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
NET CASH USED IN FINANCING ACTIVITIES	-	-	-	-	-	-	-	-	-	-	-	-
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	50,175.50	291,603.79	(100,521.40)	(49,084.49)	(158,668.52)	265,232.13	(100,279.35)	(34,093.24)	(260,986.07)	202,827.52	(45,268.50)	(4,279.64)
Cash & Cash Equivalents @ Start	666,104.92	716,280.42	1,007,884.21	907,362.81	858,278.32	699,609.80	964,841.93	864,562.58	830,469.34	569,483.27	772,310.79	727,042.29
Cash & Cash Equivalents @ End	716,280.42	1,007,884.21	907,362.81	858,278.32	699,609.80	964,841.93	864,562.58	830,469.34	569,483.27	772,310.79	727,042.29	722,762.65

Perth College UHI

Paper No. 4

Committee	F&GP Committee
Subject	Estates Update
Date of Committee meeting	23/09/2019
Author	Gilbert Valentine
Date paper prepared	16/09/2019
Executive summary of the paper	Update on the activities the Estates department have undertaken.
Consultation How has consultation with partners been carried out?	N/A
Action requested	<input type="checkbox"/> For information only <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
Resource implications (If yes, please provide details)	No
Risk implications (If yes, please provide details)	No Click or tap here to enter text.
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with:	Click or tap here to enter text.

Perth College UHI

<ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information 	
<p><u>Equality and diversity</u></p> <p>Yes/ No</p> <p>If yes, please give details:</p>	<p>No</p>
<p>Island communities</p> <p>Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?</p>	<p>No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>
<p><u>Data Protection</u></p> <p>Does this activity/ proposal require a Data Protection Impact Assessment?</p>	<p>No</p> <p>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.

Perth College UHI

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? Permanently

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

Estates Update September 2019

Introduction

The following report provides a summary of items of work within the Estates Department as at 12 September 2019.

Summer Works 2019

The minor works completed in the summer 2019 recess included the following items in Goodlyburn - Boilerhouse upgrading with new boilers, pumps and controls, asbestos removal by licensed contractors, redundant oil tank removal, Theatre seating re-upholstery, several rooms vinyl reflooring, fire door upgrading, façade powerwashing, painting/stain to entrance, column repairs in 407 and some corridor lighting replacement with LED.

The minor works completed in Brahan in the summer 2019 recess include some redecoration, vinyl flooring, toilet refurbishment, library and classroom replacement LED lighting, Library recarpetting and electric car charging points installation in the rear car park (two number).

Alterations were carried out at ASW rooms 954/956, 967/977, 906, 959/960 and painting of corridors, Hair and beauty therapy rooms and changing rooms.

Extensive works at Nursery were fast-tracked to replace boiler, cupboards, flooring, LED dimmable lighting, decoration, fitments, furniture, access control and drain surveys/repairs.

Elsewhere items of minor works included CCTV at both the exterior of Brahan, Goodlyburn, and Webster.

PPM summer works

The regular annual schedule of planned preventative maintenance of services occurred during summer 2019. This covered boiler servicing, gas servicing, air conditioning, emergency lighting, ventilation, fire alarm, intruder alarm and other mechanical and electrical items relating to the buildings.

Flat at 28 Morris Court.

This residential property was sold on the open market through Thorntons as agents and transferred on 30th August 2019.

Provision of Callout Response out-of-hours.

Security are now the 1st response keyholder for out-of-hours alarms for the intruder and fire alarm systems, with caretaking staff as secondary backup for Brahan, Goodlyburn, Webster, ASW and Nursery.

Training Caretaking Staff in Conflict Resolution

Training has been completed online by all caretaking staff on Conflict Resolution.

TCD Pre-Application Planning Enquiry

A consultation has taken place with College staff to discuss potential sites for the Aviation Academy of Scotland building on campus.

Once the preferred site(s) are confirmed to the Project Board, a pre-application planning enquiry is due for submission to Perth & Kinross Council Planning Department to facilitate the location of Tay Cities Deal Aviation Academy of Scotland proposal on the Crieff Road Campus.

Radio Mast leases

Discussions are ongoing with leaseholder of the Radio Masts on Brahan building rooftop. The College has taken legal advice and engaged specialists to advise on negotiations with telecommunications operators EE seeking to renegotiate lease arrangements, and these negotiations continue. The College has recovered some back payment of electricity from the high telecommunication users.

Estate Strategy

Work has not yet been commenced on revision of the Perth College Strategic Development Plan of March 2008.

Learning Centres Closure

Estates staff have serviced the clearance of the Learning Centres to prepare for closure in summer 2019. Furniture was recovered for re-use on campus, or offered to recycling before being considered for disposal. Pathways Centre lease terminated on 20 August 2019, and chartered surveyors are assessing the extent of dilapidations. Crieff Learning Centre was cleared and passed back to PKC at the 31st of July. Blairgowrie was also cleared for 31st July and one external sign remains to be removed.

Kinross Learning Centre has been advertised for sale through J&E Shepherd and the College have received 2 offers that are under consideration in conjunction with Scottish Government advice.

LED Installation

Estates in-house staff installed LED lighting in the Brahan Corridors during summer 2018 and this was extended to some Brahan Classrooms, library and Goodlyburn areas. This is intended to assist the reduction of electricity consumption and the associated carbon emissions, as well as update the lighting levels/aesthetics.

Electric car

The College has received funding from Transport Scotland via the Perth & Kinross Council Community Partnership to assist with the 3 year leasing of two electric vehicles. One is an electric car received on 4th April 2019 and the other is an electric van delivered on 5th September 2019.

Environmental Sustainability Group

A meeting was held at end of May with Perth College UHI Environmental Sustainability Group to promote issues regarding energy consumption, paper usage, carbon emissions and sustainability in the curriculum.

REF : Draft GV 12 September 2019.

Perth College UHI

Paper No. 5

Committee	F&GP Committee
Subject	HR Update
Date of Committee meeting	23/09/2019
Author	Katy Harrington
Date paper prepared	16/09/2019
Executive summary of the paper	This is an update on the activities the HR team have undertaken.
Consultation How has consultation with partners been carried out?	N/A
Action requested	<input type="checkbox"/> For information only <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
Resource implications (If yes, please provide details)	No
Risk implications (If yes, please provide details)	No Click or tap here to enter text.
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with:	Click or tap here to enter text.

Perth College UHI

<ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information 	
<p><u>Equality and diversity</u></p> <p>Yes/ No</p> <p>If yes, please give details:</p>	<p>No</p>
<p>Island communities</p> <p>Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?</p>	<p>No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>
<p><u>Data Protection</u></p> <p>Does this activity/ proposal require a Data Protection Impact Assessment?</p>	<p>No</p> <p>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>

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Perth College UHI

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

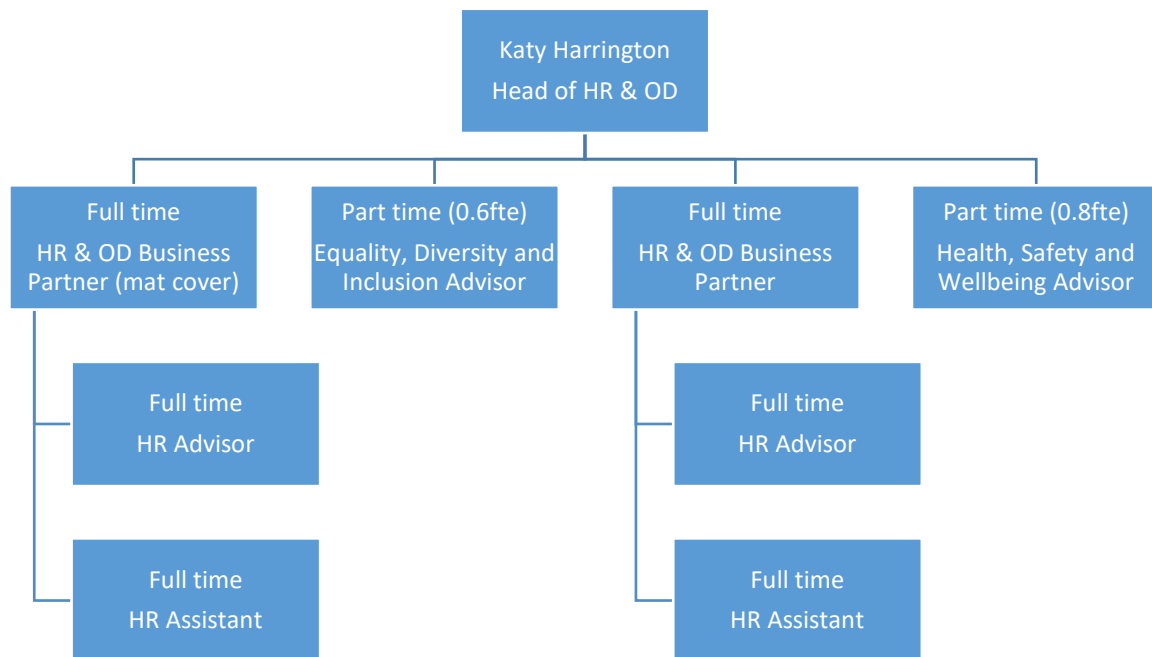
F&GP HR&OD Update

Prepared by: Katy Harrington, Head of HR & Organisational Development

Date: 16 September 2019

HR&OD Structure

All vacancies within the HR team are now filled with the new team structure as set out below.



Staff Conference Day

The last Staff Conference Day took place on the 23 August 2019. The planning group incorporates members from all areas of the College, with the next staff conference planned for the 15 November 2019.

National Bargaining

Lecturers

EIS FELA members approved the National Bargaining offer and industrial action which took place in 2018/2019 ceased. This offer was ratified by the Colleges Scotland Employers' Associates on behalf of the Colleges and there is now agreement on pay, and terms and conditions for the deal with runs from 1 April 2017 to 31 August 2020. The new National Working Practices Agreement (NWPA) applies from 1 August 2019 and the College is currently in discussions with the Union about local implementation.

Processes are still underway to ensure that there is clarity about permanisation and there are ongoing discussions with the Union.

Job Evaluation

Support

We have submitted over 70% of the roles that needed to be evaluated under the National Job Evaluation process (these are roles that were in place on 1 September 2018). The outstanding roles should be submitted over the next couple of months. We are in a very positive place in terms of our return rate compared to other Colleges.

Learning Centres

Consultations are near conclusion for those impacted by the closure of the learning centres.

Compliance

The Head of HR & Organisational Development has completed the process to become the new Authorising Officer for our Tier 2 General licence with the UK Visa and Immigration Office.

An outcome is still pending for a request to change to lead for our PVG countersignatory to the Head of HR & Organisational Development

Brexit

Work is underway to ensure that we continue to raise aware for staff to join the settlement scheme if required.

Health, Safety and Wellbeing

Sickness Absence Statistics

Please find below college sickness absence information for the academic year 2018/2019 compared to 2017/2018

CIPHR	2017/2018 (full year)		2018/2019 (full year)	
	Total Sick Days	Average Sick Days per Head	Total Sick Days	Average Sick Days per Head
Management	118.5	5.38	15	0.6
Support	2385.75	9.21	1908	5.9
Academic	1031.5	5.67	1011	4.5
Total	3538.25	5.51	2934	5.19

As can be seen from the table above our total sickness absence reduced in 2018/2019 when compared to 2017/2018.

When comparing our average sick days per head to the public sector absence levels we are below the national average of 8.4 days

Going forward sickness absence statistics will be considered as short term or long term (4 weeks or more), to allow for more detailed analysis.

In 2018/2019, 25.8% of our sickness absence days were due to work related stress. This is the third most likely cause of short term absence in the public sector, only surpassed by musculoskeletal injuries and minor illnesses. At the current time we are not able to determine

whether our stress related absence is short term or long term, but this will be monitored in the future.

Equality, Diversity and Inclusion

The new Equality, Diversity and Inclusion Advisor has commenced in her role within the team. Her initial focus is on statutory reporting requirement and data is currently being collected to ensure that these are produced as a priority.

Menopause Policy

The production of a menopause policy has been put on hold until reporting requirements have been completed.

Period Poverty

Work continues to take place to ensure that we are providing the products that are needed within our provision. This includes providing packs of products during times when students are not at in provisions i.e. holidays.

Transport requirements across the Campus

Consideration is being given to individual students needs where there are mobility issues to allow them to access the whole campus and how we can best support this. This matter is being considered and progressed in the EDIT committee.

PERTH COLLEGE UHI

JNC : Support Staff

Note of Meeting held on Thursday 13 June 2019
1.30pm, Room 018, Brahan

Present: **Management Representatives**
Dr Margaret Cook, Principal (Chair)
Lorenz Cairns, Depute Principal Academic
Jennifer McGillivray, HR Interim

Support Staff Representatives

Winston Flynn, Unison
Rob Reed, Unison
Jane Edwards, Unison

Apologies: Stuart Hope, Unison Branch Officer

Note Taker: Carolyn Sweeney-Wilson

Summary of Action Items

Ref	Action	Responsibility	Timeline
3.	Review of Actions / Matters arising not included elsewhere on the Agenda b) Retirement Policy: WF to seek feedback from members on a Retirement Policy.	W Flynn	ASAP
5.	Unison Items e) Redundancy process: JM to ensure the College's Redundancy Procedure is published. f) Finance – copies of the accounts information and future projections (as promised in action points from previous minutes): <ul style="list-style-type: none"> • Financial Update to be a standing item on future JNC agendas. • JM to issue HR Key Statistics to JNC members separately. 	J McGillivray C Sweeney-Wilson J McGillivray	Next meeting Next meeting ASAP

Summary of Action Items

Ref	Action	Responsibility	Timeline
	g) Staff Engagement Group remit – particularly around policies and procedures which have to come to JNC: JM to send JE an electronic copy of the Staff EG Terms of Reference.	J McGillivray	Immediately
6.	Working in Partnership JM to set up monthly catch-ups, on an informal basis, with Unison Reps.	J McGillivray	ASAP

Minutes

Item		ACTION
1.	<p>Welcome and Apologies</p> <p>Dr Cook (MC) welcomed everyone to the JNC for Support Staff meeting.</p> <p>Stuart Hope sent his apologies.</p>	
2.	<p>Minutes of the last Meeting</p> <p>The minutes of the JNC for Support Staff meeting held on 7 March 2019, having been circulated, were approved as an accurate reflection of the discussions that had taken place.</p>	
3.	<p>Review of Actions / Matters arising not included elsewhere on the Agenda</p> <p>a) Reporting Facility Time – update WF provided his facility time report, which was emailed to HR.</p> <p>b) Retirement Policy Unison members would like someone from the Pension fund to provide a session at the next Staff Conference Day.</p> <p>Action: WF to seek feedback from members on a Retirement Policy.</p>	WF
4.	<p>National Bargaining update</p> <p>MC advised that there had not been another NJNC meeting since February, so she had nothing further on which to update Unison.</p>	

Item		ACTION
5.	<p>However, there was a meeting scheduled for 26th June. Unison had no update either.</p> <p>Unison Items</p> <p>a) Consultation – timing and efficacy JE indicated this was around consultation on issues that affect the wider workforce and Unison were expressing their concern about the timings of consultations and wanted to try and get this right. MC queried what Unison meant by this. JE said that collective consultations were being held after decisions had already been made, so the timing of the consultation process was wrong. In the Organisational Change Policy, it indicated that consultation needed to be at a time when feedback could be given which could then have a bearing on the process. If Management consulted with staff after a decision had been made, then the consultations were “only a tick box exercise”.</p> <p>MC said she noted Unison’s concerns in this regard. JE asked what MC meant by this and MC said that it would depend where any decisions were taken, for example, if it was a Board of Management decision, then it could be difficult to have consultation beforehand. However, MC said that she had noted Unison’s concerns and would review any process for the future.</p> <p>b) HR crisis: ongoing and unresolved JE expressed Unison’s concern about staffing levels and high turnover of staff within HR. This was an issue of constant concern amongst staff, hence why Unison wished to raise this matter. JE also expressed concern about the HR staff member who was consulting on redundancy, as it was felt they were relatively inexperienced and not entirely conversant with legislative requirements. Going forward, Unison queried what the status of staffing in HR would be. MC said that she couldn’t, of course, guarantee stability; there had been a greater turnover of staff than she would want, but the College was having difficulty in recruiting staff. The feedback being given was that Perth was too far away. MC informed Unison that there were interviews next week for HR staff, but going forward MC hoped there would be greater stability and staff retention.</p> <p>WF referred to the Job Evaluation exercise and expressed concern regarding the job descriptions (JD) being sent out to staff, which seemed to be cut and pasted and also seemed to be reverting back to JDs from prior to the College’s own 2009 Job Evaluation exercise. WF said this was part of the issue with a high turnover in HR staff, as the new staff didn’t know the College systems. MC advised that HR had circulated JDs that were in the system. MC said she heard Unison’s concerns about the quality of the JDs, but HR were working with what was available on the system. MC suggested that it might be beneficial for staff to start their JD from scratch, rather than use outdated JDs.</p>	

Item		ACTION
	<p>JE said that the College had only just received an extension to the deadline for completion of these forms, but prior to that the timescale was completely unrealistic. JE said Unison agreed that it would be more beneficial for staff to start their JD from scratch, however, staff need to be given an appropriate amount of time to complete this.</p> <p>JM advised that HR didn't "own" the JDs and suggested that it was up to individual staff to speak with their line manager to discuss their JD, if they felt that it had changed.</p> <p>JE said that there seemed to be a lack of understanding by HR staff regarding the processes in a public sector organisation, particularly in regard to the unions. JE said that she didn't think there was an understanding of what the role of the union was in these processes. JM said that HR staff do have TU experience within organisations, although perhaps not within the public sector, however, staff were experienced. JM said that there was perhaps a misconception about what HR were asking of the unions. HR weren't demanding anything, just that the timeline fitted in with the deadlines.</p> <p>A detailed discussion regarding the new Job Evaluation process, dates and support for staff from union and HR continued. Unison were concerned about the amount of time required for the paperwork to be completed. LC noted that the form went out to staff in enough time to give them 4 weeks to complete it.</p> <p>MC indicated that the College had an extension to the deadline and this is what staff would need to work with. If this proved to be a problem, it could also become a sectoral issue and the process may get bounced further on. MC said the College would continue to work with people and facilitate completion of the forms, so that as much as possible is completed.</p> <p>JE said that Unison have said all along that they would support members in this. In terms of the new timeline, Unison noted that the deadline was 23rd August, however, it was also noted that staff had been informed that they had to complete their forms by 2nd August. Unison said their members felt as if their time for completion was being "snaffled away" by Management. JM advised that, previously, HR had not realised how much clerical work was going to be required from them, so within the new deadline, extra time has had to be allowed for HR to make sure everything is complete and submitted on time. The time had not been taken away from members. JE queried why HR had not known that they would need this much time and what the level of work required was. JM said it was not clear at the beginning what work was required and it was only after a meeting with Colleges Scotland that it then became clear that HR would require additional time. JE asked why HR had not queried this in the first place. MC said that it was sometimes not until someone went through the process that it was realised more work was involved and it this was the case here.</p>	

Item	ACTION
<p>MC suggested that it would be best to see what comes out of the NJNC meeting on 26th June regarding any issues nationally and timelines etc and then revisit this discussion after that.</p> <p>c) Job evaluation – timeline Discussed at b) above.</p> <p>d) Staff morale and staff survey JE indicated that Unison had raised this matter previously, however, they were still receiving anecdotal feedback that staff morale was not good. It was felt that staff did not have a way to provide anonymous feedback as the College had not conducted a staff survey for 2 or 3 years. Unison felt that there should be a full staff survey soon and they noted that this was being investigated by the Staff Engagement Group.</p> <p>LC pointed out that there would be no point in having a staff survey unless it was balanced; it needed to be meaningful. The Staff EG Working Group looking at this felt the questions were not quite right yet. The questions couldn't be closed questions; they needed something positive to work with. The bigger discussion was, however, around the collation of answers, responses and analysis, that would lead to action planning. LC said he was not sure that a lot of thought had gone into this part of the survey up to this point. The Working Group were revisiting this aspect of the survey and looking at any software that would do this type of collation of data. The previous survey that the College used was provided by ScotInform, however, it was felt there was no point in continuing with this pan-UHI survey, as many of the partners had dropped out. LC said that Management would welcome a survey; they understood staff concern over various issues and Management would be accepting of any questions that led to change.</p> <p>JE queried if the survey questions would come through JNCs, or if they would just go to Staff Engagement. LC said that the Staff Engagement Group was open to anyone to join and if this group was representative of the staff, and this group were in agreement with the questions, then the survey would go out without going through JNCs.</p> <p>MC advised that the survey had been on the agenda of the Programme Board, but there were a number of views regarding not having staff surveys and feedback from this won't be received until next month.</p> <p>e) Redundancy process JE referred to the collective consultation undergoing currently, where there were up to 34 staff at risk of redundancy. JE indicated that because there were more than 20 people involved, then the consultation should be a collective consultation. JE said she had asked HR various questions around various redundancy options, but</p>	

Item		ACTION
	<p>felt she hadn't received a satisfactory response. JM said that the guidelines refer to this process as being establishment based, in that, collective consultation would only commence if there was more than 20 people in one establishment that were affected. Each of the particular venues affected were individual establishments and did not have more than 20 people working there. JE disagreed with this and said that the employer was Perth College, regardless of the venue where staff were working. MC said the law was quite clear in this, that it refers to staff at individual establishments and there were not more than 20 staff at any of these venues.</p> <p>There was a further, in-depth, discussion around this staffing situation, redeployment, and the consultation exercise.</p> <p>JE referred to the lack of a redundancy procedure for the College and it was her understanding that the College had in fact defaulted to the ACAS procedure because of this lack of a procedure. JM said that the College did have a procedure, it just had not yet been published. JE said that staff were being told the College didn't have a procedure and that HR were defaulting to ACAS.</p> <p>Action: JM to ensure the College's Redundancy Procedure is published.</p> <p>There was further, in-depth, discussion around the detail of the document and, in particular, regarding the length of the trial period in a new role, which ACAS lists as 4 weeks and the College were stating it was 6 weeks. MC queried if this was Unison's only issue with the procedure, if so, MC said Management would be content to make this 4 weeks. JE said that 6 weeks couldn't be forced anyway, as legislation states it's 4 weeks.</p> <p>JE then referred to the HR staff who were conducting the consultation and said they should be adequately trained and experienced and Unison felt that they were not; they didn't think it was fair to put any member of staff into a role when they were not trained for it. Unison said that HR staff who were dealing with redundancies need to have an adequate background and be qualified and capable. JM said that they wouldn't put anyone into a role who was not trained and experienced.</p> <p>There was further discussion regarding this issue as Unison raised the point that, during the consultation process, the responses from HR were not adequate. Management did not agree with this and reiterated that all College HR staff were qualified and experienced to carry out their jobs. JE asked for it to be minuted that there was a failure to agree on this, as Unison felt the HR person dealing with this consultation process didn't know the answers to certain questions.</p>	JM

Item		ACTION
	<p>JE queried if there were collective meetings being arranged. MC said dates would be organised and these would be forwarded to Unison.</p> <p>f) Finance – copies of the accounts information and future projections (as promised in action points from previous minutes)</p> <p>JE referred to the College accounts published for 2017-18. These used to be on the JNC agenda as a Finance Update and Unison would like to see these back on the agenda. JE requested that this be a standing item on the agenda at each meeting. MC confirmed she was happy to do this, but pointed out that between meetings there may not be much change to report on. JE said that Unison would be satisfied with a brief verbal update if there was not much to report.</p> <p>JE queried an entry in the accounts for redundancy costs. MC confirmed these costs were redundancy for individuals, but advised that a large proportion of this figure related to pension strain costs.</p> <p>JE noted that another standing item that appeared to have dropped off the agenda was the HR Key stats. JE asked if these could be issued separately. JM said she would look to provide this separately.</p> <p>Action:</p> <ul style="list-style-type: none"> • Financial Update to be a standing item on future JNC agendas. • JM to issue HR Key Statistics to JNC members separately. <p>g) Staff Engagement Group remit – particularly around policies and procedures which have to come to JNC</p> <p>JE wanted clarification on where approval of policies and procedures would take place. Under the RPA these documents should come to the JNC. MC said this had not changed. Management just wanted to involve more people in the consultation process, but it wouldn't change the approval process. JE asked if there was ToR for the Staff EG. LC advised that the Chair person, June Wilson, had a copy of this. JE queried if Unison could have a copy of this group's ToR and JM provided her with a paper copy, but said she would also send one electronically.</p> <p>Action: JM to send JE an electronic copy of the Staff EG Terms of Reference.</p> <p>h) Union attendance at Board meetings</p> <p>JE made a request for this. MC said this was discussed at last night's Board of Management (BoM) meeting and the Board were waiting on guidance on this. MC noted that work was being carried out on this proposal through the Good Governance Steering Group. The current advice was that until the Board received a set of "rules of engagement" it was felt that it would not be appropriate to have observers at BoM meetings. There were issues with confidentiality</p>	<p>CSW JM</p> <p>JM</p>

Item		ACTION
	<p>etc and strict rules imposed on Board members, but it would be difficult to impose these rules for observers. Until the Board receive the appropriate guidance and sign up to this, the BoM felt it was not appropriate. JE queried that this was happening at other institutions and wondered why it couldn't be so at Perth. MC said she was aware of this only taking place at one other institution, but she didn't agree with the risks they were taking. However, this was their prerogative.</p>	
<p>6.</p>	<p>Working in Partnership</p> <p>JM wanted to have a discussion around working in partnership/ collaboration between HR and Unison.</p> <p>JE suggested that they could meet outwith the JNC to discuss this. JE said that that Unison had always worked in partnership with the College, but felt they had met some opposition recently. JE said there was a need to build the bedrocks of what working in partnership actually meant to both parties.</p> <p>JE said she used to have monthly catch-ups with the Head of HR, but these had tailed off.</p> <p>Action: JM to set up monthly catch-ups, on an informal basis, with Unison Reps.</p>	<p>JM</p>
<p>7.</p>	<p>Facilities Time</p> <p>Discussed at point 3a) above.</p>	
<p>8.</p>	<p>AOCB</p> <p>None.</p>	
<p>9.</p>	<p>Date and time of next meeting:</p> <p>Dates for new academic year to be confirmed.</p> <p>Meeting End Time</p> <p>The meeting concluded at 14.50.</p>	

PERTH COLLEGE UHI

JNC : Lecturers

Note of Meeting held on Thursday 13 June 2019
3.00pm, Rm 018, Brahan

Present: **Management Representatives**
Dr Margaret Cook, Principal (Chair)
Lorenz Cairns, Depute Principal Academic
Jennifer McGillivray, HR Interim

Academic Staff Representatives
Sara O'Hagan, EIS-FELA
Declan Gaughan, EIS-FELA

Note Taker: Carolyn Sweeney-Wilson

Summary of Action Items

Ref	Action	Responsibility	Timeline
2.	<p>Minutes of the Last Meeting</p> <p>Updates to the minute of 7th March:</p> <ul style="list-style-type: none"> • Page 5 of the minute, item 6 c), second paragraph re TQFE – JM to send a form of words re the 150 hours. • Page 6 of the minute, item 6 d) 'Additional 2 days holiday', second last paragraph, regarding the flex days – EIS referred to the first paragraph, where EIS wanted the comment amended to: "EIS pushed for flex days, but the fixed days were suitable for that year." 	<p>J McGillivray</p> <p>C Sweeney-Wilson</p>	<p>ASAP</p> <p>Immediately</p>
3.	<p>Matters Arising not included elsewhere on the Agenda / Review of Actions</p> <p>a) Timetabling protocols – update: Meeting to be set up, outwith the JNC, with EIS, LC and DL to discuss future arrangements that will impact on the Timetabling protocols.</p>	<p>L Cairns, C Sweeney-Wilson</p>	<p>ASAP</p>

Summary of Action Items

Ref	Action	Responsibility	Timeline
	<p>b) Contracts and pay for part-time & fractional staff – update:</p> <ul style="list-style-type: none"> EIS to advise their member who had an issue with their payslip, to be in touch with HR, so that HR could explain what the member was being paid for. JM to advise MC how many staff would have reached the point of permanisation, but would have stopped working because their contract had ended before they were permanised. <p>c) Tender for Associates to supplement staff capacity to deliver commercial training – update:</p> <ul style="list-style-type: none"> MC to ask VL to produce a policy in regard to protecting the rights of contract staff while working within the College. MC to ask VL to draft a document to indicate what the understanding would be of the process for College staff to undertake additional contracting work. 	<p>EIS</p> <p>J McGillivray</p> <p>M Cook, V Lynch</p> <p>M Cook, V Lynch</p>	<p>ASAP</p> <p>ASAP</p> <p>Next meeting</p> <p>Next meeting</p>
5.	<p>AOCB</p> <p>Brightspace: LC to arrange for a communication to be sent out to staff early next week, to ask them to prioritise migrating work from Blackboard, so that they don't lose their work.</p>	<p>L Cairns</p>	<p>This week</p>

Minutes

Item		ACTION
1.	<p>Welcome and Apologies</p> <p>Dr Cook (MC) welcomed everyone to the JNC for Lecturers meeting.</p> <p>There were no apologies.</p>	
2.	<p>Minutes of the Last Meeting</p> <p>Further to the amendments noted below, the minutes of the JNC for Lecturers meeting held on 7 March 2019, having been circulated, were approved as an accurate reflection of the discussions that had taken place.</p> <p>Some typographical errors were noted and CSW has now corrected these.</p> <p>Page 5 of the minute, item 6 c), second paragraph re TQFE – JM to send a form of words re the 150 hours.</p> <p>Page 6 of the minute, item 6 d) ‘Additional 2 days holiday’, second last paragraph, regarding the flex days – EIS referred to the first paragraph, where EIS wanted the comment amended to: EIS pushed for flex days, but the fixed days were suitable for that year.</p>	<p>CSW</p> <p>JM, CSW</p> <p>CSW</p>
3.	<p>Matters Arising not included elsewhere on the Agenda / Review of Actions</p> <p>a) Timetabling protocols – update</p> <p>LC indicated that between EIS and Deborah Lally the timetabling protocols (TTP) had been agreed and these had then been circulated. EIS advised that, all being well, the national working arrangements would come into effect on 1st August, but this would likely impact on the TTP. EIS felt a further discussion would need to take place around this. There was also a need to discuss the schools provision. They understood that delivery was introduced in June this year rather than August. If this was going to occur every year, then there would need to be a discussion about the impact on timetables on working over 40 weeks.</p> <p>Action: Meeting to be set up, outwith the JNC, with EIS, LC and DL to discuss future arrangements that will impact on the Timetabling protocols.</p> <p>b) Contracts and pay for part-time & fractional staff – update</p> <p>JM advised that that this had since moved on from the last discussions. JM said she hoped to have a meeting in the next week to discuss contracts being distributed.</p>	<p>LC, CSW</p>

Item		ACTION
	<p>EIS said that one of their members, a part-time member of staff, had been advised they would receive 9 days' pay this month. However, from their payslip it was not clear enough to understand what the member of staff was being paid for. EIS felt it would be useful for next year for the College to get into a position that their hourly paid and part-time staff know from their payslip what it is they're being paid for. JM said HR would need to review how these staff were shown on the system, as it was not clear what staff were being paid for. JM asked EIS to advise this member of staff to meet with HR and they would explain what they were being paid for.</p> <p>Action: EIS to advise their member who had the issue with their payslip, to be in touch with HR, so that HR could explain what the member was being paid for.</p> <p>EIS asked for an update on what was happening with the new contracts. JM said that staff should continue with the old contracts, then HR would pick up the discussion from there. EIS were happy to continue with this, but just wanted to know where this was on the agenda.</p> <p>MC said that they were having a look at permanisation re the face value teaching hours and 25% prep time and, what would be proposed going forward, would be that the College would accept what staff should be paid for ie the full prep time and staff would then receive a contract for whatever that would be. There was also back pay due to these staff and this will be back dated to 1st April. MC said Management wanted to go with the pointage in this case and pay the difference. This will be paid in July. These staff would receive contracts with effect from 1st April and they will be sent a letter explaining this and that back pay will be paid to them in July. EIS queried if Management were going to be reducing teaching hours. MC said she didn't think this would be tenable.</p> <p>EIS queried if the position would be that there will be some staff permanised, but some staff will not have reached this point and may then have stopped working because their contract will have ended – EIS wanted to know if the College were just drawing a line under this. MC asked JM how many staff on the list were in that position. JM said she would need to check and let MC know. MC said that the College would not want to disadvantage anyone. Going forward, MC said she was seriously concerned about the increase in permanised staff in terms of the College's cost base. The staffing model had been run and there were areas which were showing overstaffed. There would be some real challenges for some areas in this regard and for other areas in terms of delivery, but MC said they would continue to run the staffing model when more information is received. However, there may be no part-time hours.</p> <p>Action: JM to advise MC how many staff would have reached the</p>	<p>EIS</p> <p>JM</p>

Item		ACTION
	<p>point of permanisation, but would have stopped working because their contract had ended before they were permanised.</p> <p>MC said that, in terms of the Leisure Tutors, a good number of community learning courses are on the list, but the College was waiting on a couple of venues responding re their availability and once that is confirmed, then the programme of courses would be advertised.</p> <p>EIS queried what would happen with the hourly paid staff, going forward. MC said the College would move onto a standard practice for everyone going forward, but there were consequences for this. LC said the College seemed to be on a trajectory now that the part-time hours were decreasing, because permanised staff were on the increase, but this didn't necessarily then correlate that the College had all the experience within the staffing complement. As permanisation continues it will get harder for the College to sustain its operating position. LC said that SMT had been mulling figures for the last few weeks, trying to ensure things were right. However, there may be no flexibility to give part-time staff further contracts after the summer.</p> <p>There was a further, in-depth, discussion about the issues surrounding permanisation, the issues for part-time staff and the College having the breadth of experience in departments.</p> <p>EIS queried if the College were any further forward looking into the process for those people who did not want to be permanised. MC said that no-one had come forward yet to indicated they wished this.</p> <p>c) Tender for Associates to supplement staff capacity to deliver commercial training – update</p> <p>EIS said they weren't in favour of producing any other types of contract if this was going to erode the Lecturing position. Looking at the paper EIS felt that contracting people short of the 2 years to negate permanisation would be questionable. If the College were to be going the route of permanisation, as described, then there may be staff available to take on these contracts.</p> <p>MC said the first port of call would always be with the departments, but if there was not availability within the staff, then the College wanted to be able to look to contract outwith the College. The principle would be that if it's not within their contract, then staff would be paid over and above their permanent contract rates eg over the summer holidays for taking on this additional work. MC said it would be expected that this type of work would normally be short commercial programmes. MC said this was not about replacing College staff with external contractors.</p> <p>There were already a number of institutions who do this. The</p>	

Item		ACTION
	<p>College will have to start looking at how it delivers the curriculum and the types of staff employed due to future financial positions. MC said there would be some tough decisions needed to be taken shortly. Financially the College needed to find something that was sustainable.</p> <p>MC reiterated that the external staff under these contracts would not be employees and the College would look internally first and if no availability, would then have one-off contracts for people employed as contractors.</p> <p>EIS said they understand the reasoning behind this and reiterated that they would hope College staff would get 'first bite of the cherry'. EIS queried if there were any policies in place to protect staff. MC said they didn't have this, but a paper could be drafted in this regard and she would ask VL to do this.</p> <p>Action: MC to ask VL to produce a policy in regard to protecting the rights of contract staff while working within the College.</p> <p>EIS confirmed their agreement with the employment of contractors, as long as the due process was followed and College staff were offered first option of any work. EIS queried if there were any repeat areas where the College was receiving business, and there was a staffing skills gap, would the College look at the possibility of training staff. LC said that this was the very area that was tightening, due to permanisation. EIS said that with permanisation it was possible staff might have some capacity for development.</p> <p>MC said that a document would be drafted regarding the understanding of how this would operate.</p> <p>Action: MC to ask VL to draft a document to indicate what the understanding would be of the process for College staff to undertake additional contracting work.</p>	<p>MC, VL</p> <p>MC, VL</p>
4.	<p>National Bargaining update</p> <p>a) Additional 2 days holidays – update</p> <p>EIS said there was a lack of clarity around these dates for part-time and fractional staff. EIS said they didn't want their members to be in the same position next year as they had been this year.</p> <p>Also, the message that went out to students regarding the cancellation of classes, because staff were getting these additional holidays, didn't give a good impression.</p> <p>EIS said the original proposal was that staff should be given what they were entitled to and staff were then to manage this with their line manager, but there were objections to this from Management.</p>	

Item	ACTION
<p>MC acknowledged EIS comments, but said the question now was did the College continue with the fixed days, or look at something else. MC suggested the days could be made part of annual leave, but expectations about priority of provision for students would have to be managed. EIS said it was important for staff to be available for students and for students to have as little disruption as possible. LC said that, from a curriculum perspective, it was easier for him to manage everyone at the same time because this could be more easily planned for. EIS suggested that TOIL in the past has been successfully managed and thought these extra days could also be managed successfully.</p> <p>EIS said SMs would need to be informed of those staff who were not entitled to the full 2 days so they could inform these staff accordingly.</p> <p>There was further discussion around this item, particularly regarding EIS taking a poll of their members; Management preference for fixed days due to more easily being planned for.</p> <p>EIS said the dates were in the calendar and some staff would already have the expectation of those dates. LC said this could be changed if staff preferred a different scenario. MC queried EIS if they wanted to try continuing with the same format for another year and then review it at Easter 2020. If it was decided it wasn't working for staff, then further discussions could take place regarding other options.</p> <p>EIS were in agreement to run the dates as currently in the calendar for the next academic year (2019-20) with a review at Easter 2020 to ascertain if everyone was happy to continue.</p>	
5.	<p>AOCB</p> <p>Lecturer Workload EIS said that due to industrial action staff had a lot of work still to complete. It was unlikely that staff would manage to achieve everything before the summer break and they just wanted to flag this up to Management. MC acknowledged this.</p> <p>Brightspace EIS queried MC regarding the timeline for implementation. MC said that there was a need for staff to ensure they had everything out of Blackboard that they needed before they went on their summer break. If anything needed "fixed" in Brightspace then this could be done when staff return, as long as staff had everything out. EIS said that some migration had not been done and what has been expected to have been done hasn't happened. MC said that individuals will need to double-check that what they expect to have</p>

Item		ACTION
	<p>migrated has actually been done.</p> <p>LC advised that staff should make every effort to back their work up, even somewhere else, and also to make sure that work has been migrated.</p> <p>LC said he would arrange for a communication to be sent out to staff to prioritise migrating work from Blackboard, so that staff don't lose any work. He said this would be circulated early next week.</p> <p>Action: LC to arrange for a communication to be sent out to staff early next week, to ask them to prioritise migrating work from Blackboard, so that they don't lose their work.</p> <p>Learning Centres EIS asked for an update on the current situation regarding the Learning Centres. MC said that DL had drafted a good timetable of classes and DL was just waiting on some feedback on venue availability for these classes. Every Tutor who had come forward to say they wanted to be part of the new timetable had got what they wanted. However, there was no guarantee that the courses would actually run as it would be dependent on uptake. It didn't look like any tutors would be made redundant. The College will be collectively entering into discussions with the Tutors on how this will move forward.</p> <p>DL had built in more educational courses to the timetable in order to draw down credits. MC said that the College would meet its core target this year, but won't meet the ESIF target. In terms of the whole of UHI, the partnership may not meet its core targets. As a partnership, MC suspects our numbers will be reduced. There was some real concern about the FE credit numbers. The Open Day on Saturday (8th June) was successful – 77 applications were received. MC said there may be some courses which won't run, but will have to keep our eye on this. LC pointed out that in terms of applications, the College was behind in numbers this year from where we were last year for FE and HE.</p> <p>EIS asked if they could also attend the collective meeting with the Tutors and MC confirmed this was fine.</p> <p>Redundancy Policy EIS queried this policy as it was not yet published. JM said it had been approved by the Board of Management and it was currently with DTP for formatting prior to being published.</p> <p>HR Update EIS asked how things were going in HR. JM said that interviews were being held next week for an HR BP role, both full-time and temporary roles. A new E&D Adviser would be starting at the end of</p>	LC

Item		ACTION
	<p>June. This post will have an element of HR Adviser within it. EIS asked if JM would be staying at the College after her contract finished. JM said that her contract went up to 30th July and it would be a management decision if this was to be extended.</p> <p>Staff Engagement Committee / Staff Survey EIS asked for an update on the status of a potential staff survey. LC said that the Staff EG Working Group (SLWG) looking at this introduced some potential survey questions at the last Staff EG meeting. Some were a bit closed, but the categories were right. However, there was no mechanism yet to analyse the responses, or garner any other specific comment, so the SLWG were going to have a further look at some questions and also to look at what software would be suitable to deliver the survey, analyse the data, which would then drive the improvement. LC said staff should be assured that Management were not trying to suppress a survey, but it was important to get it right and it also needed to have outputs in order to drive change. EIS agreed that there was no point in having a survey if there were no outputs, although staff should be able to comment on what's happened over the last couple of years. LC advised that the SLWG would be attending the next Staff EG with an update.</p> <p>Seconded Promoted Posts EIS said that all these posts would be expiring on 31st July and asked for an update on the status of this. MC said she was conscious of this date and the intent had been to terminate the LTLs' contracts on 31st July. There had been some discussion with the LTLs about this. MC also advised that an advert had been circulated for the Associate Principal (Academic) post and depending on who was appointed to this post, it could have a knock on impact on some of these other roles. MC said that it was likely that these posts will probably be extended to the end of the first semester, depending on the outcome of the AP role.</p> <p>LC said that the LTL secondment was for 5 years. During the meeting with these staff they were asked to contribute to the evaluation of their role over this period. The feedback was received and shared and discussed with LTLs. It was mixed, but fair. Based on this feedback Management have decided to re-think what happens next but the LTL contract will end on 31st July. The SL secondment will be extended until the end of the first semester. EIS pointed out that these were promoted Level 1 posts and depending on how Management revisited these roles there would need to be further discussion, as the existing work is levelled at 1. MC said that, at the moment, they had no fixed idea on how this would proceed and felt it would be better to have a further conversation about this after the summer break.</p> <p>New Professional Review process</p>	

Item		ACTION
6.	<p>EIS queried if there was to be a formal launch of this new process. It was their understanding that this was to be launched at the next Staff Conference Day and wondered if this was to be the case. LC said that the format of the June Staff Conference Day had now changed, due to the thinking that the Lecturers would still be under industrial action.</p> <p>LC said he didn't think it would be launched at the June conference day, but pointed out that many people had already used it, so there may not be any point in having a formal launch. LC said he would undertake to ask for feedback on the new process then remind staff in August of the new method. EIS said they thought staff would get buy-in from this if they were aware of the new forms.</p> <p>MC also mentioned the current issues with GTCS for staff registering with them. GTCS were not acknowledging the current routes of additional learning amongst the College sector eg the Higher Education Academy, and did not recognise that staff could be dual registered, which would cause the College real problems.</p> <p>Review of Facility Time for EIS Reps EIS requested a review, for their reps, of their facility time, in the next year. The last 2 years had been particularly busy for reps and they were regularly exceeding their remitted hours. MC said she would be happy to do this at the beginning of the new academic year.</p> <p>Date and time of next meeting: Dates for next academic year to be confirmed.</p> <p>Meeting End Time The meeting concluded at 16.35.</p>	

Staff Engagement Group

Paper 1

Minutes

Date and time: Monday 3 June 2019, 2 pm
Location: Room 019, Brahan

Members present: Jacqui Allison, Suzanne Thomas, Helen Roger, Karen McPhail, Lynn Taylor, Mandy MacDonald, Richard Fyfe, Lorenz Cairns, Lee Dunn, Aida Greir, Colin Stewart, Ian McCartney, Becky Angus

Apologies: Craig Lindsay, Emma Davie, Kathleen Connor, Nuria Camps, Christine Walker, Lesley Sutherland, Rob Reed, Sara O'Hagan

In Attendance: Barbara Nelson

Chair: June Wilson

Note Taker: Isobel Syme

Summary of Actions

Ref	Action	Responsibility	Time Line
Meeting 22 April 2019			
12	Professional Fees – will be going to SMT 4 June 2019 for discussion	Lorenz Cairns	This week
Meeting 3 June 2019			
5	Supporting students and Carer's Award – more information to be obtained	June Wilson	June
5	Environmental Sustainability Group – volunteers welcome	All	June
5	Policies and Procedures – check re consultation process	June Wilson	June
5	Metaskills Policy – meeting to take place with Lorenz Cairns and Barbara Nelson	Isobel Syme	June
7	Central Events Calendar – linking of this with other promotional tools to be investigated	Mandy MacDonald/Helen Roger	June/July
8	Staff Survey: Themes and questions to be further defined	Ian McCartney/ Jacqui Allison/ Mandy MacDonald/ Richard Fyfe	June/July
	Any further feedback to be sent to the group	All	ASAP

Summary of Actions

Ref	Action	Responsibility	Time Line
9	National Job Evaluation – any difficulties re completion of documentation to be highlighted to Teresa Robertson in HR	All	ASAP
10	Intranet Proposal – additional information to be sought on Option 2	June Wilson	June
11	Peer Review Process: Anyone interested in taking part in this SLWG – names to David Gourley	All	June
	Further information to be obtained regarding support staff and the process	June Wilson	June

Minutes

Item	Action
1. Welcome and Apologies	
	June Wilson welcomed everyone to the meeting. Apologies were noted.
2. Additions to the Agenda for AOCB	
	Invoice processing
	Peer review process
	Unidesk
3. Minutes of Meeting held on 22 April 2019	
	The minutes were approved with the following amends. Get amends from June.
	Matters Arising
	Professional fees - going to SMT tomorrow.
4. Staff Conference Planning Group Update	
	Programme going out today. June updated on various teambuilding activities. Workshops to be requested through Ciph. Activities to be booked through ASW reception.
5. CMT Update	
	All Chairs from Engagement groups go to CMT. Any questions, actions that need approval go to CMT. By exception any other

Item		Action
	business. Minutes from Engagement groups are now on the Shared drive.	
	Supporting student and carers' award – this is a recognition award for students who are carers. JW to get more information and send to the group.	JW
	Period poverty – June updated the group. EDIT group leading on this.	
	Environmental sustainability group – Gilbert Valentine leading this. Anyone who is interested please contact Gilbert.	All
	TQFE – needs to be completed within 2 years of employment.	
	Policies and Procedures – various policies come to CMT on a monthly basis. The approval process mentions consultation. JW to take forward regarding appropriate input.	JW
	Metaskills Policy – LC and BN to meet to discuss.	IS
	Discussion took place regarding what should go to CMT – two way communication.	
6.	Starters and Leavers April 2019	
	Issued for information.	
7.	College Events	
	Open Day – 8 June 2019	
	College Expo – 12/13 June 2019. Will be held at ASW.	
	FE Prizegiving – 6 June 2019. Venue – Dewars in Perth.	
	Central Events Calendar – currently no overview of the event. Agreed that more information would be useful. Possibility of the calendar and College Facebook pages being linked to be investigated along with other possible options for sharing information on events. MMcD and HR will take this forward.	MMcD/HR
8.	Staff Survey Verbal Update	
	Feedback on first draft – discussion took place regarding how this might fit into the Professional Review process. Collation of data once the questions have been answered and what happens next very important. Agreed that questions need to be clearer.	

Item	Action
<p>Discussion took place regarding the expected outcome of this survey. Themes – what do we want to look at and address? It was agreed that the themes are good. Need now to take forward. Everyone agreed that the survey is important. JW thanked everyone who has contributed so far.</p>	
<p>Survey needs to be quantifiable. Themes to be defined. Bristol On-line Survey software needs to be investigated regarding possible format of survey. Discussion took place regarding possible alternative options. Other academic partner staff surveys to be looked at. Questions to be looked at again and to include the Board of Management and Learner Engagement. Any further feedback to be sent. To come back to the next meeting.</p>	<p>IM/JA/MM/RF All</p>
<p>9. National Job Evaluation</p>	
<p>Communications and updates have gone out from Teresa Robertson who is overseeing the process. Drop In sessions have been organised. Questionnaires – to be returned by 26 June. Any queries HR are happy to help.</p>	
<p>No extensions have been agreed at the moment. A minimum of 4 weeks to complete documentation. Discussion took place regarding the tight deadline. Any difficulties regarding completion of documentation to be highlighted to Teresa Robertson.</p>	<p>All</p>
<p>10. Intranet Proposal</p>	
<p>Options for Replacement – group agreed they would not recommend Option 1. Additional information to be sought on Option 2.</p>	<p>JW</p>
<p>11. AOCB</p>	
<p>Invoice Process – ST has put notes together – copies available.</p>	
<p>Peer Review Process – SLWG. Looking for volunteers. Academic staff invited to nominate an area out with their own area – teaching observation, sharing good practice. Anyone interested – names to David Gourley. Support staff involvement to be clarified and further information on this process to be obtained and sent to the group.</p>	<p>All</p>
<p>The care team – awarded Scottish local government. Get info from Aida. Partnership working and changing lives.</p>	<p>JW</p>
<p>Unidesk – June updated the group on this service.</p>	

Item	Action
12. Date of Next Meeting Dates for next academic year to be advised	
13. Date of Next CMT Meeting 19 June 2019	

DRAFT

Finance and General Purposes Committee Terms of Reference

Membership

Chairman (ex officio).

Vice Chairman (ex officio).

Principal (ex officio).

No fewer than **2** other Board of Management members.

In attendance

Chief Operating Officer

Head of Human Resources and Organisational Development

Quorum

The quorum shall be 3 members of which **at least 2 to be independent Board of Management members.**

Frequency of Meetings

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

Terms of Reference

- 1 Consideration of the annual estimate of revenue income and expenditure.
- 2 Consideration of the annual estimate of capital income and expenditure.
- 3* Responsibility to ensure that appropriate control systems are in place:
 - a To administer and control all revenue and capital grants received from the Scottish Government and all other sources.
 - b To administer and control the payment of all monies due and the collection of all income due.
 - c To ensure the efficient management of the College Catering Service and Food Court and Halls of Residence.
 - d To administer and control matters relating to the repair, maintenance and upkeep of land, buildings etc.
- 4 Liaison with the Audit Committee in reporting to the Board on the state of the College's finances.
- 5 Consideration and approval of the College's Financial Regulations and Procedures, ensuring their implementation, monitoring and review in relation to all matters financial, including approving organisations in which funds may be invested and setting investment limits.

- 6 Generally the formulation of advice to the Board on financial matters and the supervision of the financial affairs of the Board.
- 7 Strategic oversight of procurement, contract management and ICT service level agreement on behalf of the Board.
- 8* Consideration of tenders received for any works the cost of which are in excess of £50,000.
- 9 The acquisition and/or disposal of heritable property whether by purchase/sale or lease.
- 10* Consideration of any proposals to obtain plant equipment furnishings or fittings the cost of which is expected to be more than £50,000.
- 11 Consideration and assessment of priorities for capital grant for new building work or the major modification of existing buildings. Recommendations to the Board on issues relating to College estates and resources
- 12 The oversight of the Board's statutory functions and responsibilities as an employer of the staff of the College.
- 13 Consideration of all matters relating to:
 - a The establishment and staffing structure of the College.
 - b The salaries, wages and conditions of service of all staff except the Principal, Executive and Managers as individual contracts with the Board.
- 14 Responsibilities for early retirement/early severance policy.
- 15 Oversight of the disciplinary and grievance policies and procedures of the College.
- 16 Consideration of matters relating to staff relations including union recognition and local bargaining agreements.

The functions marked thus * stand delegated.

Approved at Committee – 12 October 2016